

Executive Council Minutes
Omaha, Nebraska
February 19 – 21, 2010

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The Executive Council of The Episcopal Church
19 - 22 February 2010
Hilton Omaha

Friday, 19 February

Following Morning Prayer, the Chair of Executive Council, the Most Rev'd Katharine Jefferts Schori, convened the meeting on Friday, 19 February 2010, in the St. Nicholas Ballroom of the Hilton Omaha in Omaha, Nebraska. She welcomed Dr Anita George, elected by Province IV to fill the unexpired term of Belton Zeigler.

The Secretary, the Rev'd Canon Gregory Straub, read the roll.

All Present, unless otherwise indicated.

KATHARINE JEFFERTS SCHORI, CHAIR
BONNIE ANDERSON, VICE CHAIR - delayed

DAVID ALVAREZ
TIM ANDERSON
ROSALIE SIMMONDS BALLENTINE
HISAKO BEASLEY
JON BRUNO
SARAH DYLAN BREUER
STEPHANIE CHENEY
BRIAN COLE
JANE COSBY
LEE ALISON CRAWFORD
IAN DOUGLAS
BLANCA ECHEVERRY
SCOTT EVENBECK - absent
BUTCH GAMARRA
MARTHA GARDNER
BRUCE GARNER
ANITA GEORGE
WENDELL GIBBS
DEL GLOVER

JOYCE HARDY
BETTYE JO HARRIS
MARK HARRIS
ANGELA HELT
MARK HOLLINGSWORTH
STEPHEN HUTCHINSON
GAY JENNINGS
BRYAN KRISLOCK
LELANDA LEE
CRISTOBEL LEON
VYCKE MC EWEN - delayed
FRANCISCO QUINONES
SILVESTRE ROMERO
KATIE SHERROD
TERRY STAR
DEBORAH STOKES - absent
WINNIE VARGHESE
ANNE WATKINS
SANDYE WILSON

EX OFFICIO:
LINDA WATT, Vice President
GREGORY STRAUB, Secretary
KURT BARNES, Treasurer

CANADIAN PARTNER:
DOROTHY DAVIES-FLINDALL

The Chair asked for a vote to approve the agenda, which had been posted on the extranet. A motion was duly made and seconded, and the agenda was approved unanimously.

The Chair asked for additions and corrections to the minutes of the Memphis meeting. There were none. She asked for a motion to approve the minutes, as posted. A motion was duly made and seconded, and the minutes were approved unanimously.

Chair's Opening Remarks

The Chair made opening remarks.

She said she had attended a meeting of Churches of Christ Uniting with representatives of historically African American Methodist churches.

She spoke of her visit to Haiti, the church's largest diocese, over 150 years a part of The Episcopal Church [TEC]. She reported that Bishop Jean Zache Duracin did not yet know what the diocese needed. She said there would need to be a long-term partnership to restore the diocese's infrastructure.

She spoke of her trip to Liberia and noted the many similarities Liberia shares Haiti: e.g., historical, racial.

She reported on her trip to Cuba for the consecration of a new bishop. She said the offering at the service was dedicated to Haiti and that Bp Miguel Tamayo said Cubans gave out of their poverty, not their abundance.

She reported on the Diocese of South Carolina and the bishop's charge that she had meddled in diocesan affairs, causing him to postpone the diocesan convention by two weeks. She asked for Council's prayers for the Episcopalians of South Carolina.

Chief Operating Officer's Opening Remarks

The Chief Operating Officer, the Hon. Linda Watt, gave her report, introducing the members of staff present at the meeting: Lori Ionntiu, Marian Conboy, Toni Daniels, Margaret Rose, Alex Baumgarten, David Copley, Susan McCone, Margareth Crosnier de Bellaistre, Mark Duffy, Nancy Caparulo, Rob Radtke, Mary Frances Schjonberg, Brian Sellers Peterson, Lauren Ellen Muglia and Alpha Conteh. She introduced Dorothy-Jane Porpeggia, chair of the AF093 Task Force (Personnel Practices) and Diane Pollard, Chair of the Joint Standing Committee on Program, Budget & Finance (PB&F). She informed Council that Neva Rae Fox, Abigail Nelson and Kirk Hadaway would join the meeting in course.

Ambassador Watt described the In House Event for team building and training that had taken place in early January. She reported that there were fewer employees at the Episcopal Church Center and in regional offices and that current staffers were working without secretaries/assistants. She said former assistants had been given portfolios and were now persons with expertise in mission areas. She informed Council that Ms Rose and Ms Daniels were meeting with a consultant as they worked into being Co-Directors

of Mission. She said staff were engaging in peer review of events and asking how groups can piggyback on events. She announced the success of a first all-mission staff meeting via Webex, which will be repeated monthly. She called Council's attention to reports from staff posted on the extranet. She highlighted the work of several offices, including Christian Education & Formation and Transitions. She announced an upgrading of technology, enabling video conferencing, document sharing and training in use of software. She said computers would be upgraded.

She informed Council that the cleaning contract for 815 Second Avenue had been re-bid and a new contract awarded to Benjamin Enterprises. She reported on union activity outside the building and referred to a misleading editorial in New York tabloid. She expected the contract to be discussed in a joint meeting of the Standing Committee on Government & Administration [GAM] and the Standing Committee on Advocacy & Networking [A&N].

She reported on a need to move offices within the Episcopal Church Center [ECC] to free space for rental of an additional part of a floor. She said the Office of Federal Ministries was now located in Washington, DC, in the same building as the Office of Government Relations. She reported that the Omaha regional office had been closed, as one staffer had been laid off and another relocated to the Los Angeles regional office.

She reported that the Department of Communications was redeveloping the church's website. She said the department had surveyed readers of Episcopal Life and reported that Episcopal Life Monthly was now up and running. She expressed satisfaction with the public relations efforts that followed the Vatican's invitation to Anglicans. She noted a landing page on the Episcopal Church website for Haiti and announced that a feature-focused quarterly magazine would debut in the third quarter. .

She announced that Ms Nelson, Vice President of Episcopal Relief & Development, would join Council on Monday to report on the agency's work in Haiti. She said she herself was just back from a board meeting of Episcopal Relief & Development in South Africa.

She asked Council to endorse the Strategic Plan.

The Rt Rev'd David Alvarez asked that the memory of Nelson Famadas, a member of the Episcopal Relief & Development board be honored. He died on 25 January in Miami.

The Rev'd Gay Jennings asked how new positions were being funded after dramatic staff reductions. Ambassador Watt explained that a part time position, funded in the budget of General Convention, was being expanded into a full time position. She said there would be a very slight reconfiguration of staff to accommodate the work needed to be done. She asked for one additional staff position, a Director of Development, and noted that the Joint Standing Committee on Finances for Mission [FFM] would take up that request. She said funds saved by eliminating a position in the Office of Government Relations might fund another position. The Treasurer, Mr Kurt Barnes, reported that a couple of retirements helped to allow reconfiguration of staff. He said reconfigurations might save

\$60,000 over the General Convention [GC]-approved budget.

The Chair informed Council there was need for help in North Dakota and South Dakota after recent ice storms. She reported that Episcopal Relief & Development was responding.

Bishop Member of the Anglican Consultative Council

The Chair opened the floor for nominations for the bishop representative to the Anglican Consultative Council [ACC]. Rosalie Simmonds Ballentine, Esq. asked if Council could postpone this election until the June meeting. The Chair said the ACC will not meet for two years. Canon Ballentine moved to postpone the election until the June meeting. The motion was duly seconded. The Rev'd Canon Mark Harris asked why Canon Ballentine was proposing to postpone the election. Canon Ballentine said she wanted Council to have the option of including all possible nominees, including the Rev'd Dr Ian Douglas, who will be eligible for election in June. The Chair put Canon Ballentine's motion to a vote, and the election was postponed unanimously.

Administration & Networking

The Rev'd Winnie Varghese, Chair of A&N, reported that her committee would discuss labor relations at Hyatt hotels; the church's long term commitment to Haiti; anti-racism; Jubilee Center reporting; and domestic poverty and the Episcopal Service Corps. She said her committee was taking time to be proactive, not reactive. She said her committee wished to support grassroots efforts within the church.

Finances for Mission

Dr. Delbert Glover, Chair of FMM, reported that his committee will review the financials for 2009; discuss the budget for 2010; discuss the reports of the Audit Committee and Investment Committee; talk about Mission Funding and Archives; and hold a joint meeting with GAM on the Management Letter forwarded to Council by PB&F.

Governance & Administration

Ms Jennings, Chair of GAM, reported that her committee would address churchwide communications; the Historical Society; the cleaning contract for the ECC in a joint session with A&N; special meetings of EC; anti-racism training for EC; Council's spouse/partner/guest policy; chaplain for EC; by-laws revision; AF093 Task Force (Personnel); the PB&F Management Letter with FFM; and Committee, Commission, Agency & Board [CCAB] liaison with Council's Standing Committees. Mr Barnes asked GAM to look at revising the canons that require dioceses to submit reports and audits without penalties for not doing so.

Local Mission & Ministry

The Rev'd Deacon Terry Star, Chair of the Standing Committee on Local Mission & Ministry [LMM], reported that his committee would triage GC resolutions; the CCAB list for liaisons; the Task Force on Personnel Practices; and domestic poverty.

World Mission

Canon Ballentine for the Standing Committee on World Mission [WM], reported that her committee would discuss referred resolutions from GC; reorganization of mission areas of the ECC; covenant relationships and committees; Haiti; human trafficking; Province IX diocesan grants jointly with FMM; Commission on Theological Education for Latin America and the Caribbean [CETALC]; have a study moment on *Anglican Experiment*; the proposed Anglican Covenant; Rob Radtke on the Anglican Relief & Development Network; and the Anglicans in the Americas conference in 2011.

Break.

AF093 (Personnel) Task Force

Dorothy-Jane Porpeggia, Esq., Chair of the AF093 (Personnel) Task Force, gave highlights from her Power Point presentation, uploaded to the extranet. She said the Task Force had met on 14-15 January in New York. She reported that the enabling resolution called for two members of the former Joint Standing Committee on Administration & Finance and now had two members of GAM: the Rev'd Canon Sandye Wilson and Mr Bryan Krislock. She reported the Task Force had met with John Colon, Director of Human Resources, and Ambassador Watt. They had toured ECC with Su Hadden, Ambassador Watt's assistant. She enumerated the Task Force's Issues for study: lay vs clergy benefits; exempt vs non-exempt benefits; recruiting throughout the church; benefits processing; policies and practices; best practices for managing a mobile and dispersed work force; performance evaluation; contract vs full time employee; titles or classifications; the employment of experts as appropriate; termination; morale; and integration of new employees. The Task Force's tasks through the spring include introducing staff to members of the Task Force and its role. She reported that a wiki had been established for communication among members of the Task Force. She said members would interview staff and establish a gmail account for communication between staff and members. She said the Task Force would conduct a survey of present and former staff, both in NYC and in regional offices. She promised regular communication with management, GAM and employees.

Ms Anne Watkins asked if the Task Force's recommendations would apply only to ECC staff or also to employees of dioceses and parishes. Ms Porpeggia said the Task Force's charge was limited to employees of the Domestic & Foreign Missionary Society

[DFMS]. She volunteered, however, that the Church Pension Group [CPG] is working on employment templates for dioceses and parishes.

INC055 (UTO) Task Force

Dr Douglas gave a progress report on the INC055 Task Force (United Thank Offering [UTO]). He said the Task Force held conference calls once a month. In November and December the Task Force discussed the goal of reporting to GC in Blue Book. The Task Force had divided itself into five subcommittees: History and Story; Theology of Thankfulness; New Times and New Technologies; Anglican Communion Matters; and Organizational Structure and Relationships. In mid-January six members of the Task Forces attended the UTO board meeting: to listen to and build trust with the board. It was decided that one member of the UTO board would serve on each of five subcommittees of the Task Force, an arrangement that was well received by the UTO board. Dr Douglas announced he would resign as member of EC and as chair of the Task Force and that the Chair and Vice Chair of EC had appointed Canon Mark Harris to serve as member and chair. Dr Douglas said he would continue to serve as a member of the Task Force, filling the vacant seat of a resigned member.

CIM040 (Strategic Planning) Task Force

Canon Tim Anderson gave a progress report of the CIM040 Task Force (Strategic Planning). He announced the completion of the Task Force's work. He said the latest draft of the Strategic Plan benefited from CCAB input. He recommended that GC's mandated strategic planning body receive the Task Force's report as a basis for moving forward. Ms Jennings asked what the next step would be. The Secretary recommended the Strategic Plan be reviewed by the standing committees of EC, adopted by EC and forwarded to the not-yet-named Strategic Planning Committee. Bishop Alvarez opined that the Strategic Plan should be reviewed by the House of Bishops at some point. Ms Jennings opined that strategic planning fell within the orbit of GAM. Canon Ballentine asked when questions could be raised about the plan. The Chair suggested that questions could be raised when the plan came to plenary. Canon Anderson thanked the members of the Task Force for their good work.

AF100 (Historical Society) Task Force

Ms Stephanie Cheney reported for the AF100 Task Force (Historical Society [HSEC]). She said the goal of the Task Force was to strengthen the relationship between TEC and HSEC. She said the Task Force had met three times by teleconference. She reported there were two subgroups: governance and collections. She said Dr Fredrica Harris-Thompsett had proposed reducing the HSEC board to thirteen members, seven to be appointed by EC. The Task Force, in turn, recommended increasing the board to fourteen or fifteen members, eight appointed by EC. The Secretary asked why the Task

Force had recommended increasing the size of the board. Ms Cheney said it was to include minority representation. Dr Glover commended both the UTO and HSEC Task Forces for their sensitivity in difficult situations.

The Chair moved EC into Private Conversation and excused visitors.

Following Private Conversation, the Chair recessed EC for preparation for Holy Eucharist, followed by lunch and standing committee meetings.

Saturday, 20 February 2010

Executive Council's standing committees met on Saturday; there were no plenary sessions.

Sunday, 21 February 2010

Consent Calendar

The Chair called Executive Council to order at 2:00 pm. She called on the Secretary for the Consent Calendar. The Secretary read the items placed on the Consent Calendar: A&N003; A&N005; FFM010; FFM011; FFM015; LMM003.

A&N 003

TO: Executive Council
FROM: Advocacy and Networking Committee
DATE: February 20, 2010
RE: JOBS FOR AMERICA COALITION

Resolved, That the Executive Council meeting in Omaha, Nebraska from February 19 – 22, 2010, direct that the Episcopal Church join the Jobs for America Now Coalition.

Explanation:

Generating millions more jobs in 2010 is an urgent need, but doing so alone will not fix an economy that has failed working people for at least three decades. New policies should aim to maximize job creation and lead us to the new economy that we need.

A first step is to **provide relief through continued and expanded unemployment benefits, COBRA, and supplemental nutrition assistance**

Second, **extending substantial fiscal relief to state and local governments will not only preserve needed services, but will also provide millions of jobs in both the public and private sectors** (as many private firms deliver public services from health to infrastructure).

Third, **we can directly create jobs that put people to work helping communities meet pressing needs**, including in distressed communities facing severe unemployment

Fourth, there are **opportunities to invest in infrastructure improvements in schools, transportation, and energy efficiency** that can provide jobs in the short run and productivity enhancements in the longer run.

Last, we should explore **spurring private-sector job growth through innovative incentives and providing credit to small and medium-sized businesses.**

Organizations that are members of the Coalition:

[AFL-CIO](#)

[Direct Care Alliance](#)

[African American Ministers In Action](#)

[Economic Justice Coalition](#)

[AFSCME](#)

[Economic Policy Institute](#)

[American Rights at Work](#)

[Every Child Matters Education Fund](#)

[Americans for Democratic Action, Inc.](#)

[Food Research and Action Center](#)

[Americans United for Change](#)

[Half in Ten Campaign](#)

[Blue Green Alliance](#)

[Hispanic Federation](#)

[Campaign for America's Future](#)

[Inequality and the Common Good Program of the Institute for Policy Studies](#)

[Center for Community Change](#)

[Insight Center for Community Economic Development](#)

[Center for Law and Social Policy](#)

[Change to Win](#)

[Japanese American Citizens League](#)

[Coalition on Human Needs](#)

[Jobs with Justice](#)

[Community Action Partnership](#)

[Leadership Conference on Civil Rights](#)

[Demos](#)

[Legal Momentum](#)

[NAACP](#)

[Project Community, Inc.](#)

[National Advocacy Center of the Sisters of the Good Shepherd](#)

[SCLC](#)

[National Association for State Community Services Programs](#)

[SEIU](#)

[Student Association for Voter Empowerment](#)

[National Association of Social Workers](#)

[Unitarian Universalist Association of Congregations](#)

[National Community Reinvestment Coalition](#)

[United Church of Christ, Justice and Witness Ministries](#)

[National Council of Jewish Women](#)

[National Council of La Raza](#)

[United for a Fair Economy](#)

[National Council on Aging](#)

[United Methodist Church, General Board of Church and Society](#)

[National Employment Law Project](#)

[United Neighborhood Centers of America](#)

[National Gay and Lesbian Task Force Action Fund](#)

[United States Student Association](#)

[National Partnership for Women and Families](#)

[USAction](#)

[National Priorities Project](#)

[Wider Opportunities for Women](#)

[National Urban League](#)

[WiLL-Women Legislators' Lobby](#)

[National Women's Law Center](#)

[Women's Action for New Directions](#)

[NETWORK: A National Catholic Social Justice Lobby](#)

[The Workforce Alliance](#)

[ProgressNOW](#)

[Working America](#)

YouthBuild

A&N 005

TO: Executive Council
FROM: Standing Committee on Advocacy & Networking
DATE: February 20, 2010
RE: Executive Committee Standing Committee for Advocacy & Networking for Mission Corporate Social Responsibility Resolutions

[Regarding Corporate Executive Compensation:]

Resolved, that the Executive Council, meeting in Omaha, Nebraska from

February 19 to 22, 2010, instructs the Treasurer to vote in favor of all shareholder resolutions asking companies to review and report on their executive compensation policies, including (a) links between executive compensation and financial performance, (b) analyses of the gap between executive compensation and the pay of the lowest paid workers, and (c) links between executive compensation and the provision of health-care benefits (based on the Episcopal Church's previous support and filing of such resolutions), and be it further
(Att. 1)

Resolved, that the Executive Council instructs the Treasurer to vote in favor of all resolutions asking companies to provide shareholders with an annual opportunity to vote on advisory resolutions regarding executive compensation (based on the Episcopal Church's previous support and filing of such resolutions); and be it further
(Att. 2)

Resolved, that the Executive Council instructs the Treasurer to vote in favor of all shareholder resolutions asking companies to report on the compensation of senior executives that is not deductible under Troubled Asset Relief Program rules (although there is no Episcopal Church policy on this issue, the CCSR is of the opinion that the resolution is consistent with good corporate governance and similar resolutions in the past regarding corporate governance); and be it further
(Att. 3)

[Regarding Avoidance of Conflict of Interest by Corporate Executives:]

Resolved, that the Executive Council instructs the Treasurer to vote in favor of all shareholder resolutions asking companies to adopt policies requiring senior executives to retain 75 percent of equity compensation for at least two years after their departure from the company (although there is no specific Episcopal Church policy on this issue, the CCSR is of the opinion that this resolution is consistent with good corporate governance and seeks to align shareholder and management interests); and be it further
(Att. 4)

Resolved, that the Executive Council instructs the Treasurer to vote in favor of all shareholder resolutions asking companies to separate the chair and CEO positions (although there is no Episcopal Church policy on this issue, the CCSR is of the opinion that this resolution is consistent with good corporate governance and similar resolutions in the past regarding corporate governance and the Episcopal Church has previously supported such resolutions); and be it further
(Att. 5)

Resolved, that the Executive Council instructs the Treasurer to vote in favor of all shareholder resolutions asking companies to adopt policies prohibiting current or former CEOs from serving on compensation committees (although there is no Episcopal Church policy on this issue, the CCSR is of the opinion that the resolution is consistent with good corporate governance and similar resolutions in

the past regarding corporate governance); and be it further

(Att. 6)

Resolved, that the Executive Council instructs the Treasurer to vote in favor of all shareholder resolutions asking companies to require that board chairs to be independent board members (although there is no Episcopal Church policy on this issue, the CCSR is of the opinion that the resolution is consistent with good corporate governance); and be it further (Att. 7)

Resolved, that the Executive Council instructs the Treasurer to vote in favor of all shareholder resolutions asking companies to disclose services other than executive compensation recommendations provided by the firm(s) engaged in executive compensation consultation to the companies (although there is no Episcopal Church policy on this issue, the CCSR is of the opinion that the resolution is consistent with good corporate governance); and be it further

(Att. 8)

[Regarding Inclusiveness/Diversity:]

Resolved, that the Executive Council instructs the Treasurer to vote in favor of all shareholder resolutions asking companies to adopt policies regarding inclusiveness on the board of directors (based on the Episcopal Church's filing of such resolutions in the current triennium and the Executive Council Resolution of November 1995 on equality in organizations); and be it further

(Att. 9)

[Regarding Care for Creation:]

Resolved, that the Executive Council instructs the Treasurer to vote in favor of all shareholder resolutions asking companies to adopt quantitative greenhouse-gas emissions reduction goals (based on Resolution C018 of the 2006 General Convention); and be it further (Att. 10)

Resolved, that the Executive Council instructs the Treasurer to vote in favor of all shareholder resolutions asking companies to adopt principles for national and international action to stop global warming (based on Resolution D041 of the 1991 General Convention and Resolution C018 of the 2006 General Convention); and be it further (Att. 11)

Resolved, that the Executive Council instructs the Treasurer to vote in favor of all shareholder resolutions asking companies to report on the financial risks resulting from climate change and their impact on shareholder value (based on Resolution C018 of the 2006 General Convention; further, the resolution is consistent with others that the Episcopal Church has supported and the U.S. Securities and Exchange Commission has recently issued a directive to

corporations regarding the disclosure of such information) and be it further
(Att. 12)

Resolved, that the Executive Council instructs the Treasurer to vote in favor of all shareholder resolutions asking companies to report on how their board of directors manage risk (although there is no specific Episcopal Church policy on this issue, the CCSR is of the opinion that the resolution addresses a significant issue related to environmental and risk management, and is consistent with good corporate practice); and be it further
(Att. 13)

Resolved, that the Executive Council instructs the Treasurer to vote in favor of all shareholder resolutions asking companies to report on how they can become leaders in energy independence through the development of renewable energy sources (based on the Episcopal Church's previous support of shareholder resolutions regarding renewable energy development and energy independence); and be it further
(Att. 14)

Resolved, that the Executive Council instructs the Treasurer to vote in favor of all shareholder resolutions asking companies to report on the environmental damage resulting from expansion of oil sands operations (based on the Episcopal Church's previous support of such resolutions and its general concern about environmental responsibility); and be it further
(Att. 15)

Resolved, that the Executive Council instructs the Treasurer to vote in favor of all shareholder resolutions asking companies to report on the environmental, social, and economic risks from the expansion of oil sands operations (based on the Episcopal Church's previous support of such resolutions and the its general concern about environmental responsibility); and be it further
(Att.
16)

Resolved, that the Executive Council instructs the Treasurer to vote in favor of all shareholder resolutions asking companies to adopt policies regarding environmental accountability to communities (this is the Episcopal Church's own resolution previously approved by Executive Council); and be it further
(Att. 17)

Resolved, that the Executive Council instructs the Treasurer to vote in favor of all shareholder resolutions asking companies to report on the environmental impact of fracturing operations used while exploring for natural gas (based on the Episcopal Church's previous support for shareholder resolutions asking for reports on corporate environmental impacts); and be it further
(Att.
18)

Resolved, that the Executive Council instructs the Treasurer to vote in favor of all shareholder resolutions asking companies to report on (a) the environmental

and human impacts of mountaintop removal mining and (b) the adoption of policies barring future financing of such mining (based on the Episcopal Church's previous support of such resolutions); and be it further

(Att.

19)

Resolved, that the Executive Council instructs the Treasurer to vote in favor of all shareholder resolutions asking companies to report on the risks associated with financing coal-fired power plants (based the Episcopal Church's previous support of such resolutions, along with Resolution C018 of the 2006 General Convention, which like this shareholder resolution addresses global warming) and be it further

(Att.

20)

Resolved, that the Executive Council instructs the Treasurer to vote in favor of all shareholder resolutions asking companies to address the environmental hazards of oil- and gas-related activities to wetlands in Louisiana (this is the Episcopal Church's own resolution and previously approved by Executive Council); and be it further

(Att. 21)

Resolved, that the Executive Council instructs the Treasurer to vote in favor of all shareholder resolutions asking companies to adopt policies related to recycling (based on long-standing policies on environmental stewardship and various environmental resolutions favoring reporting on such topics, in addition to Resolution A044 of the 2000 General Convention on environmentally-sound practices at church meetings); and be it further

(Att. 22)

Resolved, that the Executive Council instructs the Treasurer to vote in favor of all shareholder resolutions asking companies to report on public concerns related to bottled water, including providing more information to consumers (based on long-standing policies on environmental stewardship and various environmental resolutions favoring reporting on such topics, in addition to Resolution A045 of the 2009 General Convention); and be it further

(Att. 23)

Resolved, that the Executive Council instructs the Treasurer to vote in favor of all shareholder resolutions asking companies to report on measures being taken to reduce water pollution (based on Resolution A156 of the 2009 General Convention); and be it further

(Att. 24)

Resolved, that the Executive Council instructs the Treasurer to vote in favor of all shareholder resolutions asking companies to reduce the environmental impacts of company-owned farms and contract farms (based on the Episcopal Church's long-standing support for shareholder resolutions regarding environmental responsibility); and be it further

(Att. 25)

Resolved, that the Executive Council instructs the Treasurer to vote in favor of all shareholder resolutions asking companies to phase out the use of antibiotics in

animal feed (based on long-standing policies on environmental stewardship and various environmental resolutions favoring reporting on such topics); and be it further
(Att. 26)

Resolved, that the Executive Council instructs the Treasurer to vote in favor of all shareholder resolutions asking companies to adopt goals regarding reductions in toxic pollution (based on long-standing policies on environmental stewardship and various environmental resolutions favoring reporting on such topics, along with previous support of similar resolutions); and be it further
(Att. 27)

Resolved, that the Executive Council instructs the Treasurer to vote in favor of all shareholder resolutions asking companies to report on the implications of policies for reducing harm associated with catastrophic chemical releases (based on the Episcopal Church's long-standing support for shareholder resolutions regarding environmental responsibility); and be it further
(Att. 28)

Resolved, that the Executive Council instructs the Treasurer to vote in favor of all shareholder resolutions asking companies to engage in sustainability reporting (based on the Episcopal Church's previous support of such resolutions); and be it further
(Att. 29)

[Regarding Economic Justice:]

Resolved, that the Executive Council instructs the Treasurer to vote in favor of all shareholder resolutions asking companies to report on the use of capital in over-the-counter derivatives trades (although there is no Episcopal Church policy on this specific issue, Resolution B009 of the 2009 General Convention addresses the general topic of social responsibility in the financial industry); and be it further
(Att. 30)

Resolved, that the Executive Council instructs the Treasurer to vote in favor of all shareholder resolutions asking companies to report on the effects that overdraft fees have on bank customers (based on Resolution B009 of the 2009 General Convention and the Episcopal Church's previous support regarding shareholder resolutions regarding disclosure of bank practices and predatory lending prevention); and be it further
(Att. 31)

[Regarding Human Rights:]

Resolved, that the Executive Council instructs the Treasurer to vote in favor of all shareholder resolutions asking companies to report on their policy responses to public concerns about the linkages between fast food and childhood obesity (although there is no Episcopal Church policy on this issue, the CCSR is of the

opinion that this shareholder resolution is similar to other resolutions asking companies to report on public concerns about corporate practices that have been supported previously); and be it further
(Att. 32)

Resolved, that the Executive Council instructs the Treasurer to vote in favor of all shareholder resolutions asking companies to report on the protection of human rights, whether in their own operations or within their supply chains (based on Resolution A002 of the 2000 General Convention); and be it further
(Att. 33)

Resolved, that the Executive Council instructs the Treasurer to vote in favor of all shareholder resolutions asking companies to report on country selection and withdrawal criteria (based on Resolution A002 of the 2000 General Convention and Resolution D020 of the 2003 General Convention); and be it further
(Att. 34)

Resolved, that the Executive Council instructs the Treasurer to vote in favor of all shareholder resolutions asking companies to create policies regarding the human right to water (based on the Episcopal Church's own filing of water-related resolutions previously approved by Executive Council, along with Resolution A156 of the 2009 General Convention); and be it further

(Att. 35)

Resolved, that the Executive Council instructs the Treasurer to vote in favor of all shareholder resolutions asking companies to amend their equal employment opportunity policies to forbid discrimination on the basis of sexual orientation (based on Resolution C048 of the 2009 General Convention); and be it further
(Att. 36)

[Regarding International Peace and Justice Concerns:]

Resolved, that the Executive Council instructs the Treasurer to vote in favor of all shareholder resolutions asking companies to disclose fees, taxes, and royalties paid to countries where they operate (based on Resolution A002 of the 2000 General Convention); and be it further

(Att. 37)

Resolved, that the Executive Council instructs the Treasurer to vote in favor of all shareholder resolutions asking companies to disclose information related to their political contributions, including policies, procedures, and financial accountings thereof (based on the Episcopal Church's previous support of such resolutions); and be it further
(Att. 38)

Resolved, that the Executive Council instructs the Treasurer to vote in favor of

all shareholder resolutions asking companies to report on their processes and procedures for foreign military sales (this is the Episcopal Church's own resolution previously approved by Executive Council); and be it further
(Att. 39)

[Further regarding Avoidance of Conflict of Interest by Corporate Executives:]

Resolved, that the Executive Council instructs the Treasurer to vote "abstain" on all shareholder resolutions asking companies to adopt policies regarding succession planning for senior executive positions that are linked to executive compensation (although the CCSR believes that succession planning is important, this particular resolution text places the responsibility for such planning on the chief executive officer rather than the board of directors); and be it further

(Att. 40)

(See Attachment C for CSR Attachments)

FFM 011

To: The Executive Council
From: The Standing Committee on Finances For Mission
Date: February 22, 2010
Subject: Trust Fund # 1036 (Mid-Hudson Catskill Rural & Migrant Ministry, Inc.)

Resolved, that Trust Fund # 1036, Mid-Hudson Catskill Rural & Migrant Ministry, Inc. Endowment Fund, be established as an investment account for Mid-Hudson Catskill Rural & Migrant Ministry, Inc, which may withdraw principal and/or income upon request, and may add to the principal at its discretion.

EXPLANATION

Trust Fund # 1036 Mid-Hudson Catskill Rural & Migrant Ministry, Inc. Endowment Fund, (2009)

This fund was established with \$10,000.00 as an investment account by Mid-Hudson Catskill Rural & Migrant Ministry, Inc., Poughkeepsie, NY. This is a custodial-type fund, meaning that DFMS is not trustee for these funds but as custodian is providing the owner (Mid-Hudson Catskill Rural & Migrant Ministry, Inc, Poughkeepsie, NY) with access to investment management through DFMS endowment. The owner may add to or withdraw principal funds at its discretion.

FFM 015

For: Executive Council
From: The Standing Committee on Finances For Mission
Date: February 22, 2010

Subject: Trust Fund #927 (bequests)

Resolved, that The Executive Council extends its thanks to those who have included The Episcopal Church in their wills.

Resolved, that the Executive Council recognizes the generosity of all those who endow the Episcopal Church and thus support its ministries.

EXPLANATION

Unrestricted gifts or bequests designated for the work of the Society are added to Trust Fund #927 (Domestic and Foreign Missionary Society Endowment Fund). Because no separate trust is created in the name of the donor, the generosity of the donor is not explicitly acknowledged. This resolution seeks to recognize publicly the bequests from the following individuals who have contributed to the endowment of the Society in 2008 and 2009:

Betsy Temple	\$ 438.61
Estate of Claire Fisher	1,028.00
Estate of Mary Nell Hanks	200,031.00
John & Brenda Riggs	462.87
Ellen T. & Peter C. Brown	300.00
Helen Lynde Armstrong IRR Trust	46,579.28
Kelman & Ilona Ptasnik Trust	191,012.61
Estate of Howard R. Waswo	60,000.00
Patricia Anne Barton Revocable Trust	80,000.00
Miscellaneous	121.79
Total	\$ 579,974.16

LLM 003

TO: EXECUTIVE COUNCIL
FROM: LOCAL MINISTRY & MISSION
DATE: February 20, 2010
RE: **CONTINUATION OF THE TASK FORCE TO STUDY
EMPLOYMENT POLICIES AND PRACTICES IN THE
EPISCOPAL CHURCH**

Resolved, That the Executive Council, meeting in Omaha, Nebraska from February 19-22, 2010, direct the Presiding Officers to appoint members to a Task Force as stipulated in Resolution A137 and be it further

Resolved, That the Task Force provide the Executive Council, through the Standing Commission on Local Ministry & Mission, at its June 16 – 18, 2010

meeting in Baltimore, Maryland with a report of the work to be completed in the 2010 – 2012 Triennium regarding the study of employment policies and practices in the Episcopal Church and be it further

Resolved, That the Standing Commission on Local Ministry & Mission assess the funding implications and make a recommendation, if necessary, for funding to this body at a future date.

EXPLANATION: Resolution A137 was passed at General Convention 2009 without funding. The Task Force is desirous of continuing their work and willing to explore ways to do so without budget impact. Indications from the Church Pension Group are that the work of the Task Force continues to be valuable to them as they work with this resolution and they have some limited resources to support the work of the Task Force through web-based meeting technologies. Appointment of the Task Force enables the work to proceed.

Vice Chair's Opening Remarks

The Vice Chair, Canon Bonnie Anderson, gave opening remarks. She reminded Council about Episcopal Relief & Development Sunday, the First Sunday of Lent. She showed a video in honor of Episcopal Relief & Development: "Stand by Me"

Special Meetings of Executive Council

The Chair called on Ms Jennings, Chair of GAM, to lead a discussion on special meetings of EC. Ms Jennings reminded EC that Canon I.4.a. permits a special meeting to be called by the Chair or by nine members of Council. (This conversation is a result of a request for a special meeting made by members in response to the Parliament of Uganda considering legislation criminalizing homosexuality.) Ms Jennings gave examples of reasons in the past for special meetings. She said new technology permitted special meetings to be held with transparency and participation. She informed EC about Webex, a software that makes distance meetings possible. What does EC want to accomplish in a special meeting? How would it happen? She invited comments and questions. Canon Mark Harris reminded EC of its conversation about governance and boards in October. He questioned EC's need to speak to specific issues. Is EC assuming a management function? he asked. He suggested that EC could critique statements of leadership at a subsequent meeting. The Rev'd Dr Lee Allison Crawford said EC is caught in a tension created by instantaneous communication, which can be vitriolic, and EC's custom of meeting three times per year. Part of the task, she said, is to educate people about what EC can and cannot do. When is it appropriate to make statements? and on what? she asked. Ms Dylan Breuer reminded EC about how the request for the special meeting was withdrawn after the Chair issued a statement.

The Chair of EC spoke about difficulties for staff of scheduling special meetings, not to mention difficulty for members calendaring them. She asked for restraint in calling

special meetings.

Kirk Hadaway, Director of Research

The Vice Chair and Secretary introduced Dr Kirk Hadaway to give a report on the results of the 2008 Parochial Report. Ms Katie Sherrod reported that the Diocese of Fort Worth considered congregations displaced from their buildings to be the same church worshipping in a new location. The Chair asked Dr Hadaway to speak about growth profiles of TEC churches. He said Hispanic and Asian/Pacific churches have grown dynamically, Native American churches have been stable, while black and white churches are declining. Dr Crawford asked if family structure informed TEC statistics. Dr Hadaway said that churches of families with children tend to grow, but there are now fewer of those families. TEC churches that reach families with children tend to grow, but TEC has many single people. Ms Dorothy Davies-Flindall asked if there were patterns of attendance. Dr Hadaway reported that regular churchgoers may not attend as often as previously. He said the core group attends weekly, but occasional attendees attend less frequently than in the past. He suggested that 70% are every Sunday goers; the remaining 30% are a rotating group. Ambassador Watt asked if Dr Hadaway had information about interim leadership and its length having an effect on attendance. Dr Hadaway reported a dramatic impact on churches without clergy or within two years of the start of a new tenure; both situations were likely to lead to decline in attendance.. He said long interims had more effect on TEC than on other denominations. He wondered if interims were too long. He noted that a majority of TEC churches do not have full time clergy. The Rev'd Brian Cole said most TEC churches plan to manage their decline. He asked how TEC could grow without a department of Evangelism to spread news about TEC's kind of Christianity. Dr Hadaway said so many churches don't know why they're there. Those outside the church might find TEC attractive, but is TEC inviting them or incorporating them? He said the more personal contact there was with newcomers, the more growth. Ms Ballentine asked if there were any information on congregations with strong lay leadership helping to slow decline. Dr Hadaway opined that strong lay leadership matters more in large churches than in small ones. Bishop Alvarez reported that the Diocese of Puerto Rico uses trained lay pastoral leaders, which has been very helpful. The Chair of EC asked if churches that are growing tend to be progressive or conservative. Dr Hadaway said more conservative and more progressive churches were more likely to grow, while more moderate churches were more likely to decline in TEC and in other denominations. Ms Watkins said decline might result from being inward-looking or insular. The Rt Rev'd Jon Bruno reported that some new congregations may be hesitant to identify with TEC. He asked if seminaries had this information? Dr Hadaway said he did not have much contact with seminaries. The Vice Chair asked if Dr Hadaway could measure the emerging church. Dr Hadaway said it was difficult to measure attendance of congregations that did not meet on Sundays. He cited the example of St. Mark's Cathedral in Seattle, which did not count the attendance at its Sunday evening Compline service. He advocated counting accepted entities of dioceses and

reported that the House of Deputies Committee on the State of the Church was addressing the wording of the parochial report form. Ms Hisako Beasley, a member of St Mark's, said the cathedral removed the attendance at Compline, because attendees don't pledge. She asked if she should recommend restoring its numbers to St Mark's count. Dr Hadaway said she should. Steven Hutchinson, Esq., asked how church memberships of congregations that are shared between denominations were counted. Dr Hadaway said it varied on a case-by-case basis. Ms Breuer said she had long-time involvement in emerging congregations and reported they were liturgically diverse, liturgical styles emerging from the community. The Secretary asked how much of Dr Hadaway's presentation was available on line. Dr Hadaway said much of the information was available on TEC's website and that facts on TEC growth will be upgraded this year. The Chair of EC thanked Dr Hadaway and asked that his report be posted on the EC extranet.

Norms of Executive Council

After a break, the Chair asked Ms Jennings for GAM to speak about norms. Ms Jennings reviewed the norms Council passed in October. She informed Council that GAM had reviewed guest policies, service on task forces, reporting of EC liaisons, anti-racism training, chaplain and worship planning.

Spouse/Partner/Guest Policy. Ms Jennings reported that GAM had reviewed medical coverage for invited guests of EC. If a guest is a US citizen, he or she is assumed to have medical insurance. Guests from outside the US are not insured, so the DFMS requires purchase of daily insurance. Dr Glover opined that assuming US citizens have health insurance was not a good idea. Ms Jennings said she had received her information from the Treasurer's Office. She said GAM had discussed the appropriateness of EC members bringing spouses/partners/family members/friends to meetings and proposed a new norm: "Participate fully in meetings of EC, minimizing distractions." She moved adoption of the new norm, which carried unanimously. The Chair read a note from the family of Bp Yamoyam's family, saying he is improving. [Note: Bp Yamoyam, Provincial Secretary of the Episcopal Church in the Philippines, was taken ill at the Dearborn meeting of EC in the last triennium.] Canon Mark Harris asked if DFMS might consider a change in insurance and ask if guests have health insurance. Ms Jennings said GAM would take up the matter with the Treasurer's Office.

Ms Jennings moved adoption of a new norm: "The work of EC includes service on Task Forces and subcommittees of Standing Committees." Adoption of the new norm was carried unanimously. .

Ms Jennings moved adoption of a new norm: "Members who serve as Liaisons to CCABs will provide regular reports to EC, summarizing the work of the CCAB to which they are assigned." Dr Douglas asked if the same should not be required of members of EC who

serve on Covenant Committees. He asked to include the word “written” before reports. The Ven. Joyce Hardy asked the difference between minutes and a report. Ms Jennings called attention to Ms Watkins’ report on the Standing Commission on Ministry Development and Mr Hutchinson’s report on the Standing Commission on Constitution & Canons. Archdeacon Hardy asked if GAM could provide a template for reports. Ms Jennings said GAM would provide a template. Ms Ballentine asked if the same could be required of EC liaisons to the Anglican Church of Canada [ACofC] and to the Evangelical Lutheran Church in America [ELCA]. The Chair of EC informed Council that those reports would be given orally later in plenary. The Rev’d Silvestre Romero asked if the liaison should be listed with CCABs. Canon Ballentine proposed that liaisons to other bodies submit written summary reports. The proposal to add the new norm was carried unanimously.

Ms Jennings moved adoption of a new norm: “Anti-racism training for members of EC will be offered for one half day each year of the Triennium. A three-member committee will facilitate the training with logistical support from the General Convention Office [GCO].” Ms Jennings said the current practice is to have one to one and a half hours of anti-racism training at each meeting. The new norm would have one half day per year for a more in-depth experience. Mr Bruce Garner asked if training would be done by members or by consultants? Ms Jennings said that would be up to the committee. Archdeacon Hardy, channeling former member John Vanderstar, opined that if it’s not done at every meeting, it might not be at the front of EC’s consciousness. Ms Lelanda Lee informed EC that the ELCA Church Council uses a grid to measure their attitudes toward issues of race at each meeting. Ms Ballentine asked if the proposed committee’s members would serve for a year or for a triennium. Ms Jennings said for the triennium. The proposal to add the new norm carried with dissent.

Ms Jennings moved adoption of a new norm: “The Chair and Vice Chair will appoint a member of EC to serve as chaplain to the body for the triennium.” Ideally, an additional person will be identified in each meeting location to provide additional pastoral support, if needed. The Chair asked that persons interested in volunteering see her or the Vice Chair. The proposal to add a new norm passed unanimously.

Ms Jennings moved adoption of a new norm: “Three to five members of EC will serve as the Worship Team for the triennium. They will plan and implement all worship services held during meetings.” Canon Wilson agreed to serve as coordinator. Ms Breuer asked if the word “oversee” might be added to allow a guest to participate. Ms Jennings said the norm allowed the worship team to invite other members of EC to participate. The Chair of EC asked the worship planners to be mindful of the budget. The proposal to add a new norm was carried unanimously.

Report of the Liaison from the Anglican Church of Canada

The Chair asked Ms Davies-Flindall to report for the ACofC. She said times had been difficult at Church House. There were lay-offs in the latter part of 2009. On 27 December 2009, The Ven. Michael Pollesel, General Secretary, was in a traffic accident in which his wife, Gini, was killed and his mother hospitalized. Archdeacon Pollesel was concussed and suffered broken bones. He will not be back to work for at least three months, and this is a General Synod year. On 5 January, an employee of the church's Development Office had a heart attack. The mother of the chair of the Finance Commission died (in old age). Ms Davies-Flindall expressed gratitude for prayers at the ECC chapel. Ms Davies-Flindall said she was completing fifteen years on the Council of the General Synod. She commended EC on its coming together and functioning. She expressed admiration for EC's imagining of committees. She said EC had raised a good question in who speaks for TEC. She wondered how one finds out about what the church has said about an issue. She wondered what the most effective way might be to determine which events should happen and how they could be evaluated. She said she was impressed by EC's concern for Haitians and their caregivers. She likened TEC and Haiti to ACofC and South Africa. She quoted former primate, Michael Peers: "We are here for the long term." She read a poem by a Kenyan poet about the impending legislation in Uganda criminalizing homosexuality.

Report of the Liaison to the Anglican Church of Canada

The Chair asked Ms Martha Gardner to give the report of the EC liaison to the Council of the General Synod of ACofC. Ms Gardner noted similarities and differences between the Council of the General Synod and EC. She said the Canadian body met in the same place each meeting, and all time was spent in plenary. She saw the ACofC moving toward a healthy future after budget cutbacks. She noted the ACofC has a department of philanthropy and a gift catalog for their church. She said there was celebration of indigenous peoples with almost a quarter of the budget going to the Council of the North. She said Bp Mark MacDonald will be looking at issues of racism in the allocation of stipendiary/nonstipendiary positions. She reported that the General Synod will consider a new canon enshrining indigenous ministry. She reported that the Primate's Fund for Relief & Development is celebrating its 50th anniversary. She said there was a possibility the fund will be renamed. She said there would be consideration at General Synod of human sexuality and of a strategic plan, Vision 2019. She said the next meeting of the Council of the General Synod will take place in mid-March. She said the Council had proposed a sixth mark of mission: peace, and passed a resolution on the Ugandan legislation.

Report of the Liaison to the Evangelical Lutheran Church in America

The Chair called on Ms Lee to give the report of the EC liaison to the Church Council of the ELCA. Ms Lee noted that the Church Council meets each time in the ELCA headquarters near Chicago O'Hare Airport. She called attention to her report, which she had posted on the

extranet. She reported that the Church Council was divided into committees that reflect the divisions of the ELCA headquarters. Ms Lee said she had been assigned to the Committee on Church & Society. She said work began each day with 7:00 breakfast. Lunches were working lunches. She described the process of adopting the Social Statement on Human Sexuality. She said the ELCA's strategic plan had been reduced to a one page document that was reviewed at each meeting. She said the church gave attention to multiculturalism, as the ELCA is 97% white. She noted there was a questionnaire at the end of each meeting to evaluate the meeting. Each participant was provided with a card with simplified Robert Rules of Order. She said their worship included an Offertory, one of which raised \$4400 from sixty participants for world hunger. Ms Jennings asked why the ELCA did not send a representative to EC. Ms Lee said she, too, wondered why not and would ask.

The Chair called on the Secretary for announcements. The Secretary asked Ms Davies-Flindall if this was her last meeting. She said she would attend the June meeting and be replaced thereafter. The Secretary asked Canon Tim Anderson to speak about the Tri-Faith Initiative, members of which would be EC's guests at dinner that evening. Mr Garner asked if alcohol were being served. Canon Anderson said the issue had been addressed on previous occasions. Each religion followed its own rules, so alcohol would be served.

The Chair recessed EC at 5:10 pm. There was a reception at 6:00 pm and presentations on the Diocese of Nebraska, Province VI and the Tri-Faith Initiative before a banquet dinner in Ballrooms A&B of the Hilton Omaha.

Monday, 22 February 2010

Following Morning Prayer, the Chair called EC into session at 9.00 am.

Audit Committee Report

Dr Glover gave the report of the Audit Committee. He outlined the duties and responsibilities of the committee and informed EC that Audit's minutes are posted after approval. Since last meeting of EC, Audit had reviewed receivers of grants and the Controller's report. Continuing concerns include litigation expenses and depletion of financial reserves. He said the impact of showing reserves as income masked a deficit. He reported that Audit would propose a solution for the continuing issue of St. John's School, Guam. He reported that the whistle blower policy will be reviewed by the AF093 (Personnel) Task Force. He said the Audit Committee recommends that Grant Thornton continue as the external auditor. Dr Glover moved adoption of EC005.

To: Executive Council
From: Audit Committee
Date: February 22, 2010
Subject: Appointment of Independent Auditors

Resolved, that the Executive Council, upon the recommendation of the Audit

Committee, hereby approves the engagement of Grant Thornton, LLP, to audit all accounts under the management or control of the Council and the Domestic and Foreign Missionary Society for the triennium 2010-2012, that including the years ending December 31, 2010, 2011 and 2012; and be it further

Resolved, that this three-year engagement may be cancelled should the Audit Committee determine that Grant Thornton's subsequent work is unsatisfactory.

EXPLANATION

Pursuant to its By-Laws, Article III, Sec. 4, the Executive Council, upon recommendation from the Audit Committee, approves the appointment of an independent Certified Public Accountant firm to audit annually all accounts under the management or control of the Council and the Society.

The Audit Committee conducted a search and review of independent auditor services during late 2009. A Request for Proposals was issued; submissions were screened; and finalists made face-to-face presentations to the Committee. After review, the Committee voted unanimously to retain Grant Thornton. A summary of the due diligence process is attached.

The Vice Chair asked that Audit send out more requests for proposal in future. The Treasurer said that six were requested this year. The Vice Chair advised that the external auditor be changed in future for reasons of best practice. Dr Glover agreed. EC005 was adopted unanimously. .

A&N Report

Ms Varghese reported for A&N. She moved adoption of A&N004.

TO: Executive Council
FROM: Standing Committee on Advocacy and Networking
DATE: February 20, 2010
RE: A&N RESOLUTION ON AFGHANISTAN

Resolved, The Executive Council of The Episcopal Church, meeting in Omaha, Nebraska, February 19-21, 2010

Reasserts The Episcopal Church's long-standing belief that war is inconsistent with the teachings of Jesus Christ; and remembers with sorrow those on all sides of the hostilities in Afghanistan who have been wounded, traumatized or killed;

Recalls the tragic terrorist acts of September 11, 2001 that led the United States and its allies to launch military action against Al-Qaeda and the Taliban in Afghanistan;

Supports the goal of achieving a just and lasting peace in Afghanistan free of terrorism and foreign occupation;

Welcomes the setting of a timetable for withdrawal of forces beginning in 2011;

Urges the United States and its allies to use force judiciously and protect the innocent people of Afghanistan to the full extent possible;

Asserts that an escalation in forces need not lead to an escalation in force, and urges the U.S. military to use its increased presence in Afghanistan to deter violence;

Underscores the need for the government of Afghanistan to root out corruption and earn legitimacy by strengthening its own security forces to hasten the withdrawal of foreign troops;

Encourages the United States and its allies to promote economic development and human rights for the victimized people of Afghanistan;

Prays for the safety and well-being of U.S. troops serving in Afghanistan, all those who have been wounded, traumatized or killed and for a swift and peaceful end to the war;

Urges the U.S. Congress to provide for the material, financial, medical and spiritual needs of troops deployed to Afghanistan and their families; and

Acknowledges the pastoral challenges presented by multiple deployments and combat stress, and commends the Episcopal Church's Federal Ministries/Chaplaincy Office for assistance with resources such as their recently distributed DVD instructing parishes on effective ministries to soldiers and families.

Canon Mark Harris asked to add “for all wounded”. Ms Varghese on behalf of the committee accepted his insertion. A&N004 was adopted unanimously.

Ms Varghese moved adoption of A&N006.

TO: Executive Council
FROM: Standing Committee on Advocacy & Networking
DATE: February 20, 2010
RE: Corporate Social Responsibility Resolutions

Resolved, that the Executive Council, meeting in Omaha, Nebraska from February 19-22, 2010, instructs the Treasurer to vote “abstain” on all shareholder resolutions asking companies to report on re-examinations of their policies related to internet neutrality (there is no Episcopal Church policy on this matter and the resolution deals with a commercial dispute between different industries); (Att. 41)

Attachment 41

Free and Open Internet (Net Neutrality)
2010 – AT&T Inc. [also filed with other companies]

WHEREAS: The Internet has become a defining infrastructure of our economy and society; Internet Service Providers like AT&T forge rules that shape, enable and limit Internet use.

Federal Communication Commission (FCC) Chairman Genachowski recently noted that a free and open Internet is an “unprecedented platform for speech, democratic engagement, and a culture that prizes creative new ways of approaching old problems.” A free and open Internet, he said, demands Americans' attention because the Internet must play a critical role in solving the “great challenges [we face] as a nation right now, including health care, education, energy, and public safety.” He asserted: “We have an obligation to ensure that the Internet is an enduring engine for U.S. economic growth, and a foundation for democracy in the 21st century.”

These issues have attracted considerable public interest since at least 2005 when the FCC first articulated open Internet principles and may present financial risk to the company.

The widespread interest in a free and open Internet (so-called “net neutrality”) is echoed by recent letters from hundreds of organizations including the American Library Association, Writers Guild of America, West, National Gay and Lesbian Task Force, and Consumer Federation of America. As a letter from minority advocates put it, applications of net neutrality principles “to wireline and wireless networks are essential for extending the proven benefits of the Internet to poor people and people of color.”

Hundreds of federal and state legislators have written to the FCC on these issues. Congress is now considering the Internet Freedom Preservation Act and the Internet Freedom Act. The FCC is also considering a proposed rule.

In October 2009, AT&T's Senior Executive Vice President - External and Legislative Affairs wrote to all U.S. based managers. After rightly noting the importance of the Internet for economic and job growth, he encouraged them and their families and friends to write to the FCC and urge “the FCC not to regulate the Internet.” In contrast, Qwest's CEO has told Wall Street analysts that Qwest is not concerned with the issue and believes the rules which might be put in place will be adequate.

The Washington Post and OpenSecrets.org report that AT&T is the most active lobbyist on these issues.

AT&T's Board has a Public Policy Committee authorized “to review the corporate policies and practices in furtherance of AT&T's corporate social responsibility, including public policy issues affecting AT&T, its shareholders, employees, customers and the communities in which it operates; to determine how Company practices impact public expectations; and to provide guidance and perspective to the Board and management on these issues.”

RESOLVED: Shareholders request the Public Policy Committee publish a report, by

August 2010 at reasonable cost and excluding confidential information, re-examining our Company's policy position and discussing how the company could address the challenges presented by the free and open Internet issue in the context of AT&T's corporate social responsibility, its reputation, and the impact of the company's policies on customers, communities, and society.

The Treasurer explained what it means to abstain in a shareholder vote. Canon Ballentine asked what companies were asked to do about internet neutrality. Mr Bryan Krislock said internet service providers prioritize their traffic over third party traffic. Ms Lee, EC's liaison to the Committee on Corporate Social Relations [CSR], said this resolution resulted from a request by ATT to its stockholder for a study of this matter. A&N006 was adopted unanimously. The Vice Chair asked that A&N ask CSR to provide more background information on complex matters. Dr Crawford suggested that the Committee on Science, Technology & Faith might also be a source of information.

Ms Varghese moved adoption of A&N007.

TO: Executive Council
FROM: Standing Committee on Advocacy & Networking
DATE: February 20, 2010
RE: Corporate Social Responsibility Resolutions

Resolved, that the Executive Council instructs the Treasurer to vote against all shareholder resolutions asking companies to have one board candidate with expertise in environmental matters (the CCSR is of the opinion that such a policy would lead to micromanaging the selection of board candidates; additionally, having a board member with environmental expertise would not guarantee that such a person would be in favor of environmental protection). (Att. 42)

Attachment 42
Environmental Oversight (Board of Directors)
2010 – Chevron Corp.

WHEREAS: Environmental expertise is critical to the success of companies in the energy industry because of the significant environmental issues associated with their operations. Shareholders, lenders, host country governments and regulators, and affected communities are focused on these impacts. A company's inability to demonstrate that its environmental policies and practices are in line with internationally accepted standards can lead to difficulties in raising new capital and obtaining the necessary licences from regulators.

Chevron has repeatedly been cited for allegedly harmful environmental practices:

* Chevron is on trial in Ecuador for widespread contamination of Amazonian land and water resources by Texaco in the 1970s. Plaintiffs suing Chevron are challenging the adequacy of a remediation effort completed in 1998. A court-appointed expert in the Ecuadorian litigation has

recommended that Chevron could be held liable for up to \$27.3 billion in damages.

* Chevron is accused of polluting land and water resources by its Niger Delta operations, and damaging the local fishing economy through dredging of waterways. These practices have fueled civil unrest, protests, and a related lawsuit alleging Chevron's complicity in security forces' killing of two protestors.

* Chevron faces allegations of environmental and health damages to local communities from its operations in Kazakhstan. In 2007, a consortium in which Chevron has a 50% interest was fined approximately \$609 million for illegally storing sulphur.

We believe that these controversies have the potential to damage shareholder value and that the company must respond to environmental challenges in an effective, strategic and transparent manner in order to restore trust and minimize the adverse impact of its operations.

Chevron does not currently have an independent director with environmental expertise. We believe it would benefit the company to address the environmental impact of its business at the most strategic level – by appointing a specialist to the board. An authoritative figure with acknowledged environmental expertise and standing could perform a valuable and strategic role for the company by enabling Chevron to more effectively address the environmental issues inherent in its business. It would also help ensure that the highest levels of attention focus on the development of environmental standards for new projects. Such a board role would strengthen the company's ability to demonstrate the seriousness with which it is addressing environmental issues.

THEREFORE, BE IT RESOLVED: Shareholders request that, as the terms in office of elected board directors expire, at least one candidate be recommended who:

* has a high level of expertise and experience in environmental matters relevant to hydrocarbon exploration and production and is widely recognized in the business and environmental communities as an authority in such field, in each case as reasonably determined by the company's board, and

* will qualify, subject to limited exceptions in extraordinary circumstances explicitly specified by the board, as an independent director under standards applicable to the company as an NYSE listed company,

In order that the board includes at least one director satisfying the foregoing criteria, which director shall have designated responsibility on the board for environmental matters.

Ms Lee said that requiring that a board member have certain expertise might be seen as micro-managing. A&N007 was adopted unanimously.

Ms Varghese moved adoption of A&N008

TO: Executive Council
FROM: Standing Committee on Advocacy & Networking
DATE: February 20, 2010
RE: Corporate Social Responsibility Resolutions

Resolved, that the Executive Council instructs the Treasurer to vote “abstain” on all shareholder resolutions asking companies to adopt policies regarding seed-saving rights of traditional communities (based on a lack of church policy support for an affirmative vote, in addition to the CCSR’s concerns about whether there is a human right to seed saving). (Att. 43)

Attachment 43
Seed Saving Rights - The Right to Food
2010 – DuPont Company

WHEREAS: DuPont has a Human Rights Policy posted on the company website;

DuPont is one of the largest seed companies in the world;

DuPont’s patents on seed, if enforced, could restrict traditional seed sharing.

The International Treaty on Plant Genetic Resources for Food and Agriculture (“the Law of the Seed”) governs the exchange of crop seeds for research and plant breeding; The Treaty includes provisions for Farmers’ Rights and is mandated to guarantee an equitable flow of financial benefits to developing countries. Without funding for core administrative services of the Treaty, farmers and developing countries can have no confidence that there is equity in the system; The 115 member governments have failed to commit funding to support in situ (“on-farm”) seed conservation in the global South.

Farmers undertake the overwhelming majority of the world’s seed conservation and plant breeding. The Union for the Protection of New Plant Varieties (the Geneva-based intergovernmental body that oversees intellectual property related to plant varieties) reported that breeders had only “protected” 70,000 varieties in recent decades. (11/1/07) According to ETC Group, farmers breed and adapt more than one million varieties every year.

Special Rapporteur on the right to food, Olivier De Schutter reported to the United General Assembly, Seed Policies and the Right to Food: enhancing agrobiodiversity and encouraging innovation, (07/23/09). The report states:

* That the system of granting “monopoly privileges to plant breeders and patent-holders through the tools of intellectual property... may jeopardize “farmers’ seed systems...., although most farmers in developing countries still rely on such systems, which, for them, are a source of economic independence and resilience in the face of threats such as pests, diseases or climate change.”

* “Agrobiodiversity may be threatened by the uniformization encouraged by the spread of commercial varieties.”

* “The right to food requires that we place the needs of the most marginalized groups, including in particular smallholders in developing countries, at the centre of our efforts.”

* ” States also should ensure that informal, non-commercial seed systems can develop.”

* “At least 1.5 billion individuals depend on small-scale farming for their livelihoods.”

DuPont, on its website, recognizes the biodiversity and agronomic benefits of seed

sharing, yet its policy for enforcement of seed patents within agricultural communities is unclear.

DuPont has taken action against patent infringement of its products such as non-ozone depleting refrigerants.

RESOLVED: Shareholders request the Board to review and amend the DuPont Human Rights Policy, to include respect for and adherence to seed saving rights of traditional agricultural communities and we request the Board to prepare a report to shareholders, prepared at reasonable expense and omitting proprietary information, on the above policy and its implementation within six months of the 2010 annual meeting.

Canon Mark Harris asked what seed saving rights were. Ms Lee said the issue was corporations patenting seeds and enforcing their patents. She said the issue needs further research. Ms Varghese informed EC that TEC has no policy on this matter and proposed that the Standing Commission on Anglican & International Peace with Justice Concerns [SCAIPJC] take up the matter. Canon Mark Harris asked if the referral should be in the resolution. He moved to amend the resolution with “and be it further resolved, that A&N report to the EC on these matters at the June, 2010, meeting.” Dr Crawford seconded the amendment. Ms Davies-Flindall said she was glad to see the issue raised. The Secretary informed EC that the SCAIPJC meets before the next meeting of EC. The amendment was adopted unanimously and the amended A&N008 was adopted unanimously.

Ms Varghese moved adoption of A&N009.

TO: Executive Council
FROM: Standing Committee on Advocacy & Networking for Mission
DATE: February 20, 2010
RE: Hyatt Hotel Chain

Resolved, That the Executive Council, meeting in Omaha, Nebraska, February 19-22, 2010, understanding the need for planning for the 2012 General Convention authorizes the Executive Officers of General Convention and the General Convention Office to negotiate with the Indianapolis Hyatt Hotels for General Convention.

Explanation: The General Convention Office has reported that the fired workers in Massachusetts have been offered their positions. There are still some questions about this particular situation. Although several Hyatt Hotels are being boycotted for labor practices, the Indianapolis Hyatt Hotel is not in the dispute.

She reported that the Hyatt Hotel in Indianapolis was not complicit in the Massachusetts labor dispute. A&N009 was adopted with dissent.

Report on Episcopal Relief & Development on Haiti

Ms Nelson, Vice President of Episcopal Relief & Development, reported on the agency's response to Haiti. Ms Gardner asked how Bp Duracin was coordinating parish-to-parish relationships. Ms Nelson said he recommended staying outside Haiti unless an individual had a long-term relationship with Haiti. Ms Jennings thanked Episcopal Relief & Development for its work in Haiti and reported that CREDO [Clergy Reflection and Education Discernment Opportunity] was consulting with Church Pension Group [CPG] on how clergy wellness in Haiti might be enhanced. She asked that EC express sympathy to Ms Crosnier de Bellaistre, who lost six members of her family in the earthquake. The Treasurer noted that there was a landing page at episcopalchurch.org with updates on Haiti and ways to be of help. Dr Douglas pointed out that Ms Nelson also serves as a member of INC055 Task Force (UTO).

First Report of the Writing Group

After a break, Ms Katie Sherrod reported for the Writing Group (the draft is on the extranet). {The members of the Writing Group are Ms Sherrod, Canon Mark Harris and Ms Lee.} The Vice Chair asked if the Writing Group would include the introduction of deputies at the diocesan banquet. Ms Sherrod agreed.

FFM Report

Dr Glover gave the report of FFM and moved adoption of FFM012.

TO: Executive Council
FROM: Finances for Mission Committee
DATE: February 22, 2010
RE: Gift Acceptance Policies

Resolved, That the Executive Council wishes to have explicit and consistent policies regarding the types of gifts that may be accepted by the Society; and be it further

Resolved, That the Executive Council adopts the policies outlined in Exhibit A.
(*See Attachment A*)

EXPLANATION

The Finance Office, along with in-house counsel, and with comments from Mission Funding, presented the accompanying policies to Management.

FFM012 was adopted unanimously. .

Dr Glover moved adoption of FFM013.

TO: Executive Council
FROM: Finances for Mission Committee
DATE: February 22, 2010
RE: Fundraising Procedures

Resolved, That the Executive Council wishes to enable fundraising for ministry from a wide variety of sources; and be it further

Resolved, That fundraising approval and accountability should be consistent across all sources of funds; and be it further

Resolved, That the Executive Council agrees that that the procedures outlined in Exhibits A and B (*See Attachment B*) are applicable to all forms of fundraising by staff and officers of the Society.

EXPLANATION

In recent years, Executive Council has authorized extra-budgetary fundraising from various sources (e.g., Mission Funding Initiative; On-line Giving). There are no consistent procedures for approval, deposit, investment, use and accountability for every type of funds solicited. A previous version of the guidelines in Exhibit A was presented to A&F and EC in October 2008. After that, questions arose as to guidelines and procedures for all types of solicitations and contributions.

The Finance Office, along with in-house counsel, after considering a range of possible circumstances for funds raised, presented the current revision to Management. While AF-060 of February 2005 directs staff to develop guidelines, we believe the policy should be shared and adopted by EC.

FFM013 was adopted unanimously. .

Dr Glover moved adoption of FFM016.

To: The Executive Council
From: Finances for Mission Committee
Date: February 18, 2010
Subject: Trust Fund #809 – Theological Education for Latin America and the Caribbean (1977)

Resolved, that the Co-Directors of Mission be authorized to use income distributed during 2010 from Trust Fund No. 809, up to **\$ 337,584.16**, for educational and theological programs (including continuing education and individual scholarships) as recommended by the Commission on Theological Education for Latin America and the Caribbean (CETALC); and be if further

Resolved, that disbursement of funds will be conditional upon the receipt of

appropriate documentation to secure financial and operational accountability acceptable to the Co-Directors of Mission, and the Treasurer's Office and, in the case of CIAET, to the Executive Council Standing Committee on World Mission; and be it further

Resolved, that any 2010 balance not be disbursed be reinvested.

EXPLANATION

The Commission on Theological Education for Latin America and the Caribbean is charged with the responsibility of reviewing all requests for funding from the income of Trust Fund #809 (fund established with the proceeds from the sale of the Seminary property in Puerto Rico). The Commission carefully reviews and respectfully submits their recommendations to the Executive Council for affirmation once each year. The resolution will make \$337,584.16 available in the income account for requests that came from the Rt. Rev. Armando Guerra, President of the Commission.

Diocesan Programs

Colombia	Theological Education Center (CET)	13,000.00
Costa Rica	Theological Education Center	13,000.00
Cuba	Holistic Clergy and Lay Formation	13,000.00
Dominican Republic	Theological Education Center	11,000.00
Ecuador Central	Theological Education Program (PET)	12,000.00
Ecuador Litoral	Theological Education Center (CET)	10,000.00
El Salvador	Theological Christian Education Center	10,000.00
Guatemala	Holistic Theological Education Program	11,500.00
Haiti	Seminarian Training	11,500.00
Honduras	CEFA-PDET (Theological Education)	11,500.00
Mexico	San Andrés Seminary	10,000.00
Panama	Total Ministry Program	11,000.00
Puerto Rico	St. Peter's and St. Paul's Seminary	11,000.00
Southeastern Mexico	PETE Theological Education Program	8,000.00
Sub-total Diocesan Programs:		156,500.00

Provincial/Regional Programs

Province of Brasil	Distance Training by Electronic inclusion	12,000.00
IARCA, CAETS	Center for Higher Theological Education of CA,	35,000.00
Sur Occidental Brasil	Formation and Re-training	11,000.00
Sub-total Provincial/Regional Programs:		58,000.00

Individual Scholarships – Continued Education,

Central Ecuador, Pablo Guevara	5,000.00
Cuba, Emilio Fumero	2,190.00
Sub-total Continued Education	7,190.00

<u>Work of CETALC:</u>	
Commission Meeting	22,500.00
CETALC Ex. Board Meeting	8,000.00
Travel Insurance and Administrative Expenses	4,467.90
Sub-total Work of CETALC	34,967.90

CIAET (Intern. Anglican Center for Theological Education):	
Director's salary & utilities	50,000.00
Office Rent	6,000.00
Basic services	10,000.00
Insurance and Director's travel	8,130.00
Committee for Promotions	6,796.26
Sub-total CIAET	80,926.26

Total	\$ 337,584.16
Funds Available from Trust Fund 809	\$ 337,584.16

The Rev'd Butch Gamarra asked if the resolution took into consideration the request made by the Center for Theological Education in the Dominican Republic. Dr Glover said it did. Mr Gamarra asked the role of the Co-Directors of Mission? Dr Glover said their role was to assure proper documentation. Mr Gamarra asked if Canon Ballentine had received documentation. Canon Ballentine responded that she had received a summary of a meeting in September in Haiti, but no new information. What she received was sixty pages and in Spanish. She requested a translated copy, which she has not yet received. Dr Crawford said she supports the amendment, assuring more information to the Standing Commission on World Mission. FFM016 was adopted with dissent.

Dr Glover moved adoption of FFM017.

For: Executive Council
 From: Administration & Finance Committee
 Date: February 20, 2010
 Subject: Writing off the loan loss from St. John's School, Guam

RESOLVED, that the Executive Council approves the writing off from the Society's balance sheet the outstanding receivable (\$3,188,084) from the land lease sale to St. John's School, Guam.

EXPLANATION

- DFMS acquired the leasehold property in 2000 for \$3.2 million after the leaseholder (Baba Corporation) of the soccer field adjacent to St. John's School (SJS) demanded rent after years of allowing the school to use it rent free.
- DFMS was to hold the Baba property for a maximum of five years and sell it back to SJS for \$3.2 million principal plus interest equivalent to the earnings by the short-term reserve during the same period, a total of \$4.4 million

- SJS was unable to make the buyback after five years although many options were explored to facilitate this transaction.
- In 2008, DFMS entered into a Memorandum Of Understanding to transfer the lease to SJS for \$4.4 million, payable as follows;
 - \$1,000,000 in cash; plus
 - \$3,377,000 in either scholarship aid or cash payment as follows:
 - Scholarships of at least \$100,000 per year in no more than 34 years, or
 - SJS can make cash payments and get a double credit (i.e., a \$50,000 cash payment in lieu of \$100,000 in scholarships). Repayment in cash is at the discretion of St. John’s School. Offering scholarships does not cost the school additional money (it is akin to filling an empty seat on an airplane and receiving 50% of the regular fee).
- After many attempts to settle the outstanding balance, it is clear that SJS is not committed to any additional cash payback, which renders the receivable without future value.
- SJS, their auditor, the DFMS auditor, and the DFMS finance office have agreed that the best approach is to write off the entire receivable. Any future cash repayment by SJS would be recognized by the DFMS as additional revenue in that year.
- Carrying the transaction on the DFMS books for 34 years creates an additional unnecessary burden, requiring:
 - Annual amortization of the receivable (cash or scholarship) for 34 years
 - Annual intercompany elimination of the booked gain on the sale for 34 years (because intercompany transactions cannot recognize gains or losses).
 - Maintaining a clear transaction history over time to ensure accuracy as staff turns over.
- This transaction will not have any effect on the consolidated financial statement of DFMS and Guam.

He informed Council that removing the account receivable for the soccer field on Guam does not wipe out the asset. Keeping it as an account receivable delays DFMS’ final audit. The Treasurer stated that the asset would continue to be carried on the consolidated financial statement. Dr Glover said passage of FFM017 would simplify DFMS’ books. Ms Davies-Flindall asked if everyone knew what “the Society” was. The Chair informed the body that “the Society” was how the DFMS referred to itself. FFM017 was adopted unanimously.

Dr Glover moved adoption of FFM018.

For: Executive Council
 From: The Committee on Finances for Mission
 Date: February 20, 2010
 Subject: Considerations around loan security

RESOLVED, that the Executive Council wishes to assist all members of the Church family involved in God’s mission; and be it further

RESOLVED, that when asked to support a member of the Church family through loans, purchase and buy-back, or any other form of financial aid that is not an unrestricted grant, the Executive Council will only provide such financial assistance after it has confirmed the entity's ability to repay and secured a pledge from the entity to repay such loans or advances timely and with interest.

EXPLANATION

Experience with financial loss after the purchase of a leasehold property for St. John's School, Guam, illustrates the need for closer examination of repayment capabilities of any partner or associated agency for whom the DFMS might consider making a loan.

Bp Bruno stated that this resolution would prevent a situation like Guam happening again. Bp Hollingsworth asked for language other than "member of the church family." The Chair said the DFMS might make loans to individuals as well as to institutions. Bp Hollingsworth proposed "individual or institutional member of the church." Dr Glover accepted the amendment. The Vice Chair asked if there were a policy on loans to employees. The Treasurer said there was a Human Resources policy not to give loans to employees and that EC has approved loans to dioceses. The Vice Chair asked if this resolution opened the gate to loans to employees. The Chair said if there were a policy in the HR manual, the category could not be included in the resolution. Archdeacon Hardy opined that exclusions, if any, needed to be specified in the resolution. The Chair said the resolution would require any potential loan recipient to come before EC for approval. Ms Jennings offered GAM's services to collaborate with FFM. Ms Ballentine asked why EC would make loans to individuals. She moved to amend the resolution, deleting "individual or." Canon Wilson seconded the amendment. Ms Lee proposed eliminating the first resolve. Dr Glover withdrew the resolution and agreed to consult with GAM before bringing it back to plenary.

Dr Glover moved adoption of EC006 (formerly FFM19).

To: The Executive Council
From: Finances for Mission Committee
Date: February 21, 2010
Subject: Regarding GC2009-C056

Resolved, That the Executive Council of the Episcopal Church, meeting in Omaha, Nebraska, from February 19-22, 2010, expresses its support for the Standing Commission on Liturgy and Music (SCLM) to collaborate with The Church Divinity School of the Pacific (CDSP) and other Episcopal seminaries, ecumenical organizations or other entities who might have expertise appropriate for successfully fulfilling the mandates of CO56; and further be it

Resolved that the Executive Council directs the SCLM to consult with the Presiding Bishop, the President of the House of Deputies, and the Chair of the

Executive Council Committee on Finance for Mission as it develops its plans for collaborating with partner-groups and identifies additional funding sources for this project, and to report those plans to the June 2010 meeting of the Executive Council

EXPLANATION

The Executive Council of the Domestic and Foreign Missionary Society acknowledges that insufficient funds in the 2010-2012 triennium are available to the Standing Commission for Liturgy and Music (SCLM) to support the 13 continuing initiatives assigned to the commission and to support the additional work mandated in GC 2009 Resolution C056.

Consistent with the policies and practices of the Episcopal Church, the SCLM may not directly apply for and receive grants or financial support beyond the operating budget of the SCLM assigned to it by 2010-2012 triennium budget. However, the SCLM may and is encouraged to collaborate with seminaries of this Church and with churches and other ecumenical organizations with whom this Church in relation to support the work mandated by GC 2009 Resolution C056, with the understanding that seminaries and other entities may seek grants or financial support for this work.

The Executive Council acknowledges that the work-product from the collaboration of the SCLM with partner-organizations may result in one or more resolutions that will be presented to the 77th General Convention in 2012.

He informed EC that 2009-C056 was adopted by GC without adequate funding. SCLM is asking for external funding from a foundation, a seminary being the applicant. Dr Douglas said EC should agree to the request of SCLM to use Church Divinity School of the Pacific [CDSP] as its consultant, but that EC006 didn't say that. He proposed an amendment to strike the first resolve and add "to identify additional funding sources for this project in cooperation with CDSP". The amendment was duly seconded and carried unanimously. Canon Mark Harris opined that if the funding were to come from a partisan group with a stake in the survey's outcome and that were not disclosed, it would create a public relations problem. The Chair asked if FFM had discussed the conflict of interest of the Chair of SCLM being a faculty member of CDSP. Canon Wilson said the matter had been discussed by SCLM, which did not consider this a significant conflict of interest. The Treasurer said there is a process for requesting outside funds, referring to in a previous resolution of FFM. EC will have the ability to approve/disapprove the grantor. Canon Mark Harris said he could not vote on this resolution without knowing the source of the grant. The Secretary asked if EC has an interest in where CDSP receives funds. The Chair said that in the fulfillment of a GC resolution, the answer would be yes. Ms Ballentine said she had a concern about the relationship between CDSP and SCLM. She moved to refer EC006 to an appropriate body for further consideration. The Chair asked if Ms Ballentine intended EC006 to be referred to SCLM for perfection. Ms Ballentine

agreed. The motion to refer was duly seconded and the motion to refer EC006 to SCLM was adopted unanimously.

Dr Glover moved adoption of FFM014.

TO: Executive Council
FROM: Standing Committee Finances for Mission
DATE: February 22, 2010
RE: 2010 Budget

Resolved, That the Executive Council approves the 2010 Budget for The Episcopal Church.

Dr Glover said the revision of the 2010 budget was faithful to principles reflected in the budget passed by the 2009 GC. He informed Council that the Audit Committee advised not masking a deficit by treating funds from reserves as income. He proposed that the Treasurer review major variances from the GC-passed budget. Canon Mark Harris asked for a point of personal privilege. He stated that reconstruction of the church in Haiti falls to EC. He said the need for infrastructure in Haiti requires a pledge that comes from the core. He challenged EC to devote a tithe of the budget for the rebuilding of the church in Haiti.

Sra Blanca Echeverry asked if the proposal made by Province IX has been considered by FFM. Dr Glover said it had been, but that the committee recommended not to restore cuts made by GC. The Rev'd Cristobel Leon asked how FFM made its decision? Dr Glover said he had asked for specific information on the impact of not restoring cuts. He said he did not get a response about the effect of cuts on the Dominican Republic or on Honduras. Sra Echeverry spoke about the impact on Colombia. Dr Glover said FFM did not find the case for Colombia compelling and that there was no basis for considering restoring the cuts for the Dominican Republic and Honduras. Sr Leon referred to growth in Province IX demonstrated in Dr Hadaway's report; at the top of the list of growing dioceses was the Dominican Republic. Should this not impact the decision? He said Honduras has ordained more clergy in recent years. Would there be enough resources to continue to recruit clergy for the ministries in Honduras? He asked FFM and EC if this information did not illustrate the need to restore the cuts. He asked what happens in 2011 and 2012. He asked about the impact on Ecuador and Venezuela. He repeated his request that restoring the cuts be reconsidered. Mr Romero said he was sure ministry will continue whatever the funds, but in Province IX dioceses' monies are limited. He asked EC to consider the impact in affected dioceses. The Treasurer said the cuts when proposed were discussed by EC in January 2009, and not changed since. They had been discussed at GC and approved by GC. Questions about the cuts had not been raised in PB&F or on the floor of GC. He said dioceses in Province IX received additional resources from UTO and Episcopal Relief & Development, as well as from companion

dioceses. He noted that in the budget IARCA [Iglesia Anglicana de la Region Central de America] was reduced 33%, as was Liberia, and that forty members of ECC lost their jobs. Sra Echeverry said the Diocese of Colombia received no additional funds. Because of the cuts, all growth projects were frozen, all ordination track programs were frozen, and diocesan personnel were not given raises for the last triennium. She said the present bishop had inherited a \$200,000 deficit from the previous bishop. She said the cuts set Colombia back ten years. She said Colombia could not be compared with the Dominican Republic or Honduras. The Chair reminded members that EC can always consider an additional grant at any time. Mr Gamarra said problems of reporting might be corrected by training people on how to report. In his youth, he said, all bishops in Province IX were North Americans as were the treasurers. Now they are indigenous, as are the treasurers. There are cultural differences, he said, which need to be taken into account. He said Episcopal Relief & Development and UTO grants go for program, not administration. He asked EC to take a global point of view to strengthen the family.

The Chair recessed EC for lunch at 12.00.

After lunch the Chair conducted the vote to adopt the Consent Calendar, which was adopted unanimously.

Election

Bp Hollingsworth moved to amend the agenda and advance the election of a successor to Dr Douglas. Mr Romero seconded the motion. Ms Gardner asked if electing Dr Douglas' successor would necessitate Dr Douglas' resignation. The Chair ruled it would. Canon Bettye Jo Harris said she wanted Dr Douglas to be able to continue to participate in the current meeting. Dr Douglas announced that he had submitted his resignation from EC and all bodies connected thereto to the secretary. The reason for his resignation was change of order.

Canon Ballentine moved that the Council accept Dr Douglas' resignation, effective at the adjournment of the meeting. The motion was duly seconded. The Vice Chair asked if the Council could elect his successor. The Chair ruled it could. The motion to accept Dr Douglas' resignation was adopted unanimously.

Dr Crawford presented Dr Douglas with a card signed by members of EC, and she proposed that gifts in his honor be made to Episcopal Relief & Development for Haiti. Dr Douglas was given a standing ovation.

The Chair opened the floor for nominations. Ms Jennings nominated the Rev'd James Simons of Pittsburgh. Dr Glover nominated the Rev'd Elizabeth Kaeton of Newark. Ms Varghese nominated the Rev'd Altagracia Perez of Los Angeles. Ms Sherrod nominated the Rev'd Susan Russell of California. Ms Beasley nominated the Rev'd Rachel Taber-

Hamilton of Olympia. Nominations were duly closed. The Chair asked the Secretary to distribute ballots and appointed Ambassador Watt and Ms Davies-Flindall to be tellers.

FFM Report (continued)

Dr Glover proposed that the Treasurer review budget variances in the 2010 budget from the GC-approved budget. The Treasurer reviewed budget variances (posted on extranet). Ms Breuer asked what the Episcopal News Quarterly is. The Chair answer it was content for diocesan websites. Ms Jennings asked what the increase in the Communications budget was from GC2009. The Treasurer said it was \$3,000. Ms Jennings asked if line 53 represented a reduction in staff cost. The Treasurer said it was a result of medical cost sharing. Dr Glover said he supported creation of the position of Director of Development. He said he would appoint a subcommittee of FFM to look at Mission Funding and how it's working, and to look at what a mission statement would be for a Director of Development. He said the subcommittee would be made of professional fundraisers who are Episcopalian. Ms Jennings said she would favor deferring voting on the Director of Development line item until FFM has reviewed the recommendations of the subcommittee. She so moved. The motion was duly seconded. Ambassador Watt said the number in the budget had been revised downward, and the amount is a placeholder figure against an eventual hire. Ms Ballentine asked if the funds would be held against a future vote. The Chair said yes. The Treasurer said funds will be held against a recommendation of the subcommittee to hire/not to hire a Director of Development. Dr Glover said that, as there will be a subcommittee, the amendment is moot, as there can be no hire until June, at the earliest. Canon Bettye Jo Harris said she opposed tying up funds and advocated flexibility. The amendment was carried with dissent. The amended budget for 2010 was adopted unanimously.

The Chair announced the result of the first ballot:

Elizabeth Kaeton	2
Altagracia Perez	10
Susan Russell	2
James Simons	19
Rachel Taber-Hamilton	3

She declared the Rev'd James Simons elected to fill Dr Douglas' unexpired term.

GAM Report

Ms Jennings reported for GAM. She moved adoption of GAM003.

TO: Executive Council
FROM: Governance and Administration for Mission (GAM)

DATE: February 21, 2010
RE: EPISCOPAL LIFE BOARD OF GOVERNORS

Resolved, That the Executive Council, meeting in Omaha, Nebraska from February 19-22, 2010, directs that the name of the Board of Governors of Episcopal Life be changed to Episcopal News Service Advisory Committee, and be it further

Resolved, that this committee of Executive Council will be comprised of members appointed for six year staggered terms from each of the nine provinces by the respective provincial governing body and up to three at-large members will be appointed by the presiding officers to enhance diversity of race, ethnicity, gender, expertise, language, sexual orientation; and be it further

Resolved, that its mandate shall be revised to read: "This advisory council shall consult and advise on news gathering, distribution and publishing efforts and ventures of the communications staff at the Church Center engaged in news gathering and dissemination with the goal of insuring that all publication[s] regardless of the means of dissemination effectively serve the needs of the church at all levels, i.e., national, diocesan, parish -- to keep the voice of the whole church in a prominent place in the operation of any news gathering entity of the Church" and be it further

Resolved, that the committee shall report annually to the Executive Council through its Joint Standing Committee on Governance and Administration for Mission, and provincial members shall maintain regular communication with their respective provinces, and be it further

Resolved, that this committee and its budget will be overseen and administered by the General Convention Office.

She thanked Ms Sherrod for her work on this resolution. GAM003 was adopted unanimously.

Mr Krislock gave the history of the CIM040 Task Force (Strategic Planning). He moved adoption of GAM004.

To: Executive Council
From: Governance and Administration for Mission
Date: February 20, 2010
Re: Strategic Plan

Resolved, that the Executive Council, meeting in Omaha, Nebraska from February 19-22, 2010, hereby establishes an Executive Council Committee on

Strategic Planning as directed by GC2009-A063; and be it further

Resolved, that the General Convention Office is to provide necessary logistical support and financial support for this committee and that funding for this committee be transferred from the COO's Office to this Committee of Council; and be it further

Resolved, that the Executive Council adopts the attached Strategic Plan, and direct the management and staff of the Episcopal Church Center and Standing Committees of Executive Council to provide annual reports to the Executive Council Committee on Strategic Planning on progress towards implementation of the Strategic Plan.

He called EC's attention to the amended Strategic Plan (*see Attachment D.*) Dr Douglas opined that the addition of older adult ministries is a constructive addition. Ms Watkins asked that the successor committee be tasked with developing benchmarks by which to judge progress in fulfilling the plan. GAM004 was adopted unanimously.

The Vice Chair asked the Secretary to send a note of thanks to them member of the Strategic Planning Task Force.

Ms Jennings reported that GAM had met with FFM to review the Management Letter submitted to EC by PB&F. She said the Standing Committees are free to receive the recommendations as they feel they are appropriate.

Ms Jennings said the GAM subcommittee to review the by-laws had met and would make a report in June. She reported that GAM had met with A&N about the cleaning contract for ECC. She asked for a conversation with the Treasurer about canonical changes in diocesan reporting.

LMM Report

Deacon Star reported for LMM. LMM sent resolution LMM003 to the Consent Calendar. The committee will focus its work between this meeting and the June meeting on identifying staff and persons who can report on work being done on reconciliation and multi-culturalism. Reports will be given in writing or using multi-media technology or in-person as budgets and personnel are available. Particularly, the committee wants to hear reports regarding GC resolutions A143, A144 (encouraging and endorsing restorative justice and anti-racism), D035 (Repudiation of the Doctrine of Discovery) and D038 (Strategic Plan for Latino Ministries). The committee asked that the following statement be made part of its official report to Executive Council: A recommendation that TEC's Department of Communications contact the commercial media: i.e., major TV and newspapers, ABC, CBS, NBC, Fox, to join with Keith Olbermann at MSNBC in carrying the story of the plight of Native Americans in the Dakotas in the aftermath of severe ice

storms. We are aware that Episcopal Relief & Development has responded and continues to respond to the need; however, the need is so great that Episcopal Relief & Development cannot carry the responsibilities solely. All Americans should be asked to help; this is a national story that is seemingly being neglected. The committee feels this is an issue of compassion and justice; were these storms and effects felt by any other group of people, a response would likely have already occurred. The proposed Strategic Plan supports this action in Activity M4.1.6: “Create and disseminate resources that reflect the churchwide work of ministries of compassion and justice with an emphasis on networking.”

WM Report

Ms Ballentine reported for WM. She said the committee had heard about the recent reconfiguration of staff from Ms Daniels and Ms Rose. She reported on the joint meeting with FFM on the request of Province IX. She said her committee had discussed covenant committees and relationships and proposed the following Council liaisons for membership on covenant committees: Liberia, Ms Breuer; Philippines, Ms Jane Cosby; Brasil, Mr Gamarra; IARCA, Dr Crawford; and Mexico, Sra Echeverry. The Vice Chair moved that Council affirm these appointments. The motion was duly seconded and carried unanimously.

Ms Ballentine reported that WM had discussed continuing the dialog begun in the Anglicans in the Americas Conference in 2009 with the hope of a follow-up conference. She said a subcommittee of WM, composed of the Rev'd Brian Cole, Ms Cheney and Mr Gamarra, would work on this project. Ms Ballentine said the committee had studied a book on the Anglican experiment. She reported that the committee had discussed the final draft of the proposed Anglican Covenant and how TEC might move forward. Resolution 2009D020 commended the draft to dioceses for consideration and to EC for review before consideration at the 77th GC. She asked the Chair and Vice Chair to name a group to shepherd the work of D020. She also asked that the Standing Commission on Constitution & Canons [SCCC] review Section IV of the final draft to determine if adopting the covenant would mandate constitutional and/or canonical amendments and to report its findings to SCWM.

Ms Ballentine moved adoption of WM006.

TO: EXECUTIVE COUNCIL
FROM: WORLD MISSION COMMITTEE
DATE: OCTOBER 14, 2009
RE: NEW COMPANION DIOCESE RELATIONSHIP

Resolved, That the Executive Council meeting in Omaha, Nebraska from February 19-22, 2010 vote to recognize a new Companion Diocese Relationship between the Dioceses of Easton and North Eastern Caribbean & Aruba in the

Church of the Province of the West Indies for a period ending on February 28, 2014, unless extended or terminated by mutual consent.

WM006 was adopted unanimously.

Ms Ballentine moved adoption of WM007.

TO: EXECUTIVE COUNCIL
FROM: WORLD MISSION COMMITTEE
DATE: NOVEMBER 30, 2009
RE: NEW COMPANION DIOCESE RELATIONSHIP

Resolved, That the Executive Council meeting in Omaha, Nebraska from February 19-22, 2010 vote to recognize a new Companion Diocese Relationship between the Diocese of Washington and the Diocese of Jerusalem in the Province of the Episcopal Church in Jerusalem and the Middle East for a period ending on January 31, 2013, unless extended or terminated by mutual consent.

WM007 was adopted unanimously.

Ms Ballentine moved adoption of WM008.

To: Executive Council
From: World Mission Committee
Date: February 20, 2010
Re: The Joint Consultation on Philippine Companionship

Resolved, That the Executive Council meeting in Omaha, Nebraska from February 19-22, 2010, in order to implement resolution 2009-A190, reconstitutes the covenant committee formerly known as the Joint Committee on the Philippine Covenant to the Joint Consultation on Philippine Companionship; and be it further

Resolved, that those persons from The Episcopal Church who were elected to the Joint Committee on the Philippine Covenant shall now serve on the Joint Consultation on Philippine Companionship.

WM008 was adopted unanimously.

Ms Ballentine moved adoption of WM009.

TO: Executive Council
FROM: Standing Committee on World Mission
DATE: February 20, 2010
RE: On Israel and Palestine

Resolved, That the Executive Council of the Episcopal Church, meeting in Omaha, Nebraska, February 19-22, 2010, considering the Church's mission to promote peace for all God's people, welcomes the peace making initiatives of President Barack Obama and his Middle East envoy, George Mitchell, and urges them to re-double efforts to bring stronger and more resolute American diplomatic leadership to the cause of peace between Israel and Palestine and to the Middle East; and be it further

Resolved, That the Executive Council acknowledges the tragic histories of the Jewish and Palestinian people as victims of injustice, wars, dispersion and exile, the existential fear and insecurity this has created for both peoples and the distress their conflict has caused throughout the Middle East; and be it further

Resolved, That the Executive Council recognizes the profound commitment of Israelis and Palestinians to the land they regard as their homeland and respects their national aspirations; and calls upon the United States Government, in keeping with American ideals of equality, justice, and human rights, to pursue a fair and balanced approach to making peace that fulfills the fundamental needs of both peoples; and be it further

Resolved, That the Executive Council acknowledges that peace between Israel and Palestine can be achieved only by a division of historic Palestine into two sovereign states, and that this division should be defined, more or less, by the 1949 Armistice line, with mutually agreed upon border adjustments; and be it further

Resolved, That the Executive Council calls upon the President of the United States and the Congress to press the State of Israel to end the blockade of the Gaza Strip thereby permitting free and uninhibited access for all humanitarian assistance, a return to normalized trade, and the lifting of the ban on building and educational materials; and be it further

Resolved, That the Executive Council understands and respects the religious and historic claims of both Israelis and Palestinians, as well as of Jews, Christians and Muslims, worldwide, toward the Holy City of Jerusalem and its sacred holy sites; and affirms that a just and lasting territorial division must include a shared Jerusalem in which the State of Israel and a future State of Palestine will maintain their respective capitals; and be it further

Resolved, That the Executive Council recognizes that the use of force, violence or arbitrary power by Israelis or Palestinians to determine the outcome of this conflict must be condemned absolutely; and affirms that peace can be achieved only through peaceful negotiations that would lead to the emergence of a peaceful two state solution; and be it further

Resolved, That the Executive Council urges all Episcopalians to work and pray

for the liberation of
Israelis and Palestinians from generations of conflict and for the restoration of
harmony among Jews, Muslims and Christians worldwide; and be it further

Resolved, That the Executive Council affirms that the creation of peace with
justice is a compelling priority for the Church and for the United States of
America.

Explanation: The 76th General Convention in Anaheim, CA, was unable to
complete action on this resolution. The Executive Council is authorized to
express policy when General Convention is not in session. The Episcopal
Church should support our sisters and brothers in the Diocese of Jerusalem, as
they have requested, in this crucial time for peace in Israel and Palestine.

WM009 was adopted unanimously.

Ms Ballentine moved adoption of WM010.

To: Executive Council
From: World Mission Committee
Date: February 20, 2010
Re: Colombian Refugees in Ecuador

Resolved, That the Executive Council of The Episcopal Church, meeting in
Omaha, Nebraska from February 19-22, 2010, reaffirms EC 2002-INC 029, and
express its solidarity with the Episcopal Church of Colombia, ministering in the
midst of Colombia's internal armed conflict; and be it further

Resolved, That The Executive Council recognize that the social and humanitarian
crisis, as a result of Colombia's internal armed conflict, is aggravated by the huge
displacement of the civil population to the Ecuadorean border, causing difficult
living conditions; and be it further

Resolved, That The Executive Council urge the United States government to
commence a generous program of resettlement for those who cannot return to
Colombia because their lives are in danger and are unable to integrate or remain
in Ecuador; and be it further

Resolved, That The Executive Council urge the United States government to
work with the United Nations High Commission for Refugees and other
organizations to assist host countries (especially Ecuador) by providing adequate
funding; and be it further

Resolved, That The Executive Council urge the United States government to
press for a political solution to the armed conflict between the Colombian
government and opposing forces in order to reach a peaceful and just end to the
internal conflict in Colombia; and be it further

Resolved, That The Executive Council voice its strong opposition to the
installation by the United States government of military bases in Colombia, the
presence of which contributes to the displacement of persons within Colombia

and between Colombia and Ecuador.

Explanation

INC-029 2002 (Appendix) expressed The Episcopal Church's solidarity with the Episcopal Church of Colombia, which is affected by Colombia's civil war. The situation in Colombia continues to be one of civil strife, causing great human tragedy for all segments of Colombia's society. The conflict has also caused the displacement of hundreds of thousands of Colombians who fear for their lives. Most of the refugees have fled to Ecuador. The Episcopal Diocese of Central Ecuador seeks to alleviate the difficult situation in which Colombian refugees find themselves through a small relief program, but asks that the United States shoulder more of the burden through the UNHCR, which serves the needs of and advocates for the refugees in Ecuador. Finally, the Episcopal Church desires a peaceful resolution to the conflict rather than the installation of United States military bases in Colombia, which contributes to more tension with other South American countries.

Appendix

Committee: International Concerns (report 29)

Citation: Executive Council Minutes, Oct. 11-14, 2002, Jackson Hole, WY, pp. 27-29.

Resolved, That the Executive Council, meeting in Jackson Hole, Wyoming, Oct 11-14, 2002 in Jackson, Wyoming affirm solidarity with the Episcopal Church of Colombia and the suffering people of Colombia through prayer and witness and urge that the Episcopal Church inform its members of the plight of the Colombian people and support policies and programs that will alleviate their poverty and ameliorate the injustices experienced by millions of Colombians; and be it further

Resolved, That The Episcopal Church urge the Government of the United States to assign the highest priority to achieving a negotiated peace in Colombia and work with other governments in the region and other allies in bringing a peaceful end to Colombia's longstanding civil conflict; and be it further

Resolved, That The Episcopal Church advocate with the Government of the United States that the Government of Colombia commit to combating policies and practices that result in the violation of human rights, the forced displacement of innocent persons, attacks on innocent civilians and civic and religious leaders, massacres, kidnappings, torture, the use of land mines, and the disappearance of large numbers of persons; and be it further

Resolved, That The Episcopal Church reject any increase in military support through Plan Colombia for the Government of Colombia and challenge the current policy of the U.S. Government in emphasizing military aid as its major contribution to peace and stability in Colombia; and be it further

Resolved, That The Episcopal Church support substantial humanitarian and development assistance to Colombia, focusing on multilateral assistance through the agencies of the United Nations and the Organization of American States; and be it further

Resolved, That The Episcopal Church advocate for a reexamination of the

fumigation program supported through Plan Colombia as a humane and efficacious means of combating narco trafficking in Colombia; and be it further Resolved, That The Episcopal Church lend full support to programs which will alleviate the suffering of Colombia's internally displaced persons, especially the Afro-Colombians and indigenous persons who have been severely victimized by Colombia's civil conflict; and be it further Resolved, That The Episcopal Church actively associate itself with the policies and efforts of the National Council of Churches and other ecumenical bodies seeking to end human rights violations, civil conflict, and further displacement of innocent Colombians.

WM010 was adopted unanimously.

Ms Ballentine moved adoption of WM011.

To: Executive Council
From: World Mission Committee
Date: February 20, 2010
Re: Haiti Earthquake

Resolved, That the Executive Council of The Episcopal Church meeting in Omaha, Nebraska from February 19-22, 2010 joins the international community in mourning the untold death and destruction resulting from the massive earthquake of January 12, 2010 and the subsequent aftershocks that impacted the nation of Haiti; and be it further

Resolved, that the Executive Council recognizes that the level of destruction and collapse of essential services is in part the consequence of poverty in which the nations and churches of the West have long been complicit; and be it further

Resolved, that the Executive Council expresses deep solidarity during this crisis with the Diocese of Haiti (*L'Eglise Episcopale d'Haiti*) and honors the leadership of The Rt. Rev. Jean Zaché Duracin, Bishop of Haiti, who despite suffering great personal loss, has heroically provided for the urgent humanitarian needs of the earthquake's victims; and be it further

Resolved, that the Executive Council recognizes that Haiti's recovery and reconstruction must be directed by the Haitian people, and affirms the authority of Bishop Duracin and the leaders he appoints to request and direct the resources required to rebuild the damaged institutions and impacted congregations of the Diocese; and be it further

Resolved, that the Executive Council stands ready to receive Bishop Duracin's call for support as his assessment of the Diocese of Haiti's needs for recovery and rebuilding unfolds; and commits to review the Church's support for those efforts at subsequent meetings of the Executive Council; and be it further

Resolved, that the Executive Council commends Episcopal Relief & Development and the Diocesan development staff in Haiti for their continuous and compassionate ministry providing food, water, medicine and shelter to survivors of the earthquake; and be it further

Resolved, that the Executive Council commends The Rt. Rev. Julio C. Holguín and the Diocese of the Dominican Republic for its selfless support of its neighbor in need throughout this crisis; and be it further

Resolved, that the Executive Council urges all Episcopalians to continue praying for our brothers and sisters in Haiti during the Prayers of the People and other occasions, and to support the long-term recovery effort that has only just begun through financial donations to the Episcopal Relief & Development's Haiti Fund, recalling that, as our Lord taught us, to care for the least fortunate among us is to care for Him; and be it further

Resolved, that the Executive Council strongly supports the Presiding Bishop's continued efforts to marshal the resources of the wider Church in support the Diocese of Haiti, and to work directly with Bishop Duracin in ensuring these resources are provided in the most effective manner; and be it further

Resolved, that the Executive Council commends President Obama and his Administration for their rapid and resolute leadership in response to this crisis, including the decision to extend Temporary Protected Status to Haitians in the United States as of January 12, 2010.

Ms Gardner moved to amend the resolution to add:

“Resolved, that The Executive Council urges all involved in relief and development to recognize fully and respect the human rights and dignity of all Haitians (including protecting vulnerable groups, especially women and children, from sexual abuse, human trafficking and other forms of violence); and ensure that the people of Haiti are fully involved in the planning and execution of projects, and that projects benefit all the people”.

Ms Watkins seconded the amendment. The Amendment carried unanimously. WM011 as amended was adopted unanimously.

Final Report of the Writing Team

The Chair called on Ms Sherrod to report for the Writing Team. Ms Sherrod said the final draft deleted reference to CDSP/SCLM matter and added the resolution adopting the Strategic Planning. Canon Mark Harris asked that reference be made to Dr Douglas' resignation and to Mr Simons' election. Ms Lee asked that reference be made to the appointment of liaisons to covenant partners and to the resolution on the Middle East. Dr Glover asked that the letter announce the passage of a budget for 2010. Canon Mark Harris said it might not be necessary to list covenant committee liaisons. Dr Douglas asked if EC could not trust the Writing Committee. The Chair ruled that the matter under discussion was a letter, not a resolution, so EC needs to know what's in it, but not the

exact wording.

Resolution on Reconstruction of the Church in Haiti

Dr Douglas introduced and moved EC007.

To: Executive Council

Date: February 20, 2010

Re: Rebuilding Haiti

Resolved, That the Executive Council, in light of our study of the Gospel in our meeting in Omaha, Nebraska from February 19-22, 2010, promise a sum of up to \$10,000,000 (approximately equal to a tithe of the Church's budget for the final two years of the 2010-2012 triennium) for the rebuilding of the Diocese of Haiti (*L'Eglise Episcopale d'Haiti*) following the destruction of the earthquake of January 12, 2010; and be it further

Resolved, that the final amount of the funds and the disbursement of such be determined in partnership with the Bishop of the Diocese of Haiti; and be it further

Resolved, that the Standing Committee on Finances for Mission of the Executive Council, in cooperation with the Treasurer's Office, bring a plan for the identification of these funds to the June 2010 meeting of the Executive Council reflecting this promise.

Ms Gardner seconded the resolution. Bp Hollingsworth said he was moved by this and hoped to meet its challenge. He wondered if there could be another word than "promise"? He offered "consider." The Chair asked if the resolution were meant to challenge the whole church or EC. Dr Douglas said it was a challenge to TEC. Ms Ballentine suggested this might prove a way to coordinate plans and ideas already in existence like Province II's plan to raise \$1,000 per congregation. Dr Crawford proposed "challenge TEC to raise a sum" etc. Canon Mark Harris proposed "challenges TEC to raise a sum of at least \$10 million" and that "challenge" replace "promise" in the final resolve. Bp Bruno proposed adding the word "extra-budgetary" before "sum." Canon Mark Harris objected, preferring to let the church at large decide. Ms Gardner likened support to the 0.7% allocated for the Millennium Development Goals. Canon Anderson wondered how an already austere budget could spare an additional 10%. Bp Hollingsworth asked that "extra-budgetary" be left in, because this challenge would be a stretch beyond what we already do. The Chair suggested the challenge might move those who do not participate fully in funding TEC's budget. Ambassador Watt said she didn't want Episcopal Relief & Development to be shortchanged by this additional project. The Chair ruled that the various suggested wordings were perfections of the body and would be considered to have been amended by the body. EC007 as perfected by EC was adopted unanimously.

Ms Davies-Flindall told EC about Grandmothers to Grandmothers, a program that links Canadians with Africans, and recommended knitting pneumonia vests for infants and comfort dolls to be used as packing materials for shipment abroad. She offered patterns

for knitting.

Closing Remarks

The Vice Chair gave closing remarks. She said it was grand that thirteen of nineteen indigenous tribes have Episcopal congregations in Province VI. She said TEC needed to respond to Dr Hadaway's statistics of decline. She said we have to give people a good reason to get up on Sunday morning. She recommended the website wildernessdenver.org. She said we need to tell TEC's story about how all orders work together. She noted that bishops swear loyalty to the TEC's canons, and property is not the bishop's to dispose of. She said we cannot allow that to happen in SC or anywhere else. She asked members to keep praying for people in SC.

The Secretary offered, and Council agreed to, an on-line evaluation, beginning with the June meeting. He announced the following volunteers to plan worship for the triennium: Canon Wilson, Ms Cheney, Dr Crawford and Mr Gamarra. He announced the following volunteers to plan anti-racism training: Ms Lee, Dr George and Archdeacon Hardy. He announced that the chairs had named Mr Romero as Chaplain of EC.

The Chair gave closing remarks. She commended committees and plenary for engaging in meaningful, serious discussion. She said EC had done a good job of hearing everyone's voice. She thanked EC for a good meeting.

The Chair gave a blessing. Deacon Star gave a dismissal.

The Chair adjourned the meeting of EC at 4.30 pm.

Respectfully submitted,

(The Rev'd Canon) Gregory Straub, Secretary

Domestic & Foreign Missionary Society
Gift Acceptance Policies

The Domestic & Foreign Missionary Society, a not for profit organization organized under the laws of the State of New York, encourages the solicitation and acceptance of gifts for purposes that will help to further and fulfill its mission. The following policies and guidelines govern acceptance of gifts made to The Society for the benefit of any of its programs.

I. Purpose of Policies and Guidelines

The Executive Council of the Society and its staff solicit current and deferred gifts from individuals, corporations, and foundations to secure the future growth and mission of the Society. These policies and guidelines govern the acceptance of such gifts and provide guidance to prospective donors and their advisors when making gifts to The Society. The provisions of these policies shall apply to all gifts received for any of the programs or services. The Chief Operating Officer in consultation with the Treasurer will update these policies and present them to the Executive Council for final approval.

II. Use of Legal Counsel

The Society shall seek the advice of legal counsel in matters relating to acceptance of gifts when appropriate. Review by counsel is recommended for:

- a) Closely held stock transfers that are subject to restrictions or buy-sell agreements
- b) Documents naming the Society as Trustee
- c) Gifts involving contracts, such as bargain sales or other documents requiring The Society to assume an obligation
- d) Transactions with potential conflict of interest that may invoke IRS sanctions
- e) Other instances in which use of counsel is deemed appropriate

The Society will urge all prospective donors to seek the assistance of personal, legal and financial advisors in matters relating to their gifts and the resulting tax and estate planning consequences. The Society cannot and will not render any legal advice concerning tax liability and/or estate planning matters. Legal fees incurred by the donor in the completion of a gift are the responsibility of the donor.

III. Restrictions on Gifts

The Society may accept unrestricted gifts, and gifts for specific programs and purposes, provided that such gifts are not inconsistent with its stated mission, purposes, and priorities. The Society will not accept gifts that are overly restrictive in purpose. Gifts that are overly restrictive are those that violate the terms of the Society's charter, gifts that are too difficult to administer, or gifts that are for purposes outside the mission of the Society. The Chief Operating Officer, in conjunction with legal counsel, is responsible for implementing these policies. The Society will review its Gift Acceptance Policy annually.

IV. Types of Gifts

A. The following gifts are acceptable:

1. Cash
2. Securities
3. Tangible Personal Property
4. Real Estate
5. Planned Gifts
 - a. Bequests
 - b. Charitable Gift Annuities

Attachment A

- c. Pooled Income Funds
- d. Charitable Remainder Trusts
- e. Charitable Lead Trusts
- f. Life Insurance

The Society will consult with real estate appraisers, environmental analysts, property brokers and specialized legal counsel to ensure that it has the expertise available to analyze a proposed gift appropriately.

B. The following criteria govern the acceptance of each gift form:

1. **Cash:** Cash is acceptable in any form. Checks shall be made payable to the Domestic & Foreign Missionary Society and shall be delivered to P.O. Box 12074, Newark, NJ 07101.
2. **Securities:** The Society can accept both publicly traded securities and closely held securities.

Publicly Traded Securities: Appreciated marketable publicly-traded securities will be accepted and sold upon receipt unless otherwise directed by the Chief Operating Officer in consultation with the Treasurer. Donors should not sell the stock; they should contact The Society for instructions on how to transfer their stocks to the Society's broker.

Closely Held Securities: Closely held securities, which include not only debt and equity positions in non-publicly traded companies but also interests in LLPs and LLCs or other ownership forms, can be accepted subject to the approval of the Chief Operating Officer in consultation with the Treasurer. However, gifts must be reviewed prior to acceptance to determine that:

- there are no restrictions on the security that would prevent The Society from ultimately converting those assets to cash,
- the security is marketable, and
- the security will not generate any undesirable tax consequences for The Society.

If potential problems arise on initial review of the security, further review and recommendation by an outside professional may be sought before making a final decision on acceptance of the gift. The final determination on the acceptance of closely held securities shall be made by the Chief Operating Officer in consultation with the Treasurer and legal counsel when necessary. Every effort will be made to sell non-marketable securities as quickly as possible.

3. **Tangible Personal Property:** These gifts include artwork, jewelry, cars, boats, and any other personal property item owned by a donor. These gifts will rarely be accepted, and if they are ever considered for acceptance by The Society, they shall be examined in light of the following criteria:

- Does the property fulfill the mission of the Society?
- Is the property marketable?
- Are there any undue restrictions on the use, display, or sale of the property?
- Are there any carrying costs for the property?

The final determination on the acceptance of other tangible property gifts shall be made by the Chief Operating Officer in consultation with the Treasurer and legal counsel.

Attachment A

- 4. Real Estate:** Gifts of real estate will rarely be accepted. These types of gifts may include developed property, undeveloped property, or gifts subject to a prior life interest. In the event that one of these gifts is being considered for acceptance, The Society shall require an initial environmental review of the property to ensure that the property has no environmental damage. If the initial inspection reveals a potential problem, The Society shall retain a qualified inspection firm to conduct an environmental audit. The cost of the environmental audit shall be an expense of the donor.

When appropriate, a title binder shall be obtained by The Society prior to the acceptance of the real property gift. The cost of this title binder shall be an expense of the donor.

Prior to acceptance of the real property, the gift shall be approved by the Chief Operating Officer in consultation with the Treasurer and legal counsel. Criteria for acceptance of the property shall include:

- Is the property useful for the purposes of The Society?
- Is the property marketable?
- Are there any restrictions, reservations, easements, or other limitations associated with the property?
- Are there carrying costs, which may include insurance, property taxes, mortgages, or notes, etc., associated with the property?
- Does the environmental audit reflect that the property is not damaged?

If the estimated value of tangible personal property or real estate \$500, the donor will be directed to the U. S. Internal Revenue Service requirements regarding the substantiation of charitable contributions. Should the donor wish to reflect the contribution in its income tax return, the donor should obtain a qualified appraisal of the equipment from an independent appraiser, complete IRS Form 8283 and provide a copy to the Society.

- 5. Planned Gifts.** The Society may accept the following planned gifts:

Bequests: Donors and supporters of The Society will be encouraged to make bequests to The Society under their wills and trusts. Such bequests will not be recorded as gifts to The Society until such time as the gift is irrevocable.

Charitable Gift Annuities: The Society may accept charitable gift annuities. The minimum gift for funding is \$5,000. The minimum age for life income beneficiaries of a gift annuity shall be 55. For a deferred gift annuity the minimum age for life income beneficiaries shall be 45. No more than two life income beneficiaries will be permitted for any gift annuity. Annuity payments may be made on a quarterly, semi-annual, or annual schedule.

Pooled Income Funds: The *pooled income fund* is a gift plan, similar to a mutual fund which is actually a trust fund for donors who wish to receive an income that has the possibility of growth through the years. A particularly appealing feature of the plan is that it does not require gifts in the substantially larger amounts that are generally necessary for separate trusts.

Individual gifts of cash and other property are combined or "pooled" and collectively invested by a trustee to produce income that is shared by the contributors. Additional donations may be added to the fund at any time.

Charitable Remainder Trusts: The Society may accept designation as remainder beneficiary of a charitable remainder trust with the approval of the Chief Operating Officer in

Attachment A

consultation with the Treasurer and legal counsel. The Society will not accept appointment as Trustee of a charitable remainder trust. Minimum gift for a Charitable Remainder Trust will be \$100,000.

Charitable Lead Trusts: The Society may accept a designation as income beneficiary of a charitable lead trust. The Executive Council of The Society will not accept an appointment as Trustee of a Charitable Lead Trust.

Retirement Plan Beneficiary Designations: Donors and supporters of The Society will be encouraged to name The Society as beneficiary of their retirement plans. Such designations will not be recorded as gifts to The Society until such time as the gift is irrevocable. When the gift is irrevocable, but is not due until a future date, the present value of that gift may be recorded at the time the gift becomes irrevocable.

Life Insurance: The Society must be named as both beneficiary and irrevocable owner of an insurance policy before a life insurance policy can be recorded as a gift. The gift is valued at its cash surrender value upon receipt. If the donor contributes future premium payments, The Society will include the entire amount of the additional premium payment as a gift in the year that it is made.

If the donor does not elect to continue to make gifts to cover premium payments on the life insurance policy, The Society may:

- continue to pay the premiums,
- convert the policy to paid up insurance, or surrender the policy for its current cash value.

Life Insurance Beneficiary Designations: Donors and supporters of The Society will be encouraged to name The Society as beneficiary or contingent Beneficiary of their life insurance policies. Such designations shall not be recorded as gifts to The Society until such time as the gift is irrevocable. Where the gift is irrevocable, but is not due until a future date, the present value of that gift may be recorded at the time the gift becomes irrevocable.

V. Changes to Gift Acceptance Policies

The Society will review its Gift Acceptance Policy annually. The Executive Council of The Society must approve any future changes to or deviations from these policies.

Agreed by Management: January 2010

Procedure: Fundraising and Grantseeking by Staff of ECC

Step	Person	Content
1.	Originator	Written proposal should include: <ul style="list-style-type: none"> • Description of project (e.g., dates, scope, people served, personnel involved) • Goal and measurable results • How will this benefit the church as a whole? • Estimated cost (provide detail) • Why are funds being sought (e.g., why not included in the operating budget?) • Identify potential donors who will be asked
2.	Center Director or Administrative Head	<ul style="list-style-type: none"> • Review with Originator • Review with CFO for accuracy and clarity of funding sought • Present to COO
3.	COO	<ul style="list-style-type: none"> • Approve, reject or further question the Center Director and modify
4.	Executive Oversight Group	<ul style="list-style-type: none"> • If COO rejects, Originator and Center Director may appeal and seek consideration by EOG • If rejected by EOG, no further action shall be initiated by Originator or Center Director
5.	Executive Council	<ul style="list-style-type: none"> • Present to EC if Over \$10,000 • If rejected by EC, no further action

Procedure: Fundraising and Grantseeking by Members of General Convention Activities
(including General Convention Office; Executive Council; Committees, Commissions, Agencies & Boards; House of Deputies; Archives; General Board of Examining Chaplains)

Step	Person	Content
1.	Originator	Written proposal should include: <ul style="list-style-type: none"> • Description of project (e.g., dates, scope, people served, personnel involved) • Goal and measurable results • How will this benefit the church as a whole? • Estimated cost (provide detail) • Why are funds being sought (e.g., why not included in the operating budget?) • Identify potential donors who will be asked • Present to Chair of an appropriate EC Standing Committee (copying the PB and PHOD)
2.	Chair of EC Standing Committee	<ul style="list-style-type: none"> • Review with Originator • Review with Treasurer of General Convention for accuracy and clarity of funding sought • Discuss with Chair of Finances for Mission Committee who shall provide, in writing, any serious objections or questions
3.	Finances for Mission Committee	<ul style="list-style-type: none"> • Approve, reject or further question the EC SC Chair and modify
4.	Executive Council	<ul style="list-style-type: none"> • If FFM rejects, Originator and SC Chair may appeal and seek consideration by full Executive Council • If rejected by EC, no further action shall be initiated by Originator or SC Chair

GENERAL CONVENTION / DFMS FUNDRAISING GUIDELINES

	Unsolicited Donations					
	Cash			Bequest		
	Unrestricted	Restricted		Unrestricted	Restricted	
		Existing budgeted expense item	Non-budgeted area		Existing budgeted expense item	Non-budgeted area
Acceptable	OK	OK	OK	OK	OK	OK
Prior Approval required	NA	NA	NA	NA	NA	NA
Deposited where	Checking	Checking	Short-term Custodial account	TF 927	Existing or New TF if needed	Existing or New TF if needed
How Used	Immediately available for general budget; credited to appropriate income line	Immediately available for general budget; credited to appropriate income line	Available for the specific unbudgeted purpose IF approved by COO or PB	Dividends available for budget	Dividends available for budget	Dividends available for non-budgeted area
Notes		Will not increase current spending in specific department.				
Examples	NA	Staff costs	Emergency assistance for refugees; prison ministries			

	Donations Solicited by Staff					
	Cash			Bequest		
	Unrestricted	Restricted		Unrestricted	Restricted	
		Existing budgeted expense item	Non-budgeted area		Existing budgeted expense item	Non-budgeted area
Acceptable	OK	OK	OK	OK	OK	OK
Prior Approval required	COO or PB	COO or PB	COO or PB	COO or PB	COO or PB	COO or PB
Advise EC if > \$10,000	Yes	Yes	Yes	N/A	Yes	Yes
Deposited where	Checking	Checking	Short-term Custodial account	TF 927	Existing or New TF if needed	Existing or New TF if needed
How Used	Immediately available for general budget; credited to appropriate income line	Immediately available for general budget; credited to appropriate income line	Available for the specific unbudgeted purpose pre-approved by COO or PB	Dividends available for budget	Dividends available for budget	Dividends available for non-budgeted area
Notes		Will not increase current spending in specific department.				
Examples		Staff costs	Emergency assistance for refugees; prison ministries; Katrina Cottages			

	Donations Solicited by Members of Executive Council or C CABs					
	Cash			Bequest		
	Unrestricted	Restricted		Unrestricted	Restricted	
		Existing budgeted expense item	Non-budgeted area		Existing budgeted expense item	Non-budgeted area
Acceptable	OK	OK	OK	OK	OK	OK
Prior Approval required from EC	FFM	FFM	FFM	FFM	FFM	FFM
Deposited where	Checking	Checking	Short-term Custodial account	TF 927	Existing or New TF if needed	Existing or New TF if needed
How Used	Immediately available for general budget; credited to appropriate income line	Immediately available for general budget; credited to appropriate income line	Available for the specific unbudgeted purpose pre-approved by COO or PB	Dividends available for budget	Dividends available for budget	Dividends available for non-budgeted area

Attachment B

Attachment 1
Pay Disparity

2010 – Goldman Sachs Group Inc. [also filed with other companies]

Recent events have increased concerns about the extraordinarily high levels of executive compensation at many U.S. corporations. Concerns about the structure of executive compensation packages have also intensified, with some suggesting that the compensation system incentivized excessive risk-taking.

In a Forbes article on Wall Street pay, the director of the Program on Corporate Governance at Harvard Law School noted that, “compensation policies will prove to be quite costly—excessively costly—to shareholders.” Another study by Glass Lewis & Co. declared that compensation packages for the most highly paid U.S. executives “have been so over-the-top that they have skewed the standards for what’s reasonable.” That study also found that CEO pay may be high even when performance is mediocre or dismal.

In 2008, Federal Appeals Court Judge Richard Posner stated that, “executive pay is out of control and the marketplace cannot be trusted to rein it in.” Legislative attempts to address executive compensation include the Excessive Pay Shareholder Approval Act, which mandates that no employee’s compensation may exceed 100 times the average compensation paid to all employees of a given company unless at least 60% of shareholders vote to approve such compensation.

A 2008 piece in BusinessWeek revealed that, “Chief executive officers at companies in the Standard & Poor’s 500-stock index earned more than \$4,000 an hour each [in 2007].” It also noted that an S&P 500 CEO had to work, on average, approximately 3 hours in 2007 “to earn what a minimum wage worker earned for the full year.”

A September 2007 study of Fortune 500 firms showed that top executives’ pay averaged \$10.8 million the previous year, or more than 364 times the pay of the average U.S. worker. Another study by the Economic Policy Institute found that between 1989 and 2007, average CEO pay rose by 163% while the wages of the average worker in the United States rose by only 10%.

RESOLVED: shareholders request the Board’s Compensation Committee initiate a review of our company’s executive compensation policies and make available, upon request, a summary report of that review by October 1, 2010 (omitting confidential information and processed at a reasonable cost). We request that the report include –

1. A comparison of the total compensation package of senior executives and our employees’ median wage in the United States in July 2000, July 2004 & July 2009.
2. An analysis of changes in the relative size of the gap and an analysis and rationale justifying this trend.
3. An evaluation of whether our senior executive compensation packages (including, but not limited to, options, benefits, perks, loans and retirement agreements) are “excessive” and should be modified to be kept within reasonable boundaries.
4. An explanation of whether sizable layoffs or the level of pay of our lowest paid workers should result in an adjustment of senior executive pay to “more reasonable and justifiable levels” and whether Goldman Sachs should monitor this comparison going forward.

Attachment C

Attachment 2

Executive Compensation - Say on Pay 2010 – CVS/Caremark Corp. [also filed with other companies]

RESOLVED, that shareholders of CVS Caremark Corporation (“CVS Caremark”) request the board of directors to adopt a policy that provides shareholders the opportunity at each annual shareholder meeting to vote on an advisory resolution, proposed by management, to ratify the compensation of the named executive officers (“NEOs”) set forth in the proxy statement’s Summary Compensation Table (the “SCT”) and the accompanying narrative disclosure of material factors provided to understand the SCT (but not the Compensation Discussion and Analysis). The proposal submitted to shareholders should make clear that the vote is non-binding and would not affect any compensation paid or awarded to any NEO.

Supporting Statement: As long-term owners, we believe that a company’s pay practices reflect how well a board aligns management and shareholder interests.

We believe existing SEC rules and stock exchange listing standards do not provide shareholders with sufficient mechanisms for providing input to boards on senior executive compensation. In contrast, in the United Kingdom, public companies allow shareholders to cast a vote on the “directors’ remuneration report,” which discloses executive compensation. Such a vote isn’t binding, but gives shareholders a clear voice that could help shape senior executive compensation. A 2007 study of executive compensation in the U.K. before and after the adoption of the shareholder advisory vote there found that CEO cash and total compensation became more sensitive to negative operating performance after the vote’s adoption. (Sudhakar Balachandran et al., “Solving the Executive Compensation Problem through Shareholder Votes? Evidence from the U.K.” (Oct. 2007).)

Currently U.S. share exchange listing standards require shareholder approval of equity-based compensation plans; those plans, however, set general parameters and accord the compensation committee substantial discretion in making awards and establishing performance thresholds for a particular year. Shareholders do not have any mechanism for providing ongoing feedback on the application of those general standards to individual pay packages.

Similarly, performance criteria submitted for shareholder approval to allow a company to deduct compensation in excess of \$1 million are broad and do not constrain compensation committees in setting performance targets for particular senior executives. Withholding votes from compensation committee members who are standing for reelection is a blunt and insufficient instrument for registering dissatisfaction with the way in which the committee has administered compensation plans and policies in the previous year.

Accordingly, we urge the board to allow shareholders to express their opinion about senior executive compensation by establishing an annual referendum process. The results of such a vote could provide CVS Caremark with useful information about shareholders’ views on the company’s senior executive compensation, as reported each year, and would facilitate constructive dialogue between shareholders and the board.

Last year, a majority of shareholders voted in favor of a similar resolution filed by the Connecticut Retirement Plans and Trust Funds (“CRPTF”). We urge shareholders to continue to support this proposal.

Attachment 3

Report on Non-Deductible Pay by TARP Companies
2010 – Bank of America Corp. [also filed with other companies]

RESOLVED: The stockholders of Bank of America Corporation (the “Company”) hereby request that the Board of Directors (“Board”) report annually on the extent to which the application of Section 162(m) of the Internal Revenue Code resulted in some or all of the remuneration of the Company’s senior executives being non-deductible for federal income tax purposes, how much money that non-deductible pay is costing the Company in terms of higher taxes, and the rationale for paying such non-deductible compensation.

Supporting Statement: Our Company is one of the financial institutions that received financial assistance under the U.S. Treasury Department’s Troubled Asset Relief Program (“TARP”), which sought to inject liquidity into the financial system and to revive the credit markets. Some institutions have repaid these funds, but our Company has not.

In the ongoing debate over the bailout of financial institutions, critics noted that these companies’ compensation programs created perverse incentives for executives to focus on short-term results, even if those results were ultimately not in the companies’ long-term interests. Congress responded by establishing standards restricting the executive compensation at institutions receiving TARP funds.

One such standard limits the tax-deductible compensation that a company receiving TARP funds may pay to each executive at \$500,000 per year. Companies receiving TARP funds may pay executives compensation in excess of \$500,000, but doing so may increase the company’s income taxes and affect its bottom line and thus affect stockholder returns.

We are concerned that, even with this standard, many financial institutions are reverting to their pre-crisis compensation practices for their Named Executive Officers (“NEOs”). A September 2009 study by the Institute for Policy Studies underscores this issue. The report found that the CEOs of the 20 banks that received the most TARP funds were paid 37% more than the average for top executives at S&P 500 companies the preceding year.

Although Congress permits TARP participants to pay non-deductible compensation to their executives, we believe that stockholders have the right to know the specific financial implications to the Company of a decision by the Board to pay senior executives more than the applicable deduction limit, as well as the Board’s rationale for doing so.

In 2008, CEO Kenneth Lewis received a base salary of \$1.5 million, and the other four NEOs each received base salaries of \$800,000. Our Company’s 2009 proxy states: “Some compensation payable to our executive officers for 2008 exceeds the applicable Section 162(m) deduction limit.” We request that the Board explain why it approved

compensation in excess of the non-deductible limits in the law and to report how much this cost the Company in additional taxes and lower profits.

We urge you to vote FOR this resolution.

Attachment 4
Departing Executive Retention of Equity-Based Compensation
2010 – Citigroup

RESOLVED: The shareholders of Citigroup Inc. (the “Company”) urge the Board of Directors (the “Board”) to adopt a policy requiring senior executives to retain 75% of all equity-based compensation for at least two years following their departure from the Company, through retirement or otherwise, and to report to shareholders regarding this policy before the Company’s 2011 annual meeting. The policy should prohibit hedging transactions that are not sales but offset the risk of loss to the executive. This proposal shall cover only compensation awards under a new equity plan or a compensation agreement with executives.

Supporting Statement: Equity-based compensation is an important component of senior executive compensation at our Company. Because our Company is among those that received the largest taxpayer assistance under the Treasury Department’s Troubled Asset Relief Program (“TARP”), compensation for senior executives must comply with the Treasury Special Master Kenneth Feinberg’s decisions for our senior executives.

In our view, requiring senior executives to hold a significant portion of the shares received through compensation plans after they depart from the Company forces them to focus on the Company’s long-term success and better align their interests with that of shareholders. The absence of such a requirement can allow senior executives to walk away without facing the consequences of actions aimed at generating short-term financial results. We believe that the current financial crisis has made it imperative for companies to reshape compensation policies and practices to discourage excessive risk-taking and promote long-term, sustainable value creation.

The Aspen Principles, endorsed by the largest business groups including The Business Roundtable and the U.S. Chamber of Commerce, as well as the Council of Institutional Investors and the AFL-CIO, urge that “senior executives hold a significant portion of their equity-based compensation for a period beyond their tenure.”

A 2002 report by a commission of The Conference Board endorsed the idea of equity holding requirements for executives, stating that the long-term focus promoted thereby “may help prevent companies from artificially propping up stock prices over the short-term to cash out options and making other potentially negative short-term decisions.”

Mr. Feinberg’s compensation decisions require that the majority of base salary be in the form of Company stock that can only be redeemed in three equal installments, beginning on the second anniversary of the grant, or earlier if Citigroup repays its TARP obligations. And long-term incentive awards in the form of restricted stock may only be redeemed in 25% installments for each 25% of our Company’s TARP obligations that are repaid.

In addition to these TARP executive compensation requirements, we believe that senior executives should be required to hold equity awards for at least two years after their departure to ensure they share in both the upside and downside risk of their actions while at the Company.

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We urge shareholders to vote FOR this proposal.

Attachment 5

Separate Chair & CEO

2010 – Occidental Petroleum Corporation [also filed with other companies]

RESOLVED: The shareholders of Occidental Petroleum Corporation (the “Company”) request that the Board of Directors establish a policy whereby, whenever possible, the roles of Chairman of the Board of Directors and Chief Executive Officer shall be separate, such that an independent director who has not served as an executive officer of the Company shall serve as Chairman of the Board. This proposal shall not apply to the extent that compliance would breach any contractual obligations in effect at the time of the 2010 shareholder meeting.

Supporting Statement: We support separating the roles of Board Chairman and CEO as a basic element of sound corporate governance. The task of the CEO is to manage the company. The primary task of the Board of Directors is to protect shareholders’ interests by providing independent oversight of management and the CEO. It is difficult for a manager to oversee his or her performance.

In our view, the Board will likely accomplish both roles more effectively by separating the roles of Chairman and CEO. An independent Chairman can enhance investor confidence in a company and strengthen the integrity of its Board of Directors.

A number of respected institutions recommend such separation. CalPERS’ Corporate Core Principles and Guidelines state that “the independence of a majority of the Board is not enough” and that “the leadership of the board must embrace independence, and it must ultimately change the way in which directors interact with management.” A commission of The Conference Board stated in a 2003 report: “Each corporation should give careful consideration to separating the offices of Chairman of the Board and CEO ... The Chairman would be one of the independent directors.” In 2009 the Millstein Center at Yale School of Management issued a report, endorsed by a number of investors and board members, that recommended splitting the two positions as the default provision for U.S. companies.

Occidental Petroleum currently entrusts both responsibilities to one individual, with a “lead independent director” appointed by the non-management directors. We do not view this arrangement as a satisfactory alternative to a clean division of responsibilities between a CEO and an independent chairman.

We believe that independent monitoring of management’s performance at this crucial time is imperative and can be best achieved by having an independent Chairman leading the Board.

We urge you to vote FOR this resolution.

Attachment 6
CEOs Serving on Compensation Committees
2010 – Honeywell International Inc. [also filed with other companies]

RESOLVED: The shareholders of Honeywell International Inc. (the “Company”) request that the Board of Directors (“Board”) adopt a policy prohibiting any active or retired chief executive officers (“CEOs”) from serving on the Board’s Compensation Committee. The policy shall be implemented so that it does not affect the unexpired terms of previously elected directors.

Supporting Statement: It is a well-established tenet of corporate governance that a compensation committee must be independent of management to ensure fair and impartial negotiations of pay with individual executives. Indeed, this principle is reflected in the listing standards of the major stock exchanges.

We do not dispute that CEOs can be valuable members of other Board committees. Nonetheless, we believe that shareholder concerns about aligning CEO pay with performance argue strongly in favor of directors who can view senior executive compensation issues objectively. We are particularly concerned about CEOs on the compensation committee because of their potential conflicts of interest in setting the compensation of peers.

It is axiomatic that CEOs who benefit from generous pay will view large compensation packages as necessary to retain and motivate other executives. Those who benefit from stock option plans will view them as an efficient form of compensation; those who receive generous “golden parachutes” will regard them as a key element of a compensation package. Consequently, we are concerned that the inclusion of CEOs on the compensation committee may result in more generous pay packages for senior executives than that necessary to attract and retain talent. Our concern is most acute at companies where the chairman of the Board is also the CEO.

In their 2004 book “Pay Without Performance,” Lucian Bebchuk and Jesse Fried cite an academic study by Brian Main, Charles O’Reilly and James Wade that found a significant association between the compensation level of outsiders on the compensation committee and CEO pay.

“There are still plenty of CEOs who sit on compensation committees at other companies,” said Carol Bowie, a corporate governance expert at RiskMetrics Group. “They don’t have an interest in seeing CEO pay go down.” (Crain’s Chicago Business, May 26, 2008.)

Graef Crystal concurs. “My own research of CEOs who sit on compensation committees shows that the most highly paid executives award the fattest packages to the CEOs whose pay they regulate. Here’s an even better idea: bar CEOs from serving on the comp committee.” (Bloomberg News column, June 22, 2009.)

Moreover, CEOs “indirectly benefit from one another’s pay increases because compensation packages are often based on surveys detailing what their peers are earning.” (The New York Times, May 24, 2006.)

At our Company, Chairman and CEO David Cote received a 32% pay increase in 2008 to \$30.8 million, including the grant date fair value of equity-based awards, despite the Company’s poor performance, both in absolute terms and relative to peers. Three of the four directors on the Management Development and Compensation Committee are retired CEOs.

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We urge you to vote FOR this proposal.

Attachment 7 Independent Board Chair 2010 – Exxon Mobil Corporation

RESOLVED: The shareholders request the Board of Directors to adopt as policy, and amend the bylaws as necessary, to require the Chair of the Board of Directors to be an independent member of the Board. This policy should be phased in for the next CEO transition.

Supporting Statement: We believe:

- The role of the CEO and management is to run the company.
- The role of the Board of Directors is to provide independent oversight of management and the CEO.
- There is a potential conflict of interest for a CEO to be her/his own overseer while managing the business.

Numerous institutional investors recommend separation. For example, California's Retirement System CalPERS' Principles & Guidelines encourage separation, even with a lead director in place.

In 2009, Yale University's Millstein Center for Corporate Governance and Performance published a Policy Briefing paper "Chairing the Board, " arguing the case for a separate, independent Board Chair.

The report stated that chairing and overseeing the Board is a time intensive responsibility and that a separate Chair leaves the CEO free to manage the company and build effective business strategies.

As Intel co-founder and former chairman Andrew Grove put it, "The separation of the two jobs goes to the heart of the conception of a corporation. Is a company a sandbox for the CEO, or is the CEO an employee? If he's an employee, he needs a boss, and that boss is the board. The chairman runs the board. How can the CEO be his own boss?"

An independent Chair also avoids conflicts of interest and improves oversight of risk. Any conflict in this role is reduced by clearly spelling out the different responsibilities of the Chair and CEO. An independent Chair is the prevailing practice in the United Kingdom and many other countries.

U.S. companies are recognizing increasingly that separating the Chair and the CEO is sound corporate governance practice; by 2008 close to 39% of the S&P 500 companies had boards not chaired by their chief executive.

Shareholder resolutions urging separation of CEO and Chair averaged 36.7% support in 2009 at 30 companies, an indication of strong and growing investor support.

In consideration of any potential disruption that would be caused by an immediate change, we are not seeking to replace our present CEO as Chair. To foster a simple transition, we request that this policy be phased in and implemented when the next CEO is chosen in the future. We believe

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the Board should declare now its support for this future governance reform, so that any prospective CEO will be aware of this change.

Attachment 8
Disclosure of Consulting Services
2010 – Citigroup

RESOLVED, that stockholders of Citigroup Inc. ("Citigroup") urge the board of directors to adopt a policy that Citigroup shall include in the Compensation Discussion and Analysis section of the proxy statement the following information:

- a. A description of any services, other than executive compensation consulting ("Other Services"), provided by any firm that provides executive compensation consulting services (each, a "Firm") to Citigroup's board's Personnel and Compensation Committee (the "Committee"), in the last full fiscal year;
- b. If a Firm has provided Other Services-
 - i. The fees paid by Citigroup to the Firm in the last full fiscal year for (i) executive compensation consulting services and (ii) Other Services; and
 - ii. Whether individual consultants who provide executive compensation advice are permitted to own equity interests in the Firm.

Supporting Statement: As long-term owners, we believe that a company's pay practices reflect how well a board aligns management and shareholder interests. The current financial crisis has made clear that executive compensation at many companies is on an unsustainable trajectory and has become unmoored from company performance.

As compensation has become more complex, board compensation committees are increasingly turning to compensation consultants to craft executive pay packages. We believe a potential conflict of interest exists at companies like Citigroup in which firms are hired to do work for both the board's compensation committee and the company or its management. We note that Citigroup's most recent proxy statement lists three firms that provide services to the compensation committee. Although Citigroup reports on the fees paid to its independent consultant, ICCA, disclosure of the fees paid to Towers Perrin or Mercer Human Resource Consulting for either executive compensation consulting or Other Services-which are characterized as "substantial" by the company-is noticeably absent.

The potential conflict of interest stems from the fact that executive compensation consulting is often much less lucrative than providing other kinds of services, such as employee benefits management, information technology, and actuarial consulting. One independent consultant has estimated that executive compensation consulting accounts for only between .5% and 2% of total firm revenue. (Comment Letter of James F. Reda & Associates LLC on S7-03-06, "Proposed Rules on Executive Compensation and Related Party Disclosure," at 5 (Apr. 6, 2006)) A 2007 study by the House Committee on Oversight and Governmental Reform, using data subpoenaed from consulting firms, found that on average, consulting firms that provided both executive compensation and other kinds of consulting were paid nearly 11 times more for the other consulting than for the executive compensation services.

Given the key role compensation consultants play, we believe that stockholders should be given the information needed to assess the independence of the board's compensation consultant. This proposal urges Citigroup to disclose facts we think stockholders would view as material to the consultant's independence and the objectivity of its advice.

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We urge stockholders to vote FOR this proposal.

Attachment 9
Inclusiveness of Board of Directors
2010 – Mueller Industries, Inc. [also filed with other companies]

WHEREAS: In response to the recent corporate scandals, the U.S. Congress (Sarbanes-Oxley Act), the stock exchanges and the SEC each have taken actions to enhance the independence, accountability and responsiveness of corporate boards, including requiring greater board and committee independence. We believe that in order to achieve such independence it is necessary for corporations to abandon the cozy clubbiness that has all too often characterized boards in the past.

As companies seek new board members to meet the new independence standards, there is a unique opportunity to enhance diversity on the board. A number of corporations have included their commitment to board in the Charter for their nominating committees (a charter now being required for NYSE and NASDAQ listed companies). We believe that the judgments and perspectives that women and members of minority groups bring to board deliberations improve the quality of board decision making, are likely to reduce the clubbiness of the board, and will enhance business performance by enabling a company to respond more effectively to the needs of customers worldwide.

We note that a minority of companies in the S&P 500 have all white male boards and that many have several women and/or minorities on their board. We believe that many publicly held corporations have benefited from the perspectives brought by their many well-qualified board members who are women or minority group members.

Increasingly, institutional investors have supported the call for greater board diversity. For example, the 2003 corporate governance guidelines of America's largest institutional investor (TIAA-CREF) call for "diversity of directors by experience, sex, age, and race."

WHEREAS: Mueller Industries currently has a distinguished board of seven persons, all of whom are white males;

We believe that our Board should take every reasonable step to ensure that women and persons from minority racial groups are in the pool from which Board nominees are chosen; therefore be it

RESOLVED that the shareholders request that the Board:

1. In connection with its search for suitable Board candidates, to ensure that women and persons from minority racial groups are among those it considers for nomination to the Board.
2. To publicly commit itself to a policy of board inclusiveness.

Supporting Statement: In its statement of opposition to a similar proposal in 2009, the company's board wrote that "We consider all qualified candidates in our search for the best persons to serve as directors." The proponent of this resolution believes that ensuring that women and persons from minority racial groups and publicly committing to a policy of board inclusiveness is entirely consistent with the board's statement. In 2009, most large public companies have boards that are diverse with regard to race and/or sex. Presumably, the companies that have diverse boards are also committed to having qualified board candidates as well. This resolution focuses on the process by which board candidates are selected, and does not

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include a fixed timeline. Because diversity is both a business imperative and a widely held social expectation, this resolution merits support from shareholders.

Attachment 10
GHG Emissions Reduction - Adopt Quantitative Goals
2010 – ConocoPhillips [also filed with other companies]

WHEREAS: The American Geophysical Union, the world's largest organization of earth, ocean and climate scientists, states that it is now "virtually certain" that global warming is caused by emissions of greenhouse gases (GHG) and that the warming will continue.

The International Energy Agency warned in its 2007 World Energy Outlook that "urgent action is needed if greenhouse gas concentrations are to be stabilized at a level that would prevent dangerous interference with the climate system.

The Kyoto Protocol obliges Annex I signatories (industrialized countries) to reduce national GHG emissions below 1990 levels by 2012. However, the Kyoto reduction targets may be inadequate to avert the most serious impacts of global warming. United Kingdom Prime Minister Gordon Brown says the EU should aim to reduce its carbon dioxide emissions by 30% below 1990 levels by 2020, and by at least 60% by 2050.

Since Kyoto was adopted, the urgent need for action to prevent the most damaging effects of climate change has become increasingly clear. Current negotiations on a successor agreement to Kyoto are focused on deeper reductions of emissions.

The 2006 Stern Review on the Economics of Climate Change, led by the former chief economist at the World Bank, "... estimates that if we don't act, the overall (worldwide) costs and risks of climate change will be equivalent to losing at least 5% of global GDP each year, now and forever." In contrast, the costs of action would be about 1% of global GDP each year. While some may criticize this scenario, Nobel Prize economists have applauded this work, urging immediate responses.

ConocoPhillips spent \$80 million in 2006 to develop technology for alternative and unconventional energy sources, and planned to increase such spending to \$150 million in 2007. However, the company emitted 64.3 million metric tons of CO₂ equivalent GHG emissions in 2008, up from 2007 by 1.4%.

Failure to reduce operational emissions, or to offer lower-carbon products may necessitate the purchase of expensive carbon credits even as competitors are generating new revenue through the sale of excess credits.

RESOLVED: shareholders request that the Board of Directors adopt quantitative goals, based on current technologies, for reducing total greenhouse gas emissions from the Company's products and operations; and that the Company report (omitting proprietary information and prepared at reasonable cost) to shareholders by September 30, 2010, on its plan to achieve these goals.

Supporting Statement: For several years, ConocoPhillips has acknowledged the importance of addressing global climate change, and the need to develop GHG targets for its operations, a process the company says is underway. However, no targets for reductions have been established after all this time. We believe setting targets is an important step in the development of a comprehensive long term strategy to significantly reduce GHG emissions from operations and products.

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Last year, this resolution was supported by 27.43 percent of the shares for or against. We urge you to vote in favor to help move our company forward.

Attachment 11 Principles to Stop Global Warming 2010 – CVS/Caremark Corp. [also filed with other companies]

RESOLVED: The Shareholders of CVS Caremark Corporation (the “Company”) urge the Board of Directors (the “Board”) to adopt principles for national and international action to stop global warming, based upon the following six principles:

1. Reduce emissions to levels guided by science to avoid dangerous global warming.
2. Set short- and long-term emissions targets that are certain and enforceable, with periodic review of the climate science and adjustments to targets and policies as necessary to meet emissions reduction targets.
3. Ensure that states and localities continue their pioneering efforts to address global warming.
4. Establish a transparent and accountable market-based system that efficiently reduces carbon emissions.
5. Use revenues from the carbon market to:
 - * Keep consumers whole as our nation transitions to clean energy;
 - * Invest in clean energy technologies and energy efficiency measures;
 - * Assist states, localities and tribes in addressing and adapting to global warming impacts;
 - * Assist workers, businesses and communities, including manufacturing states, in a just transition to a clean energy economy;
 - * Support efforts to conserve wildlife and natural systems threatened by global warming; and
 - * Work with the international community, including business, labor and faith leaders, to provide support to developing nations in responding and adapting to global warming. In addition to other benefits, these actions will help avoid the threats to international stability and national security posed by global warming.
6. Ensure a level global playing field by providing incentives for emission reductions and effective deterrents so that countries contribute their fair share to the international effort to combat global warming.

Supporting Statement: The President of the United States, the Congress and heads of state of America’s global trading partners all agree that global warming is a clear and present danger and must be stopped.

The President has warned that, “the threat from climate change is serious, it is urgent, and it is growing. Our generation's response to this challenge will be judged by history, for if we fail to meet it boldly, swiftly, and together, we risk consigning future generations to an irreversible catastrophe.” [Speech to G-20, 9/22/2009.]

Leading companies, including Alcoa, Apple, Caterpillar, Deere, Dow Chemical, Duke Energy, Entergy, Gap, General Electric Company, IBM, Johnson & Johnson, PepsiCo, Starbucks and Xerox have recognized the threat posed by global warming and are taking steps to stop it. Each company has adopted principles that recognize that the way forward must include national legislation and international treaties to effectively stop global warming.

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Our Company and its shareholders would realize significant gains from the Board's adoption of principles to stop global warming.

We urge you to vote FOR this proposal.

Attachment 12
Financial Risk of Climate Change
2010 – Chevron Corp. [also filed with other companies]

WHEREAS: There is general consensus among climate scientists that, without significant intervention, climate change will result in dramatic weather events, rising sea levels, drought in some areas, and significant impacts on human and ecosystem health. The Pentagon also believes that climate change has significant national security implications.

Climate change will therefore have profound negative effects on global economies, confronting business leaders with major challenges.

Business and political leaders, as well as scientists globally, have identified risks of climate change for the natural environment and the global economy and are calling for urgent action.

Chevron is advertising steps being taken to diversify fuel sources and reduce greenhouse gases contributing to climate change. Proponents commend Chevron for these steps.

Other companies are lobbying actively for specific, legislative changes to shape future laws and regulations.

Many investors, including members of the Investor Network on Climate Risk, representing approximately \$7 trillion of assets under management, are urging companies to provide full disclosure of climate risk and urging the Securities and Exchange Commission to mandate such disclosure.

In addition, many companies are conducting internal assessments of the business risks and opportunities posed by climate change and some, such as AES, Dow Chemical, DuPont, Exelon, Ford, Intel, PG&E, and Xcel are adding sections in their 10K Reports on present and future risks.

Chevron has responded carefully to questions about climate risk in the Carbon Disclosure Project survey, supported by investors globally with over \$50 Trillion of Assets under Management.

As investors, we are concerned about ways in which climate change and related government policies can adversely affect our investment in Chevron.

Hence, we believe it is important for Chevron to carefully study the financial impacts, risks and opportunities posed by climate change on our company and its future operations to enable management to respond effectively and make the changes necessary to protect shareowner value. The results of the study would be reported to shareowners.

RESOLVED: Investors request Chevron's Board of Directors to prepare a report to shareowners on the financial risks resulting from climate change and its impacts on shareowner value over time, as well as actions the Board deems necessary to provide long-term protection of our business interests and shareowner value. The Board shall decide the parameters of the study and summary report.

A summary report will be made available to investors by September 15, 2010. Cost of preparation will be kept within reasonable limits and proprietary information omitted.

Supporting Statement: We suggest the report consider the following issues in its analysis:

- * Emissions management;
- * Physical risks of climate change on our business and operations (e.g. the impact of rising sea levels on drilling operations and refineries, including the supply chain);
- * U.S. and global regulatory risks of legislative proposals on carbon taxes and cap and trade;
- * "Material risks" with respect to climate change;

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- * Reputation, brand and legal risk;
- * Positive business opportunities

Attachment 13 Report on Board Risk Management Oversight 2010 – ConocoPhillips

WHEREAS, the April 15, 2009 SEC Form 10-K for ConocoPhillips indicated some of the risk factors to which our company is exposed, including, among other things:

- The rate of production from crude oil and natural gas properties generally declines as reserves are depleted... to the extent we are unsuccessful in replacing the crude oil and natural gas we produce with good prospects for future production, our business will suffer reduced cash flows and results of operations.
- If the capital and credit markets continue to experience volatility and the availability of funds remains limited, we, and third parties with whom we do business, may incur increased costs associated with issuing commercial paper and/or other debt instruments and this, in turn, could adversely affect our ability to advance our strategic plans as currently contemplated.
- Our operations are inherently dangerous and require significant and continuous oversight. The scope and nature of our operations present a variety of operational hazards and risks that must be managed through continual oversight and control....Failure to manage these risks could result in injury or loss of life, environmental damage, loss of revenues and damage to our reputation.

Oversight of risk management currently is delegated among board committees to the Audit and Finance Committee. The Committee's charter delineates how it addresses risk management issues:

Risk Management

31. Meet periodically with management to discuss the Company's major risk exposures and the steps taken to insure appropriate processes are in place to identify, manage, and control business risks associated with the Company's business objectives.

32. Discuss with management, significant risk management failures, if any, including management's response.

In the proponents' opinion, this is a superficial treatment of risk management when compared with the more numerous details in the Audit and Finance Committee charter relating, for instance, to oversight of the auditing process. A growing number of commentators, and at least one major congressional proposal, have suggested that the important task of risk management may in many companies merit delegation to a separate board of directors committee to ensure adequate attention.

THEREFORE BE IT RESOLVED: Shareholders request that the Board of Directors issue a report by October 15, 2010 regarding risk management oversight, at reasonable expense and excluding proprietary information, providing additional details, beyond what has been provided in the annual report, proxy statement and committee charters, regarding how the board of directors oversees risk management, and whether risk management oversight should be delegated to a separate board committee.

Supporting Statement Proponents urge that such report review how the board is overseeing the management of risks to the company's finances and operations, including market and reputation

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risks and environmental hazards. This should include, for example, discussion of oversight of pollution and climate risk, and risks associated with changing markets and supplies for energy resources. It should describe how the board is ensuring that management is taking sufficient action to reduce unnecessary risks and to mitigate risks such as through insurance coverage.

Attachment 14 Energy Independence 2010 – Exxon Mobil Corporation

WHEREAS, in its 2009 World Energy Outlook, the International Energy Agency warned about the “dangerous increase in global temperatures and sharply higher oil and gas bills for consuming nations” if the world doesn’t change its present fossil fuel-based energy economy. It stated: “Continuing on today’s energy path, without any changes in government policy, would mean rapidly increasing dependence on fossil fuels, with alarming consequences for climate change and energy security.” It said “the world is now on track for a six-degree-Celsius increase in global temperatures by later in this century” and that, in order to ensure that global temperatures be “around two degrees Celsius above pre-industrial levels... demand for fossil fuels would have to peak by 2020” (WSJ 11.11.09).

Against the IEA view, ExxonMobil’s future seems wedded to “continuing on today’s energy path.” XOM’s Outlook for Energy: A View to 2030 mentions nothing about changing its energy mix so that “demand for fossil fuels” will decline after 2020. Instead it supports increased demand for fossil fuels.

Even with its present fossil fuel stress, XOM faces difficulty in meeting future demand. In 2007 it replaced just 76% of oil and gas it produced. Its reserve-replacement in 2007 was its lowest in 14 years.” WSJ, 02.16-17.08

In July, 2007 XOM announced a \$300 million investment for studies and “potentially more” than another \$300 million if research and development milestones for creating fuel from algae would be successful (07.14.09). However commendable this initiative, it pales compared to the billions it said (around the same time) it would pay for rights to develop Iraqi oil fields (11.06.09) or the \$4 billion it agreed to pay for a stake in an oil field off the Ghana coast (10.07.09). Furthermore, this “baby-step into biofuels” seems miniscule compared to the \$45.22 billion it earned in 2008.

Besides harming the environment, burning XOM’s fossil fuels contributes to \$ billions in health expenses. According to the National Academy of Sciences, burning fossil fuels costs the United States about \$120 billion a year in health expenses, mostly because of thousands of premature deaths from air pollution (NYT, 10.20.09).

John Hess, CEO of Hess Corporation, has stated that an oil crisis is coming and sooner than most people think. “Resolving the issue through greater global collaboration can be a model for managing other future shortages, such as water [in a way that will] benefit the global community. The more interdependent we are the greater our chances of having a sustainable future together.” CERA Week, 02.15.08

RESOLVED: shareholders request ExxonMobil’s Board of Directors to establish a Committee to study steps and report to shareholders within six months of the annual meeting (barring competitive information and disseminated at a reasonable expense), on how ExxonMobil, within a reasonable timeframe, can become the recognized industry leader in developing and making available the necessary technology (such as enhanced sequestration, engineered geothermal and

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the development of other renewable energy sources) to enable the U.S.A. to become energy independent in an environmentally sustainable way.

Attachment 15
Environmental Impacts of Oil Sands
2010 – ConocoPhillips

WHEREAS ConocoPhillips has extensive interests in oil sands operations in the Canadian boreal forest region. Our company is the operating partner of the Surmont oil sands venture and is a partner in the FCCL Oil Sands Partnership, in addition to having interests in other properties.

Oil sands extraction presents a unique set of challenges due to its resource intensive and environmentally damaging nature. Oil sands mining requires heavy water use, land disturbance, toxic waste storage, and emission of air pollutants. These environmental impacts, along with their implications for local populations and wildlife, can introduce legal, regulatory and reputational problems to oil sands companies. In addition, volatile oil prices and changing oil demand during the lifetime of these projects can impact both their costs and associated income.

Industrial logging and oil sands have reduced the boreal to less than 40% of its original size; the remaining forest is fragmented, with harmful impacts on many species. According to the Canadian Parks and Wilderness Association, it will take over 300 years before reclaimed areas become functioning forest again.

Oil sands companies have not proven that full reclamation of toxic tailing ponds is possible. The long-term persistence of these ponds, which have been shown to leak toxic pollutants into local water sources, presents additional challenges to companies.

Extracting one barrel of bitumen requires 2-5 barrels of fresh water.

An average barrel's extraction requires enough natural gas to heat a Canadian home for 1.5-5.5 days, and the removal of four tons of earth. While processed sand must be replaced and the site reclaimed, in 40+ years of oil sands operations, not a single acre has received a reclamation certificate from the Canadian government.

Oil sands have made Alberta the largest emitter of industrial pollutants in Canada.

Litigation from First Nations presents possible problems to both oil sands and pipeline companies, which may face increased costs and restrictions on development. Even after a project has been approved, it can be subject to lawsuits challenging its development.

Oil sands extraction projects are long-term, capital-intensive developments with multi-decade payback horizons. Compliance with local, regional and national regulations may not be enough to protect our company from adverse consequences.

RESOLVED Shareholders request that an independent committee of the Board prepare a report (at reasonable cost and omitting proprietary information) on the environmental damage that would result from the company's expanding oil sands operations in the Canadian boreal forest. The report should consider the implications of a policy of discontinuing these expansions and should be available to investors by November 2010.

Supporting Statement: The requested report should discuss the intense environmental and social impacts of oil sands operations that occur despite best efforts at mitigation, including the

environmental impact on water resources and biodiversity, and the social impact on Albertans, including indigenous populations.

Attachment 16
Oil and Gas - Oil Sands
2010 – Exxon Mobil Corporation

WHEREAS: ExxonMobil has significant investments in the Canadian oil sands. ExxonMobil owns 69.6% of Imperial Oil, one of Canada's largest oil companies. Imperial is 100% owner of the Cold Lake oil sands project and also owns 25% of Syncrude. ExxonMobil and Imperial jointly own and operate 100% of the Kearl oil sands project. According to ExxonMobil's FY2008 10-K, 1.1 billion barrels (over 50%) of our company's additional proven reserves come from Kearl, demonstrating our company's dependence on Canada's oil sands for long term growth. There are significant environmental, social and economic challenges associated with the oil sands. The resource-intensive and environmentally damaging nature of oil sands development may introduce regulatory, operational, liability and reputational risks to oil sands companies.

- Water scarcity is a growing operational concern for oil sands development. Local annual water flows are projected to decrease 24-68% over the coming century. According to the Petroleum Technology Alliance of Canada, "rapidly growing demands for water... will drive and limit development."
- The persistence of tailing ponds, which are known to leak toxic pollutants into groundwater, may present risks along with significant reclamation costs not currently carried on our balance sheet.

Lawsuits filed by Aboriginal peoples against the Canadian government challenge oil sands and pipeline projects even after approval. Mining the oil sands' tar-like bitumen is expensive, with multi-decade payback horizons. Volatile oil prices and changing demand can impact the viability of these projects. The International Energy Agency found that since oil prices peaked in July 2008, 85% of deferred or cancelled non-OPEC production capacity was in the oil sands. According to Ernst & Young's 2009 Business Risk Report: Oil and Gas, "*companies that invest in long term oil projects with a high marginal cost of production, such as... oil sands, are likely to be the most vulnerable." Nexen, another oil company, dedicates over three pages of its FY2008 10-K to risks associated specifically with its "heavy oil" (oil sands) projects. Shareholders believe ExxonMobil has not adequately reported on how possible risks associated with oil sands projects may impact our company's long term financial performance, given our company's significant investments in this area.

RESOLVED: Shareholders request that the Board prepare a report discussing possible long term risks to the company's finances and operations posed by the environmental, social and economic challenges associated with the oil sands. The report should be prepared at reasonable cost, omit proprietary and legal strategy information, address risks other than those associated with or attributable to climate change, and be available to investors by August 2010.

Supporting Statement: The Board shall determine the scope of the report. Proponents believe risk information of interest to shareholders could include, among other things, assessing the impact of worst-case along with reasonably likely scenarios regarding:

- Environmentally-related restrictions that might hinder or penalize operations, including those associated with water, land and tailings;

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- Potential effects of Aboriginal lawsuits against the Canadian government;
- Vulnerabilities to market forces that might lead to oil sands project cancellations.

Attachment 17
Community Accountability
2010 – Exxon Mobil Corporation

RESOLVED: Shareholders request that the Board of Directors report, at reasonable cost and omitting proprietary information, on how the corporation ensures that it is accountable for its environmental impacts in all of the communities where it operates. The report should contain the following information:

1. how the corporation makes available reports regarding its emissions and environmental impacts on land, water, and soil—both within its permits and emergency emissions—to members of the communities where it operates;
2. how the corporation integrates community environmental accountability into its current code of conduct and ongoing business practices; and
3. the extent to which the corporation’s activities have negative health effects on individuals living in economically-poor communities.

Supporting Statement: ExxonMobil ranked 6th on a list of worst U.S. corporate polluters in terms of the amount and toxicity of pollution, and the numbers of people exposed to it (based on 2002 toxics data). <http://www.peri.umass.edu/Toxic-100-Table.265.0.html>

Most of this pollution is from ExxonMobil’s refinery operations. ExxonMobil’s refinery in Baton Rouge, LA, is the second largest emitter of toxic pollutants among all U.S. EPA regulated refineries. Its Joliet, IL, refinery is the largest source of toxic air and water emissions in that state.

ExxonMobil has come under scrutiny for a January 2006 release of process gas from its Baytown, TX, refinery (Houston Chronicle 3/26/06) and for lax security at its Chalmette, LA, refinery where enough hydrofluoric acid is stored to put the population of New Orleans at risk. (*NY Times* 5/22/05)

In October 2005, ExxonMobil agreed to pay \$571 million to install pollution control technologies at seven of its refineries in settlement of EPA claims of federal Clean Air Act violations. ExxonMobil was also required to pay \$8.7 million in fines and \$9.7 million on supplemental environmental projects.

Refineries account for 5 percent of the country's dangerous air pollution. As a former EPA official explained, refinery pollution affects local communities more than power plants because it is released from short smokestacks and does not dissipate readily. "People are living cheek by jowl with refinery pollution." (*Washington Post* 1/28/05) <http://www.washingtonpost.com/wp-dyn/articles/A43014-005Jan27.html?referrer=email>

Corporations have a moral responsibility to be accountable for their environmental impacts—not just effects on the entire ecosystem, but also direct effects on the communities that host their facilities. Communities are often the forgotten stakeholders in terms of corporate activities and impact. No corporation can operate without the resources that local communities provide, but it is often these communities that bear the brunt of corporate activities.

Also of concern to proponents are the effects of corporate activities on low-income areas and communities of color. Several of the “fence-line communities” near ExxonMobil’s refineries are African American. One study has found that facilities like oil refineries operated in largely African-American counties may “pose greater risk of accident and injury than those in counties with fewer African-Americans.” Environmental Justice: Frequency and Severity of U.S. Chemical Industry Accidents and the Socio-economic Status of Surrounding Communities, 58 *Journal of Epidemiology and Community Health*, 24-30 (2004).

Attachment 18
Hydraulic Fracturing (Toxic Chemicals)
2010 – Exxon Mobil Corporation [also filed with other companies]

WHEREAS, Onshore “unconventional” natural gas production requiring hydraulic fracturing, which injects a mix of water, chemicals, and particles underground to create fractures through which gas can flow for collection, is estimated to increase by 45% between 2007 and 2030. An estimated 60-80% of natural gas wells drilled in the next decade will require hydraulic fracturing.

Fracturing operations can have significant impacts on surrounding communities including the potential for increased incidents of toxic spills, impacts to local water quantity and quality, and degradation of air quality. Government officials in Ohio, Pennsylvania and Colorado have documented methane gas linked to fracturing operations in drinking water. In Wyoming, the US Environmental Protection Agency (EPA) recently found a chemical known to be used in fracturing in at least three wells adjacent to drilling operations.

There is virtually no public disclosure of chemicals used at fracturing locations. The Energy Policy Act of 2005 stripped EPA of its authority to regulate fracturing under the Safe Drinking Water Act and state regulation is uneven and limited. But recently, some new federal and state regulations have been proposed. In June 2009, federal legislation to reinstate EPA authority to regulate fracturing was introduced. In September 2009, the New York State Department of Environmental Conservation released draft permit conditions that would require disclosure of chemicals used, specific well construction protocols, and baseline pre-testing of surrounding drinking water wells. New York sits above part of the Marcellus Shale, which some believe to be the largest onshore natural gas reserve.

Media attention has increased exponentially. A search of the Nexis Mega-News library on November 11, 2009 found 1807 articles mentioning "hydraulic fracturing" and environment in the last two years, a 265 percent increase over the prior three years.

Because of public concern, in September 2009, some natural gas operators and drillers began advocating greater disclosure of the chemical constituents used in fracturing.

In the proponents’ opinion, emerging technologies to track “chemical signatures” from drilling activities increase the potential for reputational damage and vulnerability to litigation. Furthermore, we believe uneven regulatory controls and reported contamination incidents compel companies to protect their long-term financial interests by taking measures beyond regulatory requirements to reduce environmental hazards.

THEREFORE, BE IT RESOLVED, Shareholders request that the Board of Directors prepare a report by October 1, 2010, at reasonable cost and omitting proprietary information, summarizing 1.the environmental impact of fracturing operations of Exxon Mobil; 2. potential policies for the company to adopt, above and beyond regulatory requirements, to reduce or eliminate hazards to air, water, and soil quality from fracturing.

Supporting statement: Proponents believe the policies explored by the report should include, among other things, use of less toxic fracturing fluids, recycling or reuse of waste fluids, and other structural or procedural strategies to reduce fracturing hazards.

Attachment 19
Mountain Top Removal/GHG Emissions Impact
2010 – Bank of America Corp. [also filed with other companies]

WHEREAS: Bank of America (BAC) recognizes that its ability to attract and retain customers and employees could be adversely affected “to the extent our reputation is damaged” and that “failure to address, or to appear to fail to address various issues” could damage the Corporation and its business prospects (2005 Annual Report).

BAC also recognizes that:

- * The company's health is dependent on the health of communities and our society;
 - * Climate change and atmospheric pollution represent a risk to the ultimate stability and sustainability of our way of life; and
 - * Every part of our business has a potential impact on our environment.
- (http://www.bankofamerica.com/environment/index.cfm?template=env_clchange)

As a leading financial institution, BAC implemented a goal of reducing direct greenhouse gas (GHG) emissions from its facilities by 9% and indirect GHGs within its energy and utility portfolio by 7%. However, BAC's greatest impact on climate change and the environment arises from its financing of businesses and activities such as coal mining that emit substantial greenhouse gases (e.g., carbon dioxide and methane) and other pollutants.

Mountain top removal (MTR) coal mining, in particular, has serious adverse impacts on communities, the environment, and public health. MTR causes massive environmental devastation. Forests are clear-cut, the tops of mountains blasted away to reveal coal seams and the rubble dumped in the valleys below, filling streams and destroying water resources.

The U.S. Environmental Protection agency (EPA) found that approximately 1,200 miles of headwater streams in the Appalachian coal region (or 2% of the streams in the study area) were directly impacted by MTR. (<http://www.epa.gov/region3/mtntop/index.htm>)

Recently, EPA placed 79 MTR projects on hold to review of the permits due to concerns about water quality and environmental health. (http://www.bloomberg.com/apps/news?pid=email_en&sid=aJjhGdHTDUH4)

Between 1992 and 2012, EPA estimates MTR will have destroyed approximately 7% of Appalachian forests in coal mining regions studied. (http://www.epa.gov/Region3/mtntop/pdf/mtm-vf_fpeis_full-document.pdf)

Deforestation is the second leading source of GHG emissions worldwide. (http://www.gsfc.nasa.gov/gsfc/service/gallery/fact_sheets/earthsci/green.htm) Old growth forests, like those found in Appalachia, are important carbon sinks that store atmospheric carbon dioxide. The carbon in forests destroyed by MTR each year roughly equals the annual emissions from two 800-megawatt coal-fired power plants.

RESOLVED: Shareholders request that BAC's Board publish a report, at reasonable cost and omitting proprietary information, by October 2010, describing (i) the implementation of its policy barring funding of companies engaged predominantly in MTR and an assessment of the efficacy of the policy in reducing GHG emissions and in protecting BAC's reputation; and (ii) assessing the probable impact on GHG emissions and environmental harm to Appalachia of expanding the policy to bar project financing for all MTR projects.

Supporting Statement: Recognizing the particularly damaging impacts of MTR, BAC adopted a policy that bars it from financing companies “whose predominant method of extracting coal is through

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mountaintop removal." However, BAC hasn't reported on how this policy has impacted its lending. Furthermore, unless the policy is broadened by barring all "project financing" for MTR projects, we doubt that it will significantly impact on the environmental concerns caused by MTR.

Attachment 20
Risks of Financing Coal Fired Power Plants
2010 – J.P. Morgan Chase & Co. [also filed with other companies]

WHEREAS: JPMorgan Chase (“JPM”), as a signatory of the Carbon Principles, has recognized that it is “prudent to take concrete actions today that help developers, investors and financiers to identify, analyze, reduce and mitigate climate risks.”

According to the Pew Center on Global Climate Change, coal fired power plants generate approximately 27% of total U.S. GHG emissions. In June 2009, the House of Representatives passed a bill to reduce GHG emissions to 17% below 2005 levels by 2020 and 83% by 2050. In September 2009, a similar proposal was introduced in the Senate. Twenty-four states have already entered into regional initiatives to reduce emissions in advance of the federal mandate.

Acknowledging the increasing materiality of risks related to climate change, JPM signed the Carbon Principles, showing leadership on a critical environmental issue, as it did earlier in signing the Equator Principles on social and environmental risk in international project finance.

The Carbon Principles commit JPM to conducting an enhanced due diligence process when extending loans to utilities that have fossil fuel generating power plants under construction or that are about to be constructed or for project financing of such plants. The Principles identify emerging best practice benchmarks “against which the degree of risk will be measured.” These benchmarks include: meeting power needs via efficiency and renewables, incorporating carbon costs, offsetting the emission; and making a commitment “to reduce net greenhouse gas emissions within specific timetables or for new capacity, making a commitment not to increase net emissions.”

Since signing the Carbon Principles, however, JPM has been lead lender for utilities developing new coal-fired power plants in the U.S., even where the availability of efficiency and other alternatives to meet energy needs has been established. The current implementation of the Carbon Principles by JPM therefore does not appear to be sufficient to achieve the intended effect of reducing carbon risks in the financing of electric power projects.

RESOLVED: Shareholders request that the Board review JPMorgan’s implementation of the Carbon Principles and, where necessary, amend JPMorgan’s policies and practices to ensure alignment with the Carbon Principles’ benchmarks for risk measurement, and report to shareholders, at reasonable cost and omitting proprietary information, on the bank’s implementation and any policy changes adopted within 6 months of the 2010 annual meeting.

Supporting Statement: A key goal of the Carbon Principles is to reduce climate change-related business risk including regulatory, reputational and physical risks associated with financing energy projects. We recommend that JPMorgan adhere to the risk measurement benchmarks in the Principles by making a commitment to reduce net greenhouse gas emissions within specific timetables or, for new capacity, making a commitment not to increase net emissions, and to limit financing that qualifies for the enhanced due diligence process under the Carbon Principles to those projects that, in the words of the Principles, are based on pursuit: “of cost-effective energy efficiency, renewable energy and other low carbon alternatives to conventional generation, taking into consideration the potential value of avoided CO2 emissions.”

Attachment 21
Adopt Environmental Policies/Wetlands Restoration
2010 – ConocoPhillips [also filed with other companies]

WHEREAS, it is irrefutable that oil and gas-related activities have had a major impact on Louisiana's fragile coastal environment and are directly linked to wetland loss in coastal Louisiana. Studies have empirically demonstrated that the direct and indirect effects of oil and gas exploration, recovery and processing are together responsible for 40 to 60 percent of documented wetland loss;¹

Oil and gas-related activities, as well as the 10,000 miles of canals dredged throughout the coastal zone of Louisiana, have resulted in the disruption of the natural hydrologic regime of the Mississippi delta, in enhanced subsidence, in deterioration of vegetation habitats, in increases in turbidity and in decreases in the nursery grounds for estuarine consumers (i.e. fish and shrimp).²

In Louisiana alone, 1.3 million acres of coastal wetlands has been lost since the 1930's; it is estimated that every 38 minutes a wetlands area the size of a football field is lost.³ If nothing is done to prevent the rapid loss of wetlands and restore Louisiana's coast, another 500-700 acres will be lost over the next 50 years;⁴

The loss of wetlands combined with the resulting hydrologic isolation of the remaining local marshes has robbed the two million residents of coastal Louisiana of the vital storm protection provided by wetlands. As a result, Louisiana cities, like New Orleans, are now almost completely exposed to the Gulf of Mexico. Consequently, minor storms that had relatively little effect 20 to 30 years ago now cause serious flooding and storm-related damage due to the continuous encroachment of the Gulf of Mexico and the loss of the storm protection afforded by wetlands.⁵

The cost of a wetlands restoration plan for Louisiana is estimated to be at least \$50 billion and will take over three decades to complete.⁶

From 1981 to present, ConocoPhillips has obtained 197 coastal use permits for oil and gas exploration in coastal Louisiana and has dredged 3,309,128.6 cubic yards.⁷ Of the land dredged, reports from the Louisiana Department of Natural Resources have documented that 813.94 acres of wetlands have been destroyed as a result of oil and gas related activities.⁸

We believe that ConocoPhillips, which represents itself as a socially and environmentally responsible company concerned about Louisiana's coastal wetlands crisis, has an obligation to adopt policies that will prevent future damage to wetland and that will assist in the amelioration of past harm.

RESOLVED, that the shareholders request that ConocoPhillips adopt environmental policies to address the environmental hazards of its oil and gas-related activities in coastal Louisiana by devising and implementing business practices that will prevent future harms to coastal Louisiana and by aiding in the restoration of wetlands lost through past actions of ConocoPhillips.

1. Ko, Jae-Young, Impacts of Oil and Gas Activities on Coastal Wetlands Loss in the Mississippi Delta, Harter Research Institute available at www.harterresearchinstitute.org/ebook/ch33-oil-gas-impacts-on-coastal-wetland-loss.pdf (last visited Sept. 16, 2009). See also Penland, Shea, et al., Process Classification of Coastal Land Loss Between 1932 and 1990 in the Mississippi River

Attachment C

Delta Plain, Southeastern Louisiana. (1990). U.S. Dept. of the Interior, U.S. Geological Survey, Open File Report 00-418.

2. Id.

3. Shell Oil, Protecting Louisiana's Coastal Wetlands, available at www.shell.us/home/content/usa/responsible_energy/respecting_the_environment/sustainable_development/americas_wetland/wetlands_13082007.html (last visited Oct. 10, 2009). See also

4. Id. See also USGS, 100+ Years of Land Change for Southeast Coastal Louisiana available at <http://www.coast2050.gov/images/landloss8X11.pdf> (last visited Oct. 1, 2009).

5. Turner, R. E. 1997. Wetland Loss in the Northern Gulf of Mexico: Multiple Working Hypotheses. *Estuaries*, Vol. 20, No. 1:1-13. See also Gulf Restoration Network, Wetland Loss available at <http://healthygulf.org/wetland-importance/wetland-loss.html> (last visited Oct. 1, 2009).

6. U.S. Gov't Accountability Office, Report to Congressional Addressees, Lessons Learned from Past Efforts in Louisiana Could Help Guide Future Restoration and Protection, Dec. 2007 available at <http://www.gao.gov/new.items/d08130.pdf> (last visited Sept. 16, 2009).

7. Louisiana Department of Natural Resources, Coastal Use Permit Tracking System, available at <http://sonris.com/direct.asp?server=sonris-www&path=/sonris/cmdPermit.jsp?sid=PROD> (last visited Oct. 1, 2009).

8. Id.

Attachment 22
Recycle Beverage Containers - Report
2010 – PepsiCo, Inc.

WHEREAS: PepsiCo repeatedly emphasizes its commitment to environmental leadership. However, most Pepsi beverage containers in the U.S. continue to be landfilled, incinerated or littered, thereby contributing to depletion of natural resources, environmental pollution, and reducing the U.S. supply of plastic bottle and aluminum can feedstocks for recycling.

We are pleased PepsiCo met its goal to incorporate 10% recycled content resin into its plastic beverage containers in the U.S. by year-end 2005, and has maintained this goal through 2009. We believe both recycled content and container recovery goals are essential to an effective recycling strategy.

In contrast to PepsiCo, major beverage firms Coca-Cola Co. and Nestle Waters North America have established public, quantitative beverage container recovery goals.

Unfortunately, the U.S. recycling rates for beverage containers have declined significantly. The National Association for PET Container Resources estimates the recovery rate for PET plastic bottles, including beverage containers, declined from 40% in 1995 to 27% in 2008. The Aluminum Association and other trade groups reported the aluminum can recycling rate was 54% in 2008, down from a level of 65% level reported by the Container Recycling Institute for 1992.

Yet, significantly higher container recovery rates are possible. In 11 U.S. states with container deposit legislation (or bottle bills), beverage container recycling rates of 70% and higher are being achieved, levels on average three times as high as in states without deposits. In Norway and Sweden, beverage companies have achieved container recovery rates of 80% and higher.

Nevertheless, PepsiCo actively opposes container deposit systems without putting forth a sustainable plan capable of achieving comparable U.S. recovery rates.

BE IT RESOLVED THAT Shareowners of PepsiCo request that the board of directors review the efficacy of its container recycling program and prepare a report to shareholders, by September 1, 2010, on a recycling strategy that includes a publicly stated, quantitative goal for enhanced rates of beverage container recovery and recycling in the U.S. The report, to be prepared at reasonable cost, may omit confidential information.

Supporting Statement: We believe the requested report is in the best interest of PepsiCo and its shareholders. Leadership in this area may protect the Pepsi brands and improve the company's reputation. We anticipate the report will detail the means and feasibility of achieving, as soon as practicable, a sustainable, quantitative, beverage container recovery goal. The report should:

* explain PepsiCo's efforts to work with peers to establish industry-wide container recycling goals;

* identify factors that have contributed positively to any PepsiCo or third-party beverage container recovery programs worldwide that are achieving recovery rates in excess of 60%; and

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* include a cost-benefit analysis of the different container recovery options available, such as curbside and drop-off recycling, drop-off programs, container deposit systems, and voluntary company and industry programs.

Attachment 23 **Bottled Water - Report** **2010 – Coca-Cola Company**

WHEREAS, the relative quality and social, energy, and environmental impacts of bottled water in comparison to tap water have become a major public issue;

- A June 20, 2008 New York Times article “Bottles Bottles Everywhere, Amid the Drops We Drink” notes that a New York City Council decision to stop purchasing bottled water was “part of a nationwide movement against the growth in consumption of bottled water.”
- A September 10, 2008 Los Angeles Times article “Grace Restaurant to Stop Serving Bottled Water” noted that, “The environmental cost of bottled water is becoming an increasingly hot-button issue as the race for the White House pivots around renewable energy versus off-shore drilling.”
- These concerns have spurred action by public policy makers and other industry players:
- On July 10, 2009, the U.S. House Subcommittee on Oversight and Investigation, part of the House Energy and Commerce Committee, convened a hearing on gaps in government oversight and industry practices regarding product labeling and quality testing disclosure for bottled water products;
- At this hearing, a focal point was a Government Accountability Office (GAO) study requested by Congress which found that “the information provided to consumers by bottlers [about bottled water quality testing and sourcing] is less than what EPA requires of public water systems,” and that “consumers may benefit from such additional information”;
- In conjunction with this hearing, members of Congress escalated this inquiry by contacting major U.S. water bottlers, including our Company, formally requesting information regarding water quality controls, breaches in water quality and the names and locations of each company’s water sources;
- An October 17, 2008 New York Times editorial “Water and What Else” stated that public water supplies’ water quality reports “are not always as helpful as they should be...but at least they are readily available, and the same details should be publicly available for bottled water...for the extra cost and the promise of added purity...consumers should be able to see certified data that prove it”;
- Coca-Cola’s major competitors, Pepsi and Nestle, have changed the labels of tap-water-based brands Aquafina and Pure Life to clearly indicate at the point of sale that their water is sourced from public water utilities, while Coca-Cola has failed to take similar action.

Although the company has reduced the weight of Dasani brand water bottles and has taken other steps to reduce energy use, studies show bottled water consumes much more energy than tap water. A 2009 study published in Environmental Research Letters found that bottled water uses as much as 2000 times the energy of tap water;

RESOLVED: Shareholders ask the company to publish a report, at reasonable expense and excluding proprietary information, discussing policy options to respond to the public concerns

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described above regarding bottled water, including, but not limited to, the options of providing additional information to consumers, or further modifying the production, delivery or sale of bottled water products so as to minimize environmental and energy impacts.

Attachment 24
Reduce Water Pollution Impacts (CAFOs)
2010 – Tyson Foods, Inc.

WHEREAS: Our company, the world's largest processor of poultry, beef and hogs, uses approximately 28 billion gallons of water each year to produce its food products. Although we applaud the fact that Tyson has implemented management systems and technologies to conserve and reuse water, leading to a 15% reduction in water use since 2004, we are concerned that our company has a history of repeated water pollution violations.

In 2001, Tulsa, Oklahoma, officials sued Tyson and five other companies claiming that they were responsible for 170 million pounds of phosphorus- and nitrogen-rich chicken litter ending up in the watershed and harming the quality of Tulsa's drinking water. Tyson and its co-defendants paid \$7.3 million to settle the case in 2004.

In 2003, Tyson admitted to illegally discharging untreated wastewater from its Sedalia, Missouri, poultry processing plant into a tributary of the Lamine River. Tyson pled guilty to over 20 felony violations of the federal Clean Water Act and agreed to pay \$7.5 million in fines to the United States and the state of Missouri.

In 2005, the Oklahoma Attorney General filed a complaint in federal court against Tyson asserting that our company and its suppliers polluted the surface waters, groundwater and associated drinking water supplies of the Illinois River Watershed through the run-off of poultry litter. The case, which seeks restoration of the river and damages for environmental violations, is set to go to trial in September 2009.

In August 2009, the Tyson Fresh Meats plant in Dakota City, Nebraska, was found to have violated a 2001 consent decree by allowing numerous discharges of fecal coliform and nitrates to enter the Missouri River in violation of its permit. Our company agreed to pay a \$2 million civil penalty to settle the charges brought by the U.S Department of Justice. Under the 2001decree, Tyson paid a \$4.1 million fine and agreed to install and operate equipment at the recently acquired plant to reduce its discharge of pollutants into the Missouri River.

This pattern of repeated water pollution violations by Tyson and its contract suppliers damages our company's brand and reputation, in addition to costing millions of dollars in attorney fees, fines and penalties. Given that Tyson sources livestock from over 6,000 contract farmers and that our company has been held liable for violations by its contract suppliers of federal environmental laws, it is important for our company to also work with its suppliers on water pollution prevention.

RESOLVED: That Tyson Foods' Board of Directors report to shareowners, at reasonable cost and omitting proprietary information, by June 2010, on the measures that our company is taking to prevent runoff and other forms of water pollution from all company-owned facilities and from facilities under contract to Tyson.

Attachment 25
Concentrated Animal Feeding Operation: Sustainability
2010 – Tyson Foods, Inc.

RESOLVED: Shareholders request that Tyson Foods (Tyson) issue a report, at reasonable cost and omitting proprietary information, describing how the company will reduce the environmental impacts of both company-owned farms, and contract animal farms that comprise Tyson's animal supply. The report should include specific goals and time lines and be made available to shareholders by October 31, 2010.

Supporting Statement: Our company is the world's largest processor and marketer of chicken, beef, and pork, and the second-largest food production company in the Fortune 500. Tyson relies heavily on contract farms to provide its supply of animals, for example, the company sources chickens from 87 company-owned farms and approximately 6,700 contract farms. While Tyson currently produces a Sustainability Report that addresses several environmental issues (i.e. freight shipping, packaging, solid waste) related to its feed mills and animal processing facilities, the report does not include goals or metrics for company-owned or contract animal farms.

Concentrated Animal Feeding Operations (CAFOs) are known to emit pollutants such as ammonia, arsenic, hydrogen sulfides, and airborne pathogens. Our company's management noted in the 2008 Form 10-K, "...contract growers care for and raise the chicks according to our standards, with advice from our technical service personnel..." and, "We also enter into various risk-sharing and procurement arrangements with [beef] producers..." Given Tyson's high level of control over its supply of animals throughout their life cycle, concerns arise about the environmental liabilities resulting from our company's contract and company-owned farms.

In a 2003 ruling that may have national implications, a federal court ruled that Tyson Foods shared responsibility for pollution stemming from CAFOs owned by contract farmers in Kentucky.

Efforts to mitigate the environmental impact of CAFOs have been considered by many state and local governments, ranging from proposals to ban new CAFOs (Michigan, Idaho, Tennessee) to testing emissions for levels of ammonia, hydrogen sulfide, nitrogen and phosphorus (Minnesota, Maryland).

We commend Tyson for the environmental programs implemented at its processing plants, which address energy use, solid waste and air emissions. However, in light of growing pressure to hold meat processors responsible and accountable for the environmental performance of their contract farms, we are concerned about the long-term sustainability of the company's business model and we want to ensure that the company is addressing an issue that could adversely affect shareholder value. We also believe that sustainability reports should be comprehensive and reflect all of the company's business operations. Tyson's management must have complete and reliable information in order to make sound business decisions that will preserve shareholder value.

Expanding environmental reporting to include contract and company-owned CAFOs will provide investors and management with a better understanding of Tyson's potential environmental liabilities and opportunities associated with the company's integrated business model.

Attachment 26
Phase Out Antibiotics in Animal Feed
2010 – Tyson Foods, Inc.

RESOLVED: Shareholders request the board to adopt the following policy and practices for both the company's own hog production and (except when precluded by existing contracts) its contract suppliers of hogs:

- (1) phase out routine use of animal feeds containing antibiotics that belong to the same classes of drugs administered to humans, except for cases where a treatable bacterial illness has been identified in a herd or group of animals; and
- (2) implement animal raising practices that do not require routine administration of antibiotics to prevent and control disease, and where this is not feasible, use only antibiotics unrelated to those used in human medicine; and

that the Board report to shareowners, at reasonable cost and omitting proprietary information, on the timetable and measures for implementing this policy and annually publish data on types and quantities of antibiotics in the feed given to livestock owned by or purchased by Tyson.

Supporting Statement: We urge the adoption of these policies to ensure the continued efficacy of antibiotics for human medicine and to prevent pathogens from becoming resistant to antibiotics.

The US Department of Agriculture (UDA) has determined that much of the antibiotics use in animal feed provides little therapeutic benefit to the animals. Nevertheless, the Food and Drug Administration (FDA) permits the use in animal feeds of the same or similar antibiotics as those used for the treatment of humans.

This use of antibiotics in animal feeds facilitates the development and spread of resistant pathogens that can be transmitted through food such as *Campylobacter jejuni* and multidrug resistant *Salmonella*. Resistant bacteria can also infect, or be spread by, farm workers and can be transmitted to the environment through contaminated air and water. Resistant bacteria are associated with more and more severe illness, increased risk of death, and associated increases in medical costs.

Given these concerns, the FDA, since 2003, has required drug sponsors to show new antibiotics are safe with respect to the development of resistance. Many and perhaps most antibiotics approved for use in feed were approved prior to 2003 and do not meet current FDA standards if these antibiotics are also used in human medicine (FDA Guidance 152). This could lead the FDA or Congress to restrict in-feed antibiotics for livestock producers.

According to its 10-K report, Tyson "has a total herd inventory of more than 300,000 hog," which represent only 1% of the hogs that Tyson processes with the remainder supplied by contract farmers.

Increasingly, consumers and institutional buyers seek to avoid meat from animals routinely fed antibiotics, and countries such as Denmark have banned the practice. Over 250 health care institutions have signed the healthy foods pledge, endorsed by the American Medical Association, to avoid meat from animals given non-therapeutic antibiotics. While Tyson's website states its commitment to food safety and the environment, our company fails to address the food safety and

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environmental concerns raised by the use of antibiotics in the feed given to hogs it raises or purchases.

Attachment 27
Reduce Toxic Pollution
2010 – ConocoPhillips

WHEREAS: ConocoPhillips, the nation's second largest oil refiner, owns 12 refineries operating in 9 states. Despite its commitment to protecting the environment in order to "secure a stable and healthy environment for tomorrow," our company is responsible for emitting over 6.56 million pounds of toxic chemicals into the air. It ranks 13th on the 2008 Toxic 100 list of worst U.S. corporate air polluters. (<http://www.peri.umass.edu/Toxic-100-Table.265.0.html>)

The 2008 Toxic 100 list is based on 2005 data on chemical releases reported by companies to the U.S. Environmental Protection Agency's Toxic Release Inventory (TRI), and weighted for toxicity and other factors according to EPA's Risk Screening Environmental Indicators. Valero, the largest U.S. oil refiner, ranks 16th among the Toxic 100, BP ranks 29th, and Chevron is not among the Toxic 100. Of all its U.S. refinery competitors, only ExxonMobil has a worse toxic score than ConocoPhillips, ranking 9th on the list.

Five ConocoPhillips refineries accounted for over 60% of our company's toxic air score: Roxana, IL (34.5%); West Lake, LA (14%); Trainer, PA (9.85%); Belle Chasse, LA (9.19%) and Linden, NJ (7.25%). (<http://data.rtknet.org/tox100/index.php?search=yes&database=t1&detail=1&datatype=T&reptype=a&company2=5754&company1=&parent=&chemfac=fac&advbasic=bas>)

Our company, however, has announced no goals or programs to reduce the toxic air emissions from these five facilities, or the short- and long-term risks they pose to community residents, workers and shareowners.

In January 2005, ConocoPhillips settled proceedings brought by EPA for violations of the Federal Clean Air Act (CAA) at its refineries. The 2005 settlement, the largest from the 13 refiners pursued by EPA, followed a 2001 settlement of CAA enforcement proceedings against our company. ConocoPhillips is now implementing two separate consent decrees, obligating it to spend over \$600 million on pollution control technologies.

Although, on its website, ConocoPhillips discloses company-wide emissions data for CAA pollutants, it does not publish data on releases of many other toxic chemicals that are not currently covered by the CAA but that are reportable to the TRI. Unfortunately, complete TRI data sets are made public two years after they are reported by companies, reducing their utility for investor risk analysis.

Since 2005, concerns persist about pollution control at ConocoPhillips' refineries. In 2008, five states sought over \$1.5 million in fines and penalties for air pollution violations at ConocoPhillips' refineries. Our company's plan to "increase its processing capabilities for handling lower quality crudes" from Canadian tar sands was dealt a blow last June when EPA refused permission to expand the Roxana, IL, refinery because air pollution from the refinery's flares was not sufficiently controlled. (<http://www.ens-newswire.com/ens/jun2008/2008-06-10-091.asp>)

RESOLVED: The shareholders request the board to adopt stringent goals to reduce significantly the emission of TRI chemicals from our Company's refineries and to report annually by September 15th (i) its progress in implementing these goals as well as (ii) a

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comprehensive description of the quantities of toxic chemicals reportable under the TRI that were emitted at those facilities during the prior calendar year.

Attachment 28 Chemical Security (Facility) 2010 – Occidental Petroleum Corporation

WHEREAS: Security at chemical facilities has become one of the most important issues facing our country. Across the United States, thousands of facilities use, store and transport extremely hazardous substances in large quantities that pose major risks to surrounding communities, employees, and the environment.

According to Risk Management Plans (RMPs) filed by companies with the U.S. Environmental Protection Agency (EPA), at over 100 of these facilities more than one million people live in an area where they could be seriously injured or killed in the event of a catastrophic incident such as a chemical accident or terrorist attack.

A report by the Army Surgeon General in 2003 ranked an attack on a chemical plant second only to a widespread biological attack in the magnitude of its hazard to the public. Numerous other government agencies and private groups have published warnings about these dangers.

Occidental operates chemical facilities in the United States through its chemical segment, Occidental Chemical (OxyChem). Four OxyChem plants put at least one million people at risk in the event of a catastrophic release of chemicals caused by an accident or terrorist attack.

OxyChem also transports hazardous chemicals by rail. According to a February 2008 news release from the Association of American Railroads, “It is time for the nation’s big chemical companies to stop making the dangerous chemicals that can be replaced by safer substitutes or new technologies... If chemical companies would take that step, the threat of a terrorist attack would be greatly reduced and America would be a safer place.”

It is often possible for a company to increase the inherent security of a facility and decrease the number of people at risk of harm by switching to chemicals that are less acutely hazardous, reducing the quantities of extremely hazardous substances stored at facilities, altering the processes used at facilities, or locating facilities outside densely populated areas.

Improving physical security through such steps as hiring additional security guards, building perimeter fences and designing stronger railcars may not reduce the number of people endangered by a facility or transport route.

Clorox, another chemical company that uses chlorine, announced in November 2009 that it is converting all of its facilities using chlorine to safer chemical processes, which will “strengthen [its] operations and add another layer of security.”

RESOLVED: Shareholders request that the independent directors of the Board prepare a report, at reasonable cost and omitting proprietary information, on the implications of a policy for reducing potential harm and the number of people in danger from potential catastrophic chemical releases by increasing the inherent security of OxyChem facilities through steps including reducing the use, storage and transportation of extremely hazardous substances, reengineering processes, and locating facilities outside high-population areas. The report should be available to investors by August 2010.

Attachment 29
Sustainability Reporting
2010 – Apple Computer, Inc. [also filed with other companies]

WHEREAS: Investors increasingly seek disclosure of companies' social and environmental practices in the belief that they impact shareholder value. Many investors believe companies that are good employers, environmental stewards, and corporate citizens are more likely to generate stronger financial returns, better respond to emerging issues, and enjoy long-term business success.

Mainstream financial companies are also increasingly recognizing the links between sustainability performance and shareholder value. Information from corporations on their greenhouse gas emissions is essential to investors as they assess the strengths of corporate securities in the context of climate change.

Globally, over 2,700 companies issued reports on sustainability issues in 2007 (www.corporateregister.com). Among our industry peers, Dell, IBM, and Hewlett-Packard have taken leadership roles in these areas through publication of comprehensive sustainability reports that address their company's impacts with regards to issues such as greenhouse gas emissions reduction, toxics, and supply chain working conditions. These companies have provided detailed assessments of greenhouse gas emission exposure and made reduction commitments. Apple, however, lags behind global industry peers on sustainability reporting. It has released some product specific information on greenhouse gas emissions but its usefulness is limited as nearly all other companies use aggregate emission estimates. Apple has not made public greenhouse gas reduction commitments.

The information and communication technologies sector is estimated to contribute between 2-3% of total greenhouse gas emissions. As the industry continues to develop globally, this is set to increase further. Given the industry's large social and environmental footprint, we feel it is imperative that Apple develop clear policies and programs that address the impacts of its operations on the environment and on society.

RESOLVED: Shareholders request that the Board of Directors prepare a sustainability report describing corporate strategies regarding climate change, specifically to reduce greenhouse gas emissions and address other environmental and social impacts such as toxics, recycling and employee and product safety. The report, prepared at reasonable cost and omitting proprietary information, should be published by July 2010.

Supporting Statement: The report should include the company's definition of sustainability and a company-wide review of policies, practices, and metrics related to long-term social and environmental sustainability. Taking early action to calculate emissions in a manner similar to peers and making emission reduction commitments could provide competitive advantage, while inaction risks exposing the company to regulatory and litigation risk and reputational damage.

We recommend that Apple use Global Reporting Initiative's (GRI) Sustainability Reporting Guidelines to prepare the sustainability report and use the Carbon Disclosure Project as a means to specifically report on greenhouse gas emissions and reduction efforts. The GRI is an international organization developed with representatives from the business, environmental, human rights and labor communities. GRI guidelines provide guidance on report content, including performance on direct economic impacts, environmental, labor practices, and decent

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work conditions, human rights, society, and product responsibility. The guidelines provide a flexible reporting system that allows omission of content not relevant to company operations.

Attachment 30
Collateral in Derivatives Trading (Credit Crisis)
2010 – Citigroup [also filed with other companies]

WHEREAS the recent financial crisis has resulted in the destruction of trillions of dollars of wealth and untold suffering and hardship across the world;

WHEREAS taxpayers in the United States have been forced to extend hundreds of billions of dollars in assistance and guarantees to financial institutions and corporations over the past 18 months;

WHEREAS leading up to the financial crisis, assets of the largest financial institutions were leveraged at the rate of over 30 to 1;

WHEREAS very high degrees of leverage in derivatives transactions contributed to the timing and severity of the financial crisis;

WHEREAS concerns have arisen about the practice of rehypothecation: the ability of derivatives dealers to redeploy cash collateral that gets posted by one of its trading partners. "In the Lehman Brothers bankruptcy, one of the big unresolved issues is tracking down collateral Lehman took in as guarantees on derivatives trades and then used as collateral for its own transactions." (Matthew Goldstein, Reuter's blog, August 27, 2009)

WHEREAS the financial system was brought to the brink of collapse by the absence of a system and structure to monitor counterparty risk;

WHEREAS numerous experts and the U.S. Treasury Department have called for the appropriate capitalization and collateralization of derivative transactions;

WHEREAS Nobel economist Robert Engle wrote that "inadequately capitalized positions might still build up in derivatives such as collateralized debt obligations and collateralized loan obligations that continue to trade in opaque OTC markets. And this means continued systemic risk to the economy." (Wall St. Journal, May 19, 2009)

WHEREAS multilateral trading at derivatives exchanges or comparable trading facilities allows a wider variety of users, including non-financial businesses, to enter into trades at better prices and reduced costs

BE IT RESOLVED that the Board of Directors report to shareholders (at reasonable cost and omitting proprietary information) by December 1, 2010, the firm's policy concerning the use of initial and variance margin (collateral) on all over the counter derivatives trades and its procedures to ensure that the collateral is maintained in segregated accounts and is not rehypothecated;

Supporting Statement

For many years, the proponents have been concerned about the long-term consequences of irresponsible risk in investment products and have expressed these concerns to the company. We applaud the steps that have been implemented to establish a clearinghouse for over the counter derivatives. We believe that the report requested in this proposal will offer information needed to

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adequately assess our company's sustainability and overall risk, in order to avoid future financial crises.

Attachment 31
Overdraft Practices
2010 – Capital One Financial Corp. [also filed with other companies]

WHEREAS: Overdraft fees are often charged when banks choose to pay a customer's debit card, check, ATM or other electronic transaction, even though the customer's account lacks sufficient funds to cover the charges.

According to consumer protection organizations, financial institutions are engaged in abusive practices that maximize banking overdraft fee revenue, charging exorbitant fees that bear no relationship to the cost of covering an overdraft and they automatically enroll customers in the most expensive overdraft option available without their consent.

With the acquisition of Chevy Chase Bank and addition of \$13 billion associated deposits, our company is now the largest consumer and commercial banking institution in the United States.

Overdraft fees are not generally included in discussions of predatory lending, but a new report by the Center for Responsible Lending (CRL), states that over 50 million Americans overdrew their checking account at least once over a 12-month period, with 27 million accountholders incurring five or more overdraft or non-sufficient funds (NSF) fees.

A new survey by the Consumer Federation of America (CFA), states the nation's largest banks have increased the fee per overdraft occurrence and are more frequently charging additional fees if a customer's account remains overdrawn for several days.

Overdraft fees are most typically triggered by debit card transactions and ATM withdrawals that could easily be denied for no fee. The FDIC found that nearly three-quarters of its banks' service charge income was the result of overdraft and NSF fees.

Abusive overdraft charges target vulnerable customers: low-income, single, non-white, and renters; who repeatedly overdraw their account.

CRL has also found that approximately 80 percent of consumers would rather have their debit card transaction denied than have it covered for a fee, whether the transaction is for \$5 or \$40.

Based on FDIC data, banks and credit unions collected nearly \$24 billion in overdraft fees in 2008. Overdraft fee income for banks and credit unions rose 35 percent from 2006 to 2008.

In response to the harm to consumers caused by abusive overdraft programs, Senator Dodd and Congresswoman Maloney each have introduced legislation that would curb overdraft fees, signaling a growing discontent with the practice.

RESOLVED: That the shareholders request the Board of Directors to complete a report to shareholders, prepared at reasonable cost and omitting proprietary information by November 2010, evaluating overdraft policies and practices and the impacts these practices have on borrowers.

Supporting Statement:

In 2009, regulators approved credit card reforms that will limit banks' ability to raise fees and interest rates and require greater disclosure about costs. Banks also will have to give customers the choice to opt into over-the-limit fees for credit cards. However, credit card laws do not address debit cards and other banking transactions. It is increasingly important that banks take proactive actions to address abusive overdraft charges that target vulnerable customers; especially in light of pending legislation.

Attachment 32
Risk Evaluation: Childhood Obesity
2010 – McDonald's Corp.

WHEREAS, the contribution of the fast food industry to the global epidemic of childhood obesity and to diet-related diseases, such as diabetes, cancer and cardiovascular disease, have become a major public issue:

- * The Centers for Disease Control claims that 1 in 3 US children born in the year 2000 will be diagnosed with type 2 diabetes as a result of childhood obesity.
- * In 2005, the National Academies Institute of Medicine (IOM) conducted a study concluding that fast food marketing influences children's food preferences, diets and health in the US.
- * In a 2009 follow-up report, the IOM recommended that local governments take such actions as adopting zoning policies that restrict fast food establishments near schools and playgrounds and implementing zoning to limit the density of fast food restaurants in residential communities.
- * A 2009 national survey conducted by Lake Research Partners found 57 percent of people believe the fast food industry is "responsible...for the increase in diet-related diseases and health conditions."

Growing public concerns have spurred action by public policy makers:

- * The World Health Organization developed recommendations regarding marketing of unhealthy foods to children that urges governments to enact policies to reduce the impact of food marketing on children.
- * In 2005, Congress subpoenaed 44 food companies, including our company, to submit data to the Federal Trade Commission regarding the extent and expenditures of their marketing. The FTC is currently planning a follow-up report.
- * In November 2009, a bill, "The Healthy Kids Act", was introduced in Congress with the intent of curbing childhood obesity. The bill seeks to give the FTC and relevant federal agencies regulatory authority over food marketing.
- * On April 19, 2009, the New York Times reported on New York City Councilman Eric Gioia's proposal to prohibit new fast food restaurants within a tenth of a mile of schools due to the linkage of proximity to childhood obesity.
- * In July 2008, The Los Angeles City Council voted unanimously to place a moratorium on new fast food restaurants in South LA.
- * On November 7, 2009, the House passed its version of health care reform that included federal menu-labeling legislation requiring the posting of calories on fast food menu boards.

In November 2009, the Center for Science in the Public Interest released a report demonstrating that 88 percent of the products that our company had deemed appropriate to market to children under the industry's voluntary marketing initiative, the Children's Food and Beverage Advertising Initiative, met no third-party nutrition standard.

RESOLVED: Shareholders ask the Board of Directors to issue a report, at reasonable expense and excluding proprietary information, within six months of the 2010 annual meeting, assessing the company's policy responses to public concerns regarding linkages of fast food to childhood obesity, diet-related diseases and other impacts on children's health. Such report should include an assessment of the potential impacts of public concerns and evolving public policy on the company's finances and operations.

Attachment 33
Human Rights - Develop & Adopt Policies
2010 – Honeywell International Inc. [also filed with other companies]

WHEREAS, Honeywell, as a global corporation, faces increasingly complex problems as the international social and cultural context within which it operates changes.

Companies are faced with ethical and legal challenges arising from diverse cultures and political and economic contexts. Today, management must address issues that include human rights, workers' rights to organize and bargain collectively, non-discrimination in the workplace, protection of the environment, and sustainable community development. Honeywell itself does business in numerous countries, some of which have significant human rights challenges.

We believe global companies must implement comprehensive codes of conduct, such as those found in "Principles for Global Corporate Responsibility: Bench Marks for Measuring Business Performance," developed by an international group of religious investors (April, 2003, www.bench-marks.org) Companies must formulate policies that reduce risks to their reputations in the global marketplace.

In August 2003, the United Nations Sub-Commission on the Promotion and Protection of Human Rights took historic action by adopting "Norms on the Responsibilities of Transnational Corporations and Other Business Enterprises with Regard to Human Rights" (www1.umn.edu/humanrts/links/NormsApril2003.html). We believe significant commercial advantages may accrue to our company by adopting a comprehensive human rights policy based on the UN Norms, serving to enhance corporate reputation, improve employee recruitment and retention, improve community and stakeholder relations and reduce risk of adverse publicity, consumer boycotts, divestment campaigns and lawsuits.

RESOLVED, the shareholders request the Board of Directors to review and amend, where applicable, Honeywell's Code of Business Conduct to include human rights as a guide for its international and U.S. operations. We request a summary of this review by October 2010 and suggest it be posted on the company's website.

Supporting Statement: Honeywell's current policy, the Code of Business Conduct, contains no references to existing international human rights codes, and does not address the broad range of human rights issues that global companies increasingly face. We believe that our company's policies should reflect a more comprehensive understanding of human rights, and these policies should be periodically reviewed and updated. The company's current Code of Business Conduct was approved in January 2003, and the issue of corporations and human rights has progressed significantly since then.

We recommend the review include policies designed to protect human rights—civil, political, social, environmental, cultural and economic—based on internationally recognized human rights standards. We particularly urge attention to harassment or discrimination against women and other forms of violence in the workplace, as well as the rights of minorities. We believe the review also should take note of the International Labor Organization's Core Labor Standards, the Universal Declaration of Human Rights, the Fourth Geneva Convention, the International Covenant on Civil and Political Rights, the International Covenant on Economic, Cultural and Social Rights, United Nations resolutions, and reports of UN special rapporteurs on countries where Honeywell does business. This review and report will assure shareholders that our

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company's policies and practices reflect and conform to human rights conventions and guidelines and international law.

Attachment 34
Country Selection Criteria - Burma
2010 – Chevron Corp.

WHEREAS: Following the Burmese military's 2007 crackdown on peaceful demonstrators, its restrictions on allowing humanitarian relief into Burma after cyclone Nargis and its 2008 sentencing of pro-democracy activists to lengthy prison terms, Chevron has faced government criticism, negative publicity, and a consumer boycott concerning its investment in Burma;

The U.S. government has three times enacted economic sanctions on Burma, including a ban on new investment in 1997, a ban on imports in 2003, and further restrictions on imports in 2008;

Nobel Peace Prize Laureate Aung San Suu Kyi, leader of the National League for Democracy that won more than 80 percent of the seats in the 1990 Burmese elections, has repeatedly called for economic sanctions on Burma, stating that corporations in Burma "create jobs for some people, but what they're mainly going to do is make an already wealthy elite wealthier, and increase its greed and strong desire to hang on to power ... these companies harm the democratic process a great deal;"

Chevron, in partnership with Total of France, the Petroleum Authority of Thailand, and Myanmar Oil and Gas Enterprise, holds equity in Burma's largest investment project: the Yadana gas-field and pipeline that transports gas to Thailand, generating billions of dollars for the Burmese regime;

How the Burmese regime uses the revenue is under scrutiny, according to the Financial Times, which obtained a 2009 International Monetary Fund report that found that Burma's rulers add revenues from natural gas exports to the budget at the 30-year-old official exchange rate, causing the gas money to account for under one percent of budget revenue in 2007-08 instead of 57 percent if valued at market rates ("Burma's economic prospects 'bleak,'" Financial Times, May 10, 2009);

Human rights organizations have documented egregious human rights abuses by Burmese troops employed to secure the pipeline area, including forcible relocation of villagers and use of forced labor on infrastructure related to the project;

In March 2005, Unocal settled a case for a reported multi-million dollar amount in which it was claimed that Unocal was complicit in human rights abuses by Burmese troops hired by the Yadana project to provide pipeline security;

By purchasing Unocal, Chevron acquired Unocal's investment in Burma including its legal, moral, and political liabilities;

Chevron also does business in other countries with controversial human rights records: Angola, Kazakhstan, and Nigeria;

BE IT RESOLVED: The shareholders request the Board to make available by the 2011 annual meeting a report, omitting proprietary information and at reasonable cost, on Chevron's criteria for (i) investment in; (ii) continued operations in; and, (iii) withdrawal from specific countries.

Supporting Statement: We believe Chevron's current country selection process is opaque and leaves unclear how Chevron determines whether to invest in or withdraw from countries where:

- * the government has engaged in ongoing, systematic human rights violations;
- * there is a call for economic sanctions by human rights and democracy advocates; and,
- * Chevron's presence exposes the Company to government sanctions, negative publicity, and consumer boycotts.

Attachment 35
Human Right to Water - Policy
2010 – Exxon Mobil Corporation [also filed with other companies]

WHEREAS, water is a key resource used in production of our Company's product, and therefore water quality and quantity is vital for ExxonMobil's success;

Through oilfield injection, oil extraction uses nearly 60 million gallons of water annually in the Canadian province of Alberta alone. This water is not returned to the local community and is ultimately unusable for other purposes;

The EPA reports that US oil refineries use 1 to 2 million gallons of water daily (up to 730 million gallons annually) to produce fuel;

Over-consuming and depleting community groundwater is a direct violation of the human right to water that the UN Committee on Economic, Social and Cultural Rights defines as all people's right to safe, sufficient, acceptable, physically accessible and affordable water for personal and domestic use;

In 2003, the UN Commission on Human Rights issued a report on the scope of the human rights obligations which clearly states that "transnational corporations and other business enterprises, their officers and persons working for them are also obligated to respect generally recognized responsibilities and norms contained in United Nations treaties and other international instruments." Regarding equitable access to safe drinking water and sanitation, this report means that the responsibility for ensuring this level of access is not only on governments, but also on private water providers and corporations that utilize water resources;

Our Corporate Citizenship Report touts our Company's commitment "actively promot[ing] respect for human rights, which is essential for helping to create a stable business environment;"

We believe that it is the obligation of our Company to adhere to the UN's declaration in General Comment 15 which describes that "the human right to water entitles everyone to sufficient, safe, acceptable, physically accessible and affordable water." The best way for us to "ensur[e] sustainable access to water resources" is through a comprehensive company policy on the human right to water, using General Comment 15 as a sound and appropriate model;

We believe that global corporations operating without strong human rights and environmental policies face serious risks to their reputation and share value if they are seen to be responsible for or complicit in human rights violations, specifically the violation or erosion of the human right to water;

We believe that significant commercial advantages may accrue to our company by adopting a comprehensive human right to water policy, including enhanced corporate reputation, improved employee recruitment and retention, improved community and stakeholder relations, and reduced risk of adverse publicity, consumer boycotts, divestment campaigns, and lawsuits;

BE IT RESOLVED that the shareholders request the Board of Directors to create a comprehensive policy articulating our company's respect for and commitment to the human right to water.

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Supporting Statement: Proponents believe the policy should elucidate ExxonMobil's commitment to ensuring sustainable access to water resources, entitling everyone to sufficient, safe, acceptable, physically accessible and affordable water while operating our business in global communities.

Attachment 36
Sexual Orientation Non Discrimination
2010 – ConocoPhillips [also filed with other companies]

WHEREAS: ConocoPhillips Company does not explicitly prohibit discrimination based on gender identity or expression in its written employment policy, yet ConocoPhillips' policy already does explicitly prohibit discrimination based on sexual orientation;

Over 30% of the Fortune 500 companies have adopted written nondiscrimination policies prohibiting harassment and discrimination on the basis of gender identity, as well as 400 leading private sector companies and eight-five U.S. colleges and universities, according to the Human Rights Campaign;

Ninety three City and County Governments and twelve States have passed clear gender identity and expression legislative protections including California, Colorado, the District of Columbia, Hawaii, Illinois, Maine, Minnesota, New Mexico, Pennsylvania, Rhode Island, Vermont and Washington;

Over 350 U.S. based human rights organizations and every U.S. State civil rights advocacy group has endorsed national legislation explicitly prohibiting discrimination based on sexual orientation as well as gender identity.

Our company has operations in, and makes sales to institutions in States and Cities that currently prohibit discrimination on the basis of sexual orientation and gender identity;

We believe that corporations that prohibit discrimination both on the basis of sexual orientation and gender identity have a competitive advantage in recruiting and retaining employees from the widest talent pool.

RESOLVED: The Shareholders request that ConocoPhillips Company, amend its written equal employment opportunity policy to explicitly prohibit discrimination based on sexual orientation and gender identity or expression and to substantially implement the policy.

Supporting Statement: Employment discrimination on the basis of sexual orientation and gender identity diminishes employee morale and productivity. Because state and local laws are inconsistent with respect to such employment discrimination, our company would benefit from a consistent, corporate-wide policy to enhance efforts to prevent discrimination, resolve complaints internally, and ensure a respectful and supportive atmosphere for all employees. Wal-Mart will enhance its competitive edge by joining the growing ranks of companies guaranteeing equal opportunity for all employees.

Attachment 37
Disclose Fees Paid to Countries Where the Company Operates
2010 – Chevron Corp.

WHEREAS: Chevron paid more than \$40 billion in 2008 in taxes to governments around the world. If managed properly by these governments, these funds can contribute to higher and broader-based economic growth and reduced poverty. However, according to analyses by the World Bank, International Monetary Fund and leading economists, large increases in government revenues derived from oil, gas and minerals in resource-rich economies can increase the potential for government mismanagement, corruption and economic and political instability.

Citizens of resource-rich developing nations need adequate information to hold their governments accountable for the responsible investment of natural resource revenues. Responsible use of resource revenues can ultimately create a more stable and less risky operating environment for companies and their investors.

Chevron has endorsed the concept of revenue transparency, but does not fully disclose its revenue payments to governments on a country-by-country basis.

Chevron's 2008 corporate responsibility report states that "Chevron believes that disclosure of revenues received by governments and payments made by extractive industries to governments could lead to improved governance in resource-rich countries. The transparent and accurate accounting of these funds contributes to stable, long-term investment climates, economic growth and the well-being of communities." Developing Partnerships, p. 40.

Chevron has also played a leading role in the global Extractive Industries Transparency Initiative (EITI) and has thus demonstrated an understanding of the value of revenue transparency. While the EITI is widely recognized as an important step towards improving revenue transparency, implementation has been limited and EITI does not currently cover all countries in which Chevron operates including Angola, Chad and Cambodia. It also does not require disaggregated (company by company) country-level disclosure and thus does not provide the highest degree of transparency. Additionally, EITI's executive director Peter Eigen has stated that EITI "welcomes efforts to improve resource revenue transparency that are consistent with the goals of the EITI."

By fully disclosing its taxes, royalties, fees, production entitlements and bonuses on a disaggregated, country-by-country basis, Chevron can provide uniform, dependable and comprehensive information in all its countries of operation. In so doing, Chevron can continue to lead the industry in the area of transparency in advance of potential initiatives by the US Congress and the International Accounting Standards Board to develop country-by-country revenue disclosure requirements. Two of Chevron's competitors, Statoil and Talisman Energy, currently have disclosure policies regarding these kinds of payments.

RESOLVED: Shareholders request the Board of Directors to report by April 1, 2011, and on an annual basis thereafter, at reasonable cost and omitting proprietary information, all taxes, royalties, fees (including license and area fees), production entitlements and bonuses, broken out by country, paid in the preceding fiscal year to governments in which the company operates.

Supporting Statement: Chevron should practice the highest possible degree of disclosure of payments from the company to host governments to maintain its industry leadership position on

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this critical issue and to ensure that its investments contribute to increased economic development and political stability.

Attachment 38 **Political Contributions** 2010 – AT&T Inc. [also filed with other companies]

RESOLVED, that the shareholders of AT&T (“Company”) hereby request that the Company provide a report, updated annually, disclosing the Company’s:

1. Policies and procedures for political contributions and expenditures (both direct and indirect) made with corporate funds and for payments (both direct and indirect) used for grassroots lobbying communications.
2. Monetary and non-monetary political contributions and expenditures not deductible under section 162 (e)(1)(B) of the Internal Revenue Code, including but not limited to contributions to or expenditures on behalf of political candidates, political parties, political committees and other political entities organized and operating under 26 USC Sec. 527 of the Internal Revenue Code and any portion of any dues or similar payments made to any tax exempt organization that is used for an expenditure or contribution if made directly by the corporation would not be deductible under section 162 (e)(1)(B) of the Internal Revenue Code.
3. Payments (both direct and indirect) used for grassroots lobbying communications as defined in 26 CFR § 56.4911-2.
4. The report shall include the following:
 - a. Identification of the person or persons in the Company who participated in making the decisions to make the political contribution or expenditure
 - b. Identification of the person or persons in the Company who participated in making the decision to make the payment for grassroots lobbying communications;
 - c. The internal guidelines or policies, if any, governing the Company’s political contribution and expenditures and
 - d. The internal guidelines or policies, if any, for engaging in grassroots lobbying communications.

The report shall be presented to the board of directors’ audit committee or other relevant oversight committee and posted on the company’s website to reduce costs to shareholders.

Supporting Statement: As long-term AT&T shareholders, we support transparency and accountability in corporate political spending. These activities include direct and indirect political contributions to candidates, political parties or organizations; independent expenditures; grassroots lobbying communication; or electioneering communications on behalf of federal, state or local candidates.

Disclosure is consistent with sound public policy, in the company’s and its shareholders best interest, and critical for compliance with recent federal ethics legislation. Absent a system of accountability, company assets can be used for policy objectives that may be inimical to the long-term interests of and may pose risks to the company and its shareholders.

AT&T contributed about \$26.6 million in corporate funds since the 2002 election cycle. (CQ’s PoliticalMoneyLine: <http://moneyline.cq.com/pml/home.do> and National Institute on Money in State Politics: <http://www.followthemoney.org/index.phtml>.) However, publicly available data does not provide a complete picture of the Company’s political expenditures. For example, the Company’s trade association payments used for political activities and grassroots lobbying communications are undisclosed and unknown. In many cases, even corporate management does not know how trade associations use their company’s money politically.

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The proposal asks the Company to disclose all of its political expenditures, including payments to trade associations and other tax exempt organizations. The Company's Board and its shareholders need complete disclosure to be able to evaluate the political use of corporate assets.

Attachment 39
Foreign Military Sales
2010 – ITT Corporation

WHEREAS the United States exports weapons and related military services through foreign military sales (government-to-government), direct commercial weapons sales (U.S. companies to foreign buyers), equipment leases, transfers of excess defense articles and emergency drawdowns of weaponry.

The United States government requested \$4.54 billion in Foreign Military Financing for Fiscal Year 2008 including \$3.9 billion for the Near East region (the recent 10-year agreement to increase military aid to Israel and proposed sales to Saudi Arabia may increase that amount). The U.S. government also entered into \$32 billion of Foreign Military Sales agreements in Fiscal Year 2008.

In a number of recent United States combat engagements (e.g., the first Gulf War, Somalia, Afghanistan and Iraq), our troops faced adversaries who had previously received U.S. weapons or military technology. Also, during 2006-2007, U.S. arms and military training played a role in 20 of the world's 27 major wars, and thirteen of the top 25 U.S. arms recipients in the developing world were either undemocratic governments or regimes guilty of ongoing human rights abuses.

In the United States government's Fiscal Year 2008, ITT Industries was ranked the 11th largest Department of Defense contractor with \$4.4 billion in contracts. (Government Executive, August 15, 2009)

On March 27, 2007, our company announced that it would pay a \$50 million fine and plead guilty to two violations of the International Traffic in Arms Regulations (ITAR), one for improper handling of sensitive documents, and one for making misleading statements to the State Department's Directorate of Defense Trade Controls (DDTC).

RESOLVED: Shareholders request that the Board of Directors provide, within six months of the 2010 annual meeting, a comprehensive report, at reasonable cost and omitting proprietary and classified information, of ITT Industries' foreign sales of military and weapons-related products and services.

Supporting Statement: We believe with the American Red Cross that the "greater the availability of arms, the greater the violations of human rights and international humanitarian law."

Global security is security of all people. Weapons sold to one country can subsequently become a threat to our own security, as we have seen several times in our recent history.

We believe that this report will assist shareholders in assessing the effectiveness of newly instituted company procedures to prevent further violations of ITAR. The ability of our company to grow its military-related business depends upon the highest of ethical standards.

Therefore, we believe it is reasonable that the report include:

1. Processes used to determine and promote foreign sales;
2. Criteria for choosing countries with which to do business;
3. A description of procedures used to negotiate foreign arms' sales, government-to-government and direct commercial sales and the percentage of sales for each category; and
4. For the past three years, categories of military equipment or components, including dual use items exported, with as much statistical information as possible; categories of contracts for servicing/maintaining equipment; offset agreements for the past three years; and licensing and/or co-production with foreign governments.

We urge a vote in favor of this reasonable resolution.

Attachment 40
CEO Succession Planning
2010 – Bank of America Corp.

RESOLVED that stockholders of Bank of America Corporation ("Bank of America" or the "Company") urge the Compensation & Benefits Committee (the "Committee") of the board of directors to adopt a policy that the achievement of goals related to succession planning will be incorporated into the formula for determining one or more elements of the chief executive officer's variable compensation.

Supporting Statement: Ineffective succession planning is costly to companies. Academic studies have shown that poorly managed CEO transitions are associated with lower returns to shareholders. (See Tonello et al., "The Role of the Board in Turbulent Times: CEO Succession Planning," at 3 (Aug. 2009)) Poor succession planning also has indirect costs. One study estimated that lost productivity and social costs of botched CEO transitions at U.S. companies total \$14 billion per year. (Stoddard & Wyckoff, "The Costs of CEO Failure," *Chief Executive*, Nov./Dec. 2008, at 68) A mismanaged CEO transition can "create a snowball effect of instability within the company, taking out key executives, employees and shareholder value in its path." (Buyniski et al., "Compensation Design for Succession Planning," at 2 (Radford Surveys + Consulting undated))

In our view, Bank of America stockholders would benefit if CEO succession planning were handled in a more structured and disciplined manner. Former CEO Kenneth Lewis's announcement on September 30, 2009 that he planned to retire at the end of 2009 reportedly surprised the board, despite the many challenges facing Lewis and his loss of the board chairmanship earlier in the year. No clear internal successor had been identified, according to a Wall Street Journal report. (Mollenkamp & Fitzpatrick, "With Feds, Bof A's Lewis Met His Match," *The Wall Street Journal*, Nov. 14, 2009)

Incorporating performance measures related to succession planning would help ensure that the CEO focuses sufficient energy on developing talent and planning for leadership transitions. The NACD Blue Ribbon Commission Report on Executive Compensation and the Role of the Compensation Committee (2003) recommended that succession planning be a performance measure for the CEO, and The Conference Board's recent report on succession planning included in its succession planning roadmap the integration of succession planning into top executive compensation policy. (See Tonello, supra at 16)

This proposal does not attempt to micromanage the process of formulating succession planning performance measures; instead, recognizing that different arrangements will be appropriate under different circumstances, it gives the Committee flexibility. For example, a CEO approaching a planned retirement might be rewarded upon completion of a successful transition, while a younger CEO might be measured against periodic succession planning milestones. Similarly, the Committee has discretion to determine which element(s) of variable compensation should use succession planning as a performance measure.

Attachment C

We urge stockholders to vote FOR this proposal.

Policy support for proxy voting recommendations

Policy support for Attachment 9

EXC101995.34

Support for Affirmative Action

Committee: Program (report 18)

Citation: *Executive Council Minutes*, Oct. 30-Nov. 3, 1995,
Birmingham, AL, pp. 62-63.

Resolved, That the Executive Council reaffirm our denomination's support for all public and private efforts to end discrimination in employment, rededicate itself to affirmative action and fair employment practices at all levels of the church, and protest against political movements and leaders seeking to end affirmative action as expressed in 1994 General Convention Resolution D-136 (attached); and be it further

Resolved, That the Presiding Bishop send a letter with this resolution to President Clinton and to the leadership of the Senate and House of Representatives and to all Episcopal members of Congress and State Governors to urge their continued support for public policies that have done much to reduce discrimination in our society and that are still needed.

Policy support for Attachments 10-12, 20

Resolution Number: 2006-C018
Title: Recognize Global Warming and Reaffirm Church's Environmental Responsibility
Legislative Action Taken: Concurred as Amended
Final Text:

Resolved, That the 75th General Convention of The Episcopal Church recognize that the use of fossil fuels harms air quality and public health and is contributing to changes in the global climate that threaten the lives and livelihoods of our neighbors around the world; and be it further

Resolved, That the Convention affirm that our Christian response to global warming is a deeply moral and spiritual issue; and be it further

Resolved, That the Convention reaffirm Resolution 1991–A195, adopted by the 70th General Convention, declaring that Christian Stewardship of God's created environment, in harmony with our respect for human dignity, requires response from the Church of the highest urgency; and be it further

Resolved, That the Convention reaffirm Resolution 2000–D022 (MDGs and the ONE Episcopalian Campaign), adopted by the 73rd General Convention, encouraging all members, congregations, dioceses, and other church institutions to use environmentally safe and sustainable energy sources; and be it further

Resolved, That the Convention acknowledge with praise and appreciation the work of Interfaith Power and Light, a non-profit initiative that helps congregations, religious institutions and others work for a more just, sustainable and healthier Creation (website of Interfaith Power and Light – www.theregenerationproject.org); and be it further

Resolved, That the Convention encourage all members, congregations, dioceses, and other church institutions to consider prayerfully whether to partner with Interfaith Power and Light by incorporating respect and care for Creation into programs of worship and education, by reducing energy use through conservation and increased efficiency, and by replacing consumption of fossil fuels with energy from renewable resources.

Citation: General Convention, *Journal of the General Convention of...The Episcopal Church, Columbus, 2006* (New York: General Convention, 2007), pp. 484-485.

Policy support for Attachments 11 and 24

Resolution Number: 1991-D041
Title: Implement 1988 Lambeth Resolution No.040 on the Environment
Legislative Action Taken: Concurred As Submitted
Final Text:

Resolved, the House of Bishops concurring, **That this 70th General Convention call for the implementation in this Church of Resolution #040 of the 1988 Lambeth Conference which states:**

"This Conference:

1. identifies four inter-related areas in which the misuse of people or resources poses a threat to the life system of the planet, namely,

a. unjust distribution of the world's wealth

b. social injustice within nations

c. the rise of militarism

d. irreversible damage to the environment

and therefore:

2. calls upon each Province and Diocese to devise a program of study, reflection and action in which the following elements should play a part:

a. as a matter of urgency, the giving of information to our people of what is happening to our stewardship of God's earth for the care of our neighbors as a necessary part of Christian discipleship and a Christian contribution to citizenship;

b. actively to support by public statement and in private dialogue, the engagement of governments, transnational corporations, management and labor in an examination of what their decisions are doing to our people, and our land, air and water;

c. the opposition to the increase in the arms trade; questioning both excessive expenditure of scarce resources on weapons and trade policies which look upon arms sales as a legitimate source of increased export revenue;

d. the encouragement of Christians to re-examine the currently accepted economic policies which operate to the disadvantage of those with less bargaining power at every level from international to personal, and to use God's gifts of technology for the benefit of all;

e. the critical examination of the exercise of power, first within congregations and all other church bodies, and then in secular institutions which affect the lives of all. Insofar as the aim is to achieve a just and sustainable society world-wide, priority must be given to those modes which nurture people's gifts and evoke responsible participation rather than those which dominate and exclude;

3.a. commends, in general, the participation by every Province in the WCC's program for "Justice, Peace and the Integrity of Creation,"

b. urges churches, congregations and individual Christians to actively support all other agencies which share this urgent concern. In particular we commend a widespread study of the United Nations' report, "Our Common Future," and a participation by church bodies in the local responses it requires;

c. recommends that, in view of the resolutions passed by ACC-7, information concerning local needs and initiatives be shared throughout Provinces, possibly by extending the terms of reference for the existing Peace and Justice Network;

d. encourages people everywhere to make changes, personal and corporate, in their attitudes and life styles, recognizing that the wholeness of living requires a right relationship with God, one's neighbor and creation."

Citation: General Convention, *Journal of the General Convention of...The Episcopal Church, Phoenix, 1991* (New York: General Convention, 1992), p. 366.

Policy support for Attachment 22

Resolution Number: 1994-A044
Title: Adopt Environmentally Sound Practices at Church Meetings
Legislative Action Taken: Concurred As Amended
Final Text:

Resolved, the House of Bishops concurring, **That the Episcopal Church adopt practical, environmentally sound and energy-efficient lifestyle behaviors that discourage wasteful consumption and encourage the recycling of material resources; and be it further**

Resolved, **That all future General Conventions of the Episcopal Church be models of the stewardship of God's Creation, and that the General Convention Office and the Planning and Arrangements Committee be directed to implement the following actions:**

1. **Provide recycling centers for newspapers, office paper, computer paper, aluminum cans, glass and plastics;**
2. **Use pottery or glassware instead of plastic or paper cups when possible;**
3. **Photocopy both sides of papers distributed to deputies;**
4. **Use recycled papers, non-toxic dyes and/or appropriate technologies for printing;**

and be it further

Resolved, **That, if necessary, registration fees be increased to cover any additional cost incurred to implement these changes; and be it further**

Resolved, **That the Executive Council implement these changes and other environmentally responsible actions at the Episcopal Church Center and any conference it sponsors to reflect (and model) a commitment and desire to restore God's Creation to wholeness; and be it further**

Resolved, **That all dioceses and provinces be strongly urged to take corresponding actions.**

Citation: General Convention, *Journal of the General Convention of...The Episcopal Church, Indianapolis, 1994* (New York: General Convention, 1995), pp. 352-53.

Policy support for Attachment 23

Resolution: **A045 (2009)**
Title: **Restricting use of Bottled Water, Energy and Water Conservation**
Topic: **Environment**
Committee: **09 - National and International Concerns**
House of Initial Action: **Deputies**
Proposer: **Standing Commission on Anglican and International Peace with Justice Concerns**

Resolved, the House of Bishops concurring, That the 76th General Convention ask the Church to restrict the use of bottled water at General Convention and at other Church-sponsored activities where safe, because of the extreme negative environmental impact that attends its production; and be it further

Resolved, That every baptized Christian be encouraged to practice simple energy and water conservation techniques so that, by working together, we may restore the beauty of God's creation and ensure that this resource may again be available to all God's children in abundance.

Policy support for Attachments 30 and 31

Resolution: **B009 (2009)**
Title: **Regulation and the Financial Crisis**
Topic: **Justice**
Committee: **09 - National and International Concerns**
House of Initial Action: **Deputies**
Proposer: **The Rt. Rev. V. Gene Robinson**

Resolved, the House of Bishops concurring, That the 76th General Convention support comprehensive government regulations over economic transactions in the financial and banking sectors, particularly to prevent practices that negatively impact moderate and low income people.

EXPLANATION

Since the 1980s the United States has been deregulating corporations and has often relaxed enforcement of legislation meant to protect consumers, workers and the environment. Recent administrations have also reduced regulatory agency funding, personnel and resources, making enforcement of existing legislation difficult if not impossible.

There is general agreement that government deregulation of the financial industry is largely responsible for the fiscal crisis of 2008-09. For example, lending institutions engaged in abusive and even fraudulent practices in the sub-prime mortgage market and exploited many low and moderate income families who actually qualified for prime loans. They also made questionable loans to many who were ineligible or at best only marginally eligible. The banking crisis led to the devaluation of the nation's housing stock, a major loss of share values on the stock market, the virtual cessation of loans to businesses and families, the closing or scaling back of companies, a corresponding loss of jobs and income, and a significant loss of retirement savings.

Corporations have multiple stakeholders: the owners (stockholders), management, workers, consumers, the environment, and the larger community. The board of directors primarily represents the owners (stockholders). The other stakeholders are not officially represented on the board of directors and often no one within the corporation is charged specifically with safeguarding their interests. The government acts as the advocate of last resort through regulatory legislation to protect their concerns. Examples of this regulatory activity include paying a minimum wage, recognizing workers' rights to organize, monitoring product quality and safety, and environmental protections.

Every organization, precisely because it consists of fallible and fallen human beings, is

Attachment C

capable of and even prone to diverging from its original purpose as it strives for self-preservation.

Each human organization, including churches or religious communities, needs built-in mechanisms to help them remain faithful to their mission. These regulatory mechanisms can be from inside or outside the organization. A corporation or any other organization may easily lose its mission, its soul, the positive reasons that it was created, (such as meeting the needs of all its stakeholders,) and succumb to greed, power, and other temptations. Moreover, such a fall can create a negative atmosphere in this "corporate person" that affects everyone in the corporation. Because of the public purpose of the corporation and its licensing by the State, government bears an important role in monitoring the corporation for the common good.

Policy support for Attachments 24 and 35

Stewardship and Development: HB A156

Topic/Title: Environment: Sacred Acts for Sacred Water

Proposer: Executive Council Committee on Science, Technology and Faith

Resolved, the House of concurring, That the 76th General Convention of The Episcopal Church reaffirms Resolutions 1979-D029 (Give Priority to Educating Congregations on Energy and the Environment), 1988-D126 (Request a Statement of Policy and a Plan for Environmental Stewardship), 1991 D041 (Implement 1988 Lambeth Resolution No. 40 on the Environment), and 2003-D046 (Urge Stewardship of Water Resources), and 2003-D070 (Work for a Clean Water Policy); and be it further

Resolved, That the 76th General Convention encourages national Episcopal Church organizations, dioceses, congregations, and individual Episcopalians to study the theology of Creation and the place of water in Creation, including the entire cycle of water sourcing, storage and transport, use and wastewater treatment and disposal, and to study the ethical issues associated with individual, local, regional, national and international water-related decisions

Explanation:

Scripture teaches us that God made the waters as part of Creation. Throughout Scripture and in liturgical practice, water has had deeply understood sacramental roles culminating with the water of baptism.

Science and everyday experience confirm the description in the Scriptures of water as life-giving for all Creation. Millennium Development Goal #7 seeks to provide adequate supplies of life-giving water for all people. Within Creation water undergoes a cycle. Water flows from sources, is contained, distributed, sometimes purified, used and then collected and distributed for further purification before rejoining the flow. In our reality the water of Creation is the result of complicated combinations of the natural processes set in place by the evolution of Creation and by many human interventions. As the World's population grows, global and regional climates change, and the world society's increase in technological complexities and dependencies accelerates, water availability is changing and more sources of pollution are making water unfit for sustaining Creation, for liturgical purposes or for human consumption. Individuals, congregations, communities, regions and nations are being called upon to make difficult decisions related to interventions in the water cycle. Often the decisions are made without explicit reference to Creation or to theological or ethical considerations. This Resolution asks that The Episcopal Church share the theologically sound tools already developed in diocesan programs and develop and share new tools that individual Episcopalians and congregations can use to help evaluate proposed interventions.

Policy support for Attachments 33, 34, and 37

Resolution Number: 2000-A002
Title: Adopt Ethical Guidelines for International Economic Development
Legislative Action Taken: Concurred as Amended
Final Text:

Resolved, That the 73rd General Convention call upon the whole church at every level to adopt and implement the following Ethical Principles for International Economic Development:

- **Partnership.** The economic relationship promotes mutuality of benefits.
- **Respect.** Local peoples and realities are valued. For instance, a gift of rice should not be allowed to destroy the local economy's ability to produce rice.
- **Empowerment.** The economic relationship values mutuality of process. For instance, the developing nation's government, commercial leadership, labor, and civil institutions are engaged fully in the economic decision-making.
- **Oneness with creation.** The economic relationship displays sensitivity to, and responsibility for, the environment.
- **Distributive justice.** The economic impact of the relationship contributes to the well-being of a significant number of people and does not promote extreme inequities within the country.
- **People-centered development.** If development assistance is offered, the beneficiaries set priorities and conditions. Maximum use is made of local resources. Applied technologies are appropriate for the setting.

Citation: General Convention, *Journal of the General Convention of...The Episcopal Church, Denver, 2000* (New York: General Convention, 2001), p. 438.

Policy support for Attachment 34

Resolution Number: 1994-D020
Title: Advocate on Behalf of Human Rights in Burma
Legislative Action Taken: Concurred As Amended
Final Text:

Resolved, the House of Bishops concurring, That the 71st General Convention express its dismay at the continuing repression of the people of Burma, by the State Law and Order Restoration Council (SLORC) regime, denying the people the right to a democratic government as elected in 1989 and further deplores the ongoing detention of its democratically elected head of state, Aung San Suu Kyi, (Nobel Peace Laureate); and be it further

Resolved, That solutions to the problems confronting Burmese society include recognition of the human rights of its ethnic minorities, many of which include members of the Anglican Church, especially among the Karen people, thousands of whom have been displaced as refugees on the Thai border because of a civil war now approaching 46 years; and be it further

Resolved, That Church members and organizations work through such vehicles as the Public Policy Network and the Washington Office by making representation to the United States government to better promote democracy and human rights in Burma by strengthening economic sanctions and also call upon the Executive Council, through its Social Responsibility in Investments Committee, to address these concerns to US and non-US corporations in ECUSA's investment portfolio doing business in Burma; and be it further

Resolved, That we urge Church members to pray for the people of Burma.

Citation: General Convention, *Journal of the General Convention of...The Episcopal Church, Indianapolis, 1994* (New York: General Convention, 1995), p. 181.

Policy support for Attachment 36

Resolution: **C048 (2009)**
Title: **Support for Employment Non-Discrimination Act**
Topic: **Discrimination**
Committee: **09 - National and International Concerns**
House of Initial Action: **Deputies**
Proposer: **Diocese of Michigan**

Resolved, the House of Bishops concurring, that the 76th General Convention of The Episcopal Church support the extension of existing federal laws that prohibit employment discrimination to include discrimination because of sexual orientation or gender identity and expression along with those prohibitions based on race, gender, religion, national origin, age, and disability; and be it further

Resolved, that the Secretary of General Convention convey this resolution to appropriate congressional leaders and to the President of the United States.

EXPLANATION

Transgender, bisexual, lesbian and gay persons are at risk of discrimination and harassment in every area of life and in particular in seeking and maintaining employment.

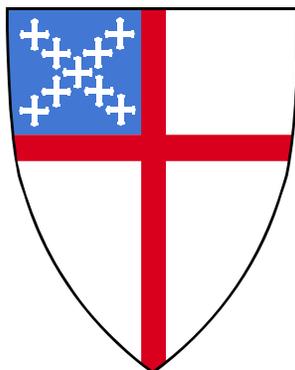
In most states, transgender, bisexual, lesbian, and gay employees are not protected by state statute from discrimination in employment.

Transgender children and youth are often rejected by their families, and thereby find themselves homeless and without economic support. Young and adult transsexual male-to-female individuals experience pervasive discrimination in employment. Many are reduced to turning to sex work for economic survival. They consequently are at risk for infectious disease, substance abuse, and assault up to and including murder.

The passage of ENDA is appropriate in light of the US Constitution's guarantees of equal protection and due process to all.

"We pray and work for the guidance of the people of this land, and of all the nations, in the ways of justice and peace; that we may honor one another and serve the common good." (BCP,

**Strategic Plan
for the Executive Council
and the Episcopal Church Center
2010-2012**



January 25, 2010

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Executive Summary

The Executive Council and the Episcopal Church Center are entities charged with implementing the vision and priorities of General Convention. This Strategic Plan is designed to guide the work of the Episcopal Church Center and Executive Council for the 2010-2012 triennium.

The plan was created by the Strategic Planning Committee, which was established by Executive Council 2009 CIM 040. Their work was guided by the mission priorities and resolutions of General Convention 2009, and by input from the Executive Council, the Presiding Bishop, the President of the House of Deputies, the Chief Operating Officer and staff of the Episcopal Church Center, the members of the CCABs for the 2010-2012 triennium, and over 6,700 respondents to a multilingual, churchwide survey.

Eight overarching goals were identified and then ranked in two broad areas: Governance for Mission, and Ministry for Mission.

GOVERNANCE FOR MISSION

- Goal 1. Communication & Identity
- Goal 2. Leadership
- Goal 3. Structure
- Goal 4. Stewardship

MINISTRY FOR MISSION

- Goal 1. Evangelism
- Goal 2. Multiculturalism
- Goal 3. Children, Youth & Young Adults
- Goal 4. Ministries of Compassion & Justice

Each goal is supported by strategies, recommended activities, assignments of responsibility, target dates for completion, and a few preliminary suggestions for potential resources and partners for Executive Council and the Episcopal Church Center.

This plan is meant to be a living document, revised annually, and its evolution over time is expected and encouraged. It was intentionally structured to allow room for additional strategies and activities as recommended by General Convention, CCABs, Executive Council committees, and Episcopal Church Center working groups.

Prayerfully submitted,

The Rt. Rev. David Alvarez, Diocese of Puerto Rico

The Rev. Canon Timothy Anderson, Diocese of Nebraska, Executive Council member, chairperson

The Rev. Paige Blair, Diocese of San Diego

Richard Briscoe, Diocese of West Tennessee, vice-chairperson

Jack Finlaw, Diocese of Colorado

The Rev. Canon Anthony Guillén, Latino/Hispanic Ministries Program Officer

The Rev. Christopher Johnson, Program Officer Social and Economic Justice

Bryan Krislock, Diocese of Spokane, Executive Council member

Sarah Lawton, Diocese of California, Diocese of Connecticut, and Executive Council member

The Rev. Suzanne Watson, Diocese of El Camino Real, secretary

The Most Rev. Katharine Jefferts Schori, Presiding Bishop, ex officio member

Dr. Bonnie Anderson, President of the House of Deputies, ex officio member

Introduction

On January 31, 2009, the Executive Council of the Episcopal Church adopted Resolution CIM-040 to create a Strategic Planning Committee to assist the Executive Council and the Episcopal Church Center in their capacities as entities charged with implementing the vision and priorities of General Convention.

In response to this resolution, the Presiding Bishop, the Most Rev. Katharine Jefferts Schori, and the President of the House of Deputies, Dr. Bonnie Anderson, jointly appointed the following individuals to the committee:

The Rt. Rev. David Alvarez
The Rev. Canon Timothy Anderson
The Rev. Paige Blair
Richard Briscoe
Jack Finlaw
The Rev. Canon Anthony Guillén
The Rev. Christopher Johnson
Bryan Krislock
Sarah Lawton
The Rev. Suzanne Watson

Additionally, Albert Mollegen, Jr., was appointed to serve through July 2009, and the committee expresses its thanks for his inspiration and initial input. Sarah Johnson from the Episcopal Church Center Office of Communication served as editor, and both Presiding Officers served as ex-officio committee members.

At the first Strategic Planning Committee meeting, which was held in New York City, May 27-29, 2009, the group met with the Presiding Bishop, the President of the House of Bishops (by phone), the Chief Operating Officer of the Episcopal Church Center, and several key Church Center staff to begin a situational analysis, to identify key sources of information for the strategic plan, and to develop a timeline.

When asked to share their hopes and desires with the committee, the Presiding Officers and Chief Operating Officer of the Episcopal Church Center were extremely generous with their time, and the committee is grateful for their openness and willingness to share. The stated priorities from these leaders include:

- Continued growth as a multicultural church, worshipping and serving in a variety of contexts, including encouragement at the congregational level to expand the gambit of “comfortable worship” experiences and to develop new modes of evangelism

- Continued growth in understanding ourselves as a people of mission, both globally and locally, including our continued role as voice and advocate for those on the margins and on behalf of non-human creation
- The Episcopal Church identity initiative
- Organizing for mission
- Growing the church, including “getting all on board,” innovation, children, youth, and young people, new audiences, integrating multiculturalism, leadership formation, reconciliation, focus on mission, outreach, and communication

The committee also conducted a survey, asking for input from clergy and laity as to their priorities for the future of the Episcopal Church. Church Center researcher Dr. Adair Lummis worked with the committee to develop a survey available in four languages that was distributed both online and in hardcopy. Over 6,700 completed surveys were received. A full report is available on the Episcopal Church Center website (<http://www.episcopalchurch.org/strategicplan>).

A clear majority of survey respondents identified the five most important goal areas as being (in descending order of importance):

1. Reaching Children, Youth, and Young Adults
2. Evangelism/Proclaiming the Good News of Christ
3. Worship, Music, and Liturgy
4. Leadership
5. Strengthening Congregations

When asked “how much effort” should be given to each of a list of various strategies to reach these goals, the majority of respondents indicated two strategies deserved “great effort”:

1. Focusing on God’s Mission as the Centerpiece of Our Church
2. Expanding Efforts to Reach Younger People

Other materials informing the committee included: a preliminary diocesan assessment report produced by Terry Parsons through the Episcopal Church Center; a report produced by Nielsen Buzz, which was shared with the committee by the Episcopal Church Center Office of Communication; and the ongoing Public Narrative Project (Resolution GC 2006-D043).

After reviewing these sources of information, the Strategic Planning Committee met again in August 2009. At that meeting the committee identified twelve broad goals, which were eventually narrowed to ten. The committee then divided itself into drafting groups to identify related strategies and activities that could be accomplished in the 2010-2012 triennium.

It was also decided in August that the Strategic Plan should support the mission priorities that had just been established at the 2009 General Convention:

1. Networking the Body of Christ
2. Alleviating Poverty and Injustice
3. Claiming Our Identity
4. Growing Congregations and Next Generations of Faith
5. Strengthening Governance and Foundations for Ministry

Subsequently, through conference calls and e-mail, the committee continued to revise the Strategic Plan. In an attempt to tighten its focus, the committee combined several goals, and each member prioritized the remaining goals based on the information received from the survey and from ongoing communication with the Presiding Officers and Chief Operating Officer of the Episcopal Church Center.

After considerable discussion, the committee decided to rank goals within two broad areas: "Governance for Mission" and "Ministry for Mission."

GOVERNANCE FOR MISSION

Goal 1: Communication and Identity – Clarify the mission, vision, and core values of the Episcopal Church and share them with our members and the public.

Goal 2: Leadership – Equip effective, dynamic, inspirational leaders to advance God's mission as revealed in Jesus Christ through the Episcopal Church in the 21st century.

Goal 3: Structure – Modify the governance and structures of the Episcopal Church to more effectively accomplish its mission, vision, and core values.

Goal 4: Stewardship – Create a culture of gratitude that leads us to generosity and a willingness to strive to safeguard the integrity of creation and to sustain and renew the life of the earth.

MINISTRY FOR MISSION

Goal 1: Evangelism – Transform people's lives through the Good News of God in Jesus Christ (includes Proclamation, Christian Formation, Congregational Vitality, and Liturgy and Music).

Goal 2: Multiculturalism – Embrace the gifts and address the challenges of being a church that calls us as Christians to celebrate the broad diversity we are meant to engage, including, but not limited to race, ethnicity, culture, language,

immigration status, age (generation), gender (and related orientation and identity issues), theological perspectives, and people living with disabilities.

Goal 3: Children, Youth, and Young Adults – Cultivate and nurture children, youth, and young adults to more fully engage the ministry and mission of the Episcopal Church.

Goal 4: Older Adult Ministries – To be intentional about including Older Adults into the full body of the ministry of the church.

Goal 5: Ministries of Compassion and Justice – Respond to our call to be in joint discipleship with Christ through meeting human needs with loving service and seeking to transform unjust structures of society.

After completing the draft plan, the committee submitted it for review by the Presiding Officers and Chief Operating Officer of the Episcopal Church Center. The committee presented the draft plan to Executive Council at its October 2009 meeting for review and input. The plan was then shared with CCAB members at their November 2009 meeting. The CCABs embraced the draft plan and gave the Strategic Planning Committee extensive feedback to guide further revisions and develop the final plan.

Following a final drafting session in January 2010, during which the input from the CCABs and others was incorporated, the Strategic Planning Committee is now submitting the plan for approval by the Executive Council. The work of CIM-040 is completed. Implementation will be undertaken by the Executive Council and the Episcopal Church Center.

It is recommended that the Executive Council and the Episcopal Church Center track progress per the timeline included in the plan. A new Strategic Planning Committee is mandated by General Convention resolution 2009-A061, and that new committee will be tasked with annually reviewing, updating, and extending the plan so that it remains a living document.

Strategic Plan

Presented by CIM-040 Task Force to Assist the Executive Council and the Episcopal Church Center in Their Capacities as Entities Charged with Implementing the Vision and Priorities of General Convention

GOVERNANCE FOR MISSION			
GOAL 1: Communication and Identity – Clarify the mission, vision, and core values of the Episcopal Church and share them with our members and the public ...			
STRATEGY G1.1: ... by improving internal communication between the Executive Council, the Episcopal Church Center, CCABs, provinces, and dioceses.			
General Convention Priorities: (1) Networking the Body of Christ; (3) Claiming Our Identity; (5) Strengthening Governance and Foundations for Ministry			
Activities	Primary Responsibility	Potential Partners	Target Implementation
ACTIVITY G1.1.1: Encourage participation in online meetings.	Episcopal Church Center		2010
ACTIVITY G1.1.2: Purchase a subscription for online meeting software for use by CCABs, Executive Council, and Episcopal Church Center staff.	Executive Council		2010
ACTIVITY G1.1.3: Ensure that all Church Center staff and volunteers with whom they need to communicate have access to a webcam and are trained in webcam use.	Episcopal Church Center		2010
ACTIVITY G1.1.4: Develop a best-practices manual for online meetings to share with Episcopal Church Center staff, CCABs, dioceses, congregations, and networks.	Executive Council		2010
ACTIVITY G1.1.5: Train all committee chairs (or designees) and Episcopal Church Center staff to initiate and host online meetings.	Executive Council		2010
ACTIVITY G1.1.6: Hold a staff-wide online meeting once a quarter.	Episcopal Church Center		2010
ACTIVITY G1.1.7: Develop an interactive website for CCABs.	Executive Council		2010

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STRATEGY G1.2: ... by improving communication between Executive Council and Episcopal Church Center staff.			
Activities	Primary Responsibility	Potential Partners	Target Implementation
ACTIVITY G1.2.1: Assign each program area to a committee of Executive Council.	Executive Council		2010
ACTIVITY G1.2.2: Distribute assignments to all members of Executive Council and Episcopal Church Center staff.	Executive Council		2010
ACTIVITY G1.2.3: Develop Intranet for Executive Council members and Episcopal Church Center staff.	Executive Council		2010
ACTIVITY G1.2.4: Develop a way of disseminating fortnightly staff reports without overburdening Episcopal Church Center staff.	Episcopal Church Center		2010
STRATEGY G1.3: ... by developing a relational database (a user-friendly database that groups data into "clumps" of organized data using common attributes) for use by the Episcopal Church Center.			
Activities	Primary Responsibility	Potential Partners	Target Implementation
ACTIVITY G1.3.1: Research options for a relational database for all Episcopal Church constituents and leaders for use by the Episcopal Church Center.	Episcopal Church Center	Board for Transition Ministry	2010
ACTIVITY G1.3.2: Present options for the transition to the Executive Council within one year, with a funding request attached.	Episcopal Church Center		2010
STRATEGY G1.4: ... by developing an Episcopal "brand."			
Activities	Primary Responsibility	Potential Partners	Target Implementation
ACTIVITY G1.4.1: Gather information from leaders, staff, and members about what they think it means to be an Episcopalian.	Episcopal Church Center	Committee on the Status of Women; Standing Commission on Liturgy and Music	2010
ACTIVITY G1.4.2: Research current opportunities for the Episcopal brand, specifically Nielsen and other market research reports.	Episcopal Church Center		2010
ACTIVITY G1.4.3: Develop a brand identity statement and style manual for possible use churchwide, including an Anglican identity and ethos in our brand.	Episcopal Church Center		2011

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ACTIVITY G1.4.4: Promote the use of the Episcopal Church website templates, which are available to dioceses and congregations.	Episcopal Church Center		2012
ACTIVITY G1.4.5: Post resources and style manual on the website and distribute to Episcopal Church Center staff, dioceses, and congregations.	Episcopal Church Center		2011
ACTIVITY G1.4.6: Communicate our greening efforts as a part of the marketing strategy.	Episcopal Church Center		2012
STRATEGY G1.5: ... by embracing our Anglican identity in the context of the Episcopal Church.			
Activities	Primary Responsibility	Potential Partners	Target Implementation
ACTIVITY G1.5.1: Continue to engage in analysis and conversation about the Anglican Covenant.	Executive Council		2010-2012
STRATEGY G1.6: ...by catalyzing a churchwide discussion about the (re)definition of the mission, vision, and core values of the Episcopal Church in the 21st century.			
Activities	Primary Responsibility	Potential Partners	Target Implementation
ACTIVITY G1.6.1: Create a subcommittee of Executive Council to focus on mission, vision, and core values.	Executive Council		2010-2012

GOVERNANCE FOR MISSION			
GOAL 2: Leadership – Equip effective, dynamic, inspirational leaders to advance God’s mission as revealed in Jesus Christ through the Episcopal Church in the 21st century ...			
STRATEGY G2.1: ... by developing clergy equipped for 21st century ministry.			
General Convention Priorities: (5) Strengthening Governance and Foundations for Ministry			
Activities	Primary Responsibility	Potential Partners	Target Implementation
ACTIVITY G2.1.1: Review and revise transitional ministry process to ensure that clergy placement is effective for 21st century ministry.	Episcopal Church Center	“Called to Serve” survey; Committee on Indigenous Ministries; Board for Transition Ministry	2010-2012
ACTIVITY G2.1.2: Develop written guidelines to ensure consistency in the discernment process and present to the Episcopal Church via resolution at General Convention 2012.	Executive Council	Standing Commission on Ministry Development	2010-2012
ACTIVITY G2.1.3: Gather and disseminate best practices for alternative paths to ordination.	Episcopal Church Center	Standing Commission for Small Congregations; Standing Commission on Ministry Development; Living Stones; Board for Transition Ministry, dioceses actively engaged in alternative paths and structures	2010-2012
ACTIVITY G2.1.4: Develop a strategy to address challenges inherent with seminarians, such as high cost of seminary education and seminarian debt.	Executive Council	Church Pension Fund; Society for the Increase of the Ministry; Standing Commission on Ministry Development; Board for Transition Ministry	2010-2012
ACTIVITY G2.1.5: Review and incorporate 21st century leadership characteristics as identified by futurist studies.	Episcopal Church Center	Consortium for Endowed Episcopal Parishes; Institute for the Future (Palo Alto), Board for Transition Ministry	2010-2012
ACTIVITY G2.1.6: Develop guidelines and identify best practices for the formation, education, and evaluation of ordained ministers.	Executive Council	Standing Commission on Ministry Development; “Called to Serve” survey; Standing Commission on Liturgy and Music; Board for	2010-2012

Strategic Plan for the Executive Council and the Episcopal Church Center, 2010-2012

		Transition Ministry	
STRATEGY G2.2: ... by developing a core of lay leaders equipped for 21st century ministry who are prepared to train other leaders.			
Activities	Primary Responsibility	Potential Partners	Target Implementation
ACTIVITY G2.2.1: Collect and disseminate best practices for lay leadership development from congregations and dioceses, both Episcopal and ecumenical.	Episcopal Church Center	Episcopal Church Foundation; Standing Commission on Liturgy and Music; Board for Transition Ministry; provincial leadership; diocesan staff	2010-2012
ACTIVITY G2.2.2: Provide leadership training in ecumenical and interreligious relationships, including networking with others in the Anglican Communion and emphasizing environmental stewardship.	Episcopal Church Center	Standing Commission on Liturgy and Music; Board for Transition Ministry	2010-2012
ACTIVITY G2.2.3: Establish a college for lay leadership, similar to the college for bishops.	Episcopal Church Center	Board for Transition Ministry	2010-2012
ACTIVITY G2.2.4: Research needs, gender differences, and disparities that affect women's opportunities to maximize their effectiveness as lay leaders.	Episcopal Church Center	Committee on the Status of Women	2010-2012

GOVERNANCE FOR MISSION			
GOAL 3: Structure – Modify the governance and structures of the Episcopal Church to more effectively accomplish its mission, vision, and core values ...			
STRATEGY G3.1: ... by improving the openness and transparency of the Executive Council's decision-making process.			
General Convention Priorities: (5) Strengthening Governance and Foundations for Ministry			
Activities	Primary Responsibility	Potential Partners	Target Implementation
ACTIVITY G3.1.1: Before Executive Council meetings, post agenda in advance to provide opportunity for online public input for resolutions to be considered.	Executive Council		2010-2012
ACTIVITY G3.1.2: Provide an online form for members to suggest resolutions or topics for consideration by the Executive Council committees.	Executive Council		2010-2012
STRATEGY G3.2: ... by creating a collaborative, goal-focused, decision-making process for Episcopal Church Center staff and leadership of the Episcopal Church.			
Activities	Primary Responsibility	Potential Partners	Target Implementation
ACTIVITY G3.2.1: Encourage Episcopal Church Center staff to use a standard goal-setting and review process (e.g., performance management evaluation tool) for the purpose of implementing and monitoring progress toward the Strategic Plan and Episcopal Church goals as defined by passed and funded General Convention resolutions.	Episcopal Church Center		2010-2012
ACTIVITY G3.2.2: Review progress of the Strategic Plan at least annually.	Executive Council		2010-2012

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STRATEGY G3.3: ... by improving communication between Executive Council, CCABs and Episcopal Church Center staff.			
Activities	Primary Responsibility	Potential Partners	Target Implementation
ACTIVITY G3.3.1: Clarify the existing CCAB reporting structures and ensure that all Executive Council CCAB Liaisons Reports are published online and made available to all members of the Episcopal Church.	Executive Council		2010
ACTIVITY G3.3.2: Assign each program area to a committee of Executive Council.	Executive Council		2010
ACTIVITY G3.3.3: Create in one document (possibly the Strategic Plan) all major projects/focus of work of CCABs, Executive Council committees, and Episcopal Church Center areas, and distribute churchwide.	Executive Council		2010-2012
STRATEGY G3.4: ... by implementing regular training and formation by the Presiding Officers for new members of Executive Council and CCABs			
Activities	Primary Responsibility	Potential Partners	Target Implementation
ACTIVITY G3.4.1: Provide an orientation of the roles, responsibilities, and communication links between CCABs, Executive Council, and the Episcopal Church Center, including an organizational diagram.	Executive Council		2010
ACTIVITY G3.4.2: Train new members to use the communication tools available from the Episcopal Church Center and help them develop a process for soliciting input from church members about their work.	Executive Council		2010

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STRATEGY G3.5: ... by conducting a regular review by Executive Council of the successes and failures of implementing the Strategic Plan.			
Activities	Primary Responsibility	Potential Partners	Target Implementation
ACTIVITY G3.5.1: Produce an annual report on implementation of the Strategic Plan.	Executive Council	Strategic Planning Committee (as specified by GC 2009 A061)	2010-2012
ACTIVITY G3.5.2: Establish regular opportunities for church membership to provide feedback on the Strategic Plan.	Executive Council	Strategic Planning Committee	2010-2012
ACTIVITY G3.5.3: Submit annual revisions of the Strategic Plan to Executive Council.	Executive Council	Strategic Planning Committee	2010-2012
ACTIVITY G3.5.4: Submit a report to each General Convention on the triennial progress of implementing the Strategic Plan.	Executive Council	Strategic Planning Committee	2012
STRATEGY G3.6: ... by ensuring that the structure of the Episcopal Church is effective, efficient, and responsive to the church's mission, vision, and core values.			
Activities	Primary Responsibility	Potential Partners	Target Implementation
ACTIVITY G3.6.1: Regularly review and propose appropriate changes to the organizational structures of the Episcopal Church.	Executive Council	Standing Commission on the Structure of the Church; Standing Commission on Mission and Evangelism; General Convention resolutions	2010-2012

GOVERNANCE FOR MISSION			
GOAL 4: Stewardship – Create a culture of gratitude that leads us to generosity and a willingness to strive to safeguard the integrity of creation and to sustain and renew the life of the earth ...			
STRATEGY G4.1: ... by transforming our “stewardship” language to be more reflective of our intent to create a culture of gratitude that leads us to generosity and translates across language and culture.			
General Convention Priorities: (1) Networking the Body of Christ; (5) Strengthening Governance and Foundations for Ministry			
Activities	Primary Responsibility	Potential Partners	Target Implementation
ACTIVITY G4.1.1: Catalyze or initiate the leadership of the church to join in a conversation around the formation and reformation of a theology of stewardship, so that people are engaged in an active response to all God has given.	Executive Council	Theology Committee of the House of Bishops; Standing Commission on Stewardship and Development; TENS; Episcopal Church Foundation; Episcopal Church Center; Standing Commission on Liturgy and Music	2010-2012
ACTIVITY G4.1.2: Create curriculum and other resources to help educate and develop a sense of gratitude and generosity with a multicultural/transcultural understanding reflected in these approaches.	Episcopal Church Center	Standing Commission on Stewardship and Development	2010-2012
STRATEGY G4.2: ... by promoting acts of gratitude and generosity throughout the church.			
Activities	Primary Responsibility	Potential Partners	Target Implementation
ACTIVITY G4.2.1: Explore the creation of a Development Office to coordinate all fundraising activities.	Executive Council		2010-2012
ACTIVITY G4.2.2: Gather best practices of promoting legacy giving and disseminate these to dioceses and congregations.	Episcopal Church Center	Episcopal Church Foundation; Episcopal Relief and Development	2010-2012
ACTIVITY G4.2.3: Encourage and assist dioceses and parishes in developing global partnerships.	Episcopal Church Center	Standing Commission on World Mission	2010-2012

STRATEGY G4.3: ... by understanding our facilities as a mission resource and encourage making green changes.			
Activities	Primary Responsibility	Potential Partners	Target Implementation
ACTIVITY G4.3.1: Help parishes to understand and realize their facilities as mission resources, including letting go of a facility if it is no longer part of mission.	Episcopal Church Center	Partners for Sacred Places; Episcopal Church Building Fund; Consortium for Endowed Episcopal Parishes	2010-2012
ACTIVITY G4.3.2: Educate all Episcopalians about environmentally appropriate improvements that can be made to our facilities, church, and homes.	Episcopal Church Center		2010-2012
ACTIVITY G4.3.3: Publicize efforts to green the church's headquarters in New York as a model for others to follow.	Episcopal Church Center		2010

MINISTRY FOR MISSION			
GOAL 1: Evangelism – Transform people’s lives through the Good News of God in Jesus Christ (includes Proclamation, Christian Formation, Congregational Vitality, and Liturgy and Music) ...			
STRATEGY M1.1: ... by assisting dioceses in increasing new church starts and worshipping communities, both traditional and non-traditional (e.g., emerging church, joint/collaborative ministries, and re-visioning existing congregations).			
General Convention Priorities: (1) Networking the Body of Christ ; (2) Alleviating Poverty and Injustice; (4) Growing Congregations and the Next Generations of Faith			
Activities	Primary Responsibility	Potential Partners	Target Implementation
ACTIVITY M1.1.1: Provide consultation and research to dioceses seeking to plant new churches and worshipping communities.	Episcopal Church Center	Committee on the Status of Women; Standing Commission on Mission and Evangelism; Standing Commission on the Structure of the Church	2010-2012
ACTIVITY M1.1.2: Annually review demographic and statistical trends for areas that are ripe for church plants and provide a report to the dioceses in which those areas are located.	Episcopal Church Center		2010-2012
ACTIVITY M1.1.3: Engage in dialog with other Christian denominations to identify best practices for church planting and opportunities for multi-denominational church plants.	Episcopal Church Center		2010-2012
ACTIVITY M1.1.4: Work with assessment tools to create a pool of successful church planters and redevelopers and publicize the availability of such tools and clergy.	Episcopal Church Center	Board for Transition Ministry	2010-2012
ACTIVITY M1.1.5: Develop resources and training programs for church planters.	Episcopal Church Center	Standing Commission on Liturgy and Music	2010-2012
ACTIVITY M1.1.6: Create a comprehensive training process, including a “boot camp” for pre-planting teams (including clergy and laypersons) and follow-up training events for plants in process.	Episcopal Church Center		2010-2012
ACTIVITY M1.1.7: Create a fund for support of diocesan and local church-planting efforts.	Episcopal Church Center		2010-2012
ACTIVITY M1.1.8: Create collaborative relationships with current emerging church movements, including those in other parts of the Anglican Communion and from our ecumenical partners.	Episcopal Church Center		2010-2012

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ACTIVITY M1.1.9: Create a canonical process to incorporate new faith community models into our existing structure.	Executive Council	Standing Commission on Mission and Evangelism; Standing Commission on the Structure of the Church	2010-2012
STRATEGY M1.2: ... by helping declining congregations grow.			
Activities	Primary Responsibility	Potential Partners	Target Implementation
ACTIVITY M1.2.1: Develop supplemental and mission-driven building uses for financial sustainability and local outreach.	Episcopal Church Center	Board for Transition Ministry; Church Building Fund, Partners in Sacred Spaces	2010-2012
ACTIVITY M1.2.2: Develop resources and materials that help congregations rediscover their core purposes.	Episcopal Church Center	Standing Commission on Liturgy and Music; Board for Transition Ministry	2010-2012
ACTIVITY M1.2.3: Identify and train diocesan and local facilitators to conduct congregational self-discoveries of resources and purpose.	Episcopal Church Center	Board for Transition Ministry	2010-2012
ACTIVITY M1.2.4: Engage in dialog with our ecumenical partners, especially other mainline denominations, to learn best practices in reversing congregational decline.	Episcopal Church Center	Board for Transition Ministry	2010-2012
ACTIVITY M1.2.5: Proactively work with the Episcopal Church's full communion partners to combine efforts to revitalize declining congregations.	Episcopal Church Center	Board for Transition Ministry	2010-2012
ACTIVITY M1.2.6: Assist congregations in reaching out by annually mailing/e-mailing the most current church demographic data to every congregation along with resources.	Episcopal Church Center		2010-2012
ACTIVITY M1.2.7: Develop a "Congregations That Work" forum/blog/site where people can share their successes, struggles, and resources.	Episcopal Church Center	Standing Commission on Liturgy and Music	2010-2012
ACTIVITY M1.2.8: Encourage the creation of "church labs" in every Episcopal province to experiment with and share new ideas for worship and ministry.	Executive Council	Committee on the Status of Women; Standing Commission on Liturgy and Music; provincial chairs	2010-2012
ACTIVITY M1.2.9: Create an online multimedia library of music and liturgy resources that reflect our multicultural goals.	Episcopal Church Center	Committee on the Status of Women; Standing Commission on Liturgy and Music	2010-2012
ACTIVITY M1.2.10: Provide information on alternative sources of funding for ministries (e.g., grants, loans, microloans, angel donors).	Episcopal Church Center		2010-2012

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ACTIVITY M1.2.11: Identify and share financial resources for continuing dioceses.	Episcopal Church Center		2010-2012
ACTIVITY M1.2.12: Engage in intentional evangelism by working with outside researchers to identify those most likely to worship in an Episcopal Church, and then create contextually appropriate advertising and communication tools to assist dioceses and congregations in reaching, welcoming, and incorporating them into the congregation.	Episcopal Church Center	Committee on the Status of Women; Standing Commission on Mission and Evangelism	2010-2012
STRATEGY M1.3: ... by assisting dioceses and congregations to form Episcopalians who are growing deeper in their faith throughout their lives (Christian Formation).			
Activities	Primary Responsibility	Potential Partners	Target Implementation
ACTIVITY M1.3.1: Provide transformational materials that support interesting and challenging participation, including maintaining and updating the Theological Education for All website.	Episcopal Church Center	Committee on the Status of Women; Standing Commission on Lifelong Christian Education and Formation	2010-2012
ACTIVITY M1.3.2: Support and promulgate the Charter for Lifelong Learning by developing supportive materials and distributing them to diocese and congregations.	Episcopal Church Center	Standing Commission on Lifelong Christian Education and Formation	2010-2012
ACTIVITY M1.3.3: Reexamine current Church Center programs, structures, and processes to make sure that they have the potential to promote transformation/lifelong Christian learning and faith formation.	Episcopal Church Center	Standing Commission on Lifelong Christian Education and Formation	2010-2012
ACTIVITY M1.3.4: Confer with seminaries on how our current Christian formation programs (e.g., EFM) will remain current, and collaborate on the next iteration so it will be more broadly available and effective.	Episcopal Church Center	Seminary Council of Deans; Standing Commission on Lifelong Christian Education and Formation	2010-2012
ACTIVITY M1.3.5: Continue to develop and disseminate liturgical and musical resources that transform and lead Episcopalians to develop a deeper faith.	Executive Council	Standing Commission on Liturgy and Music; Committee on the Status of Women	2010-2012
ACTIVITY M1.3.6: Support creative approaches to teaching and promulgating Anglican theology and spirituality (scripture, tradition, and reason).	Episcopal Church Center	Standing Commission on Lifelong Christian Education and Formation; Committee on the Status of Women	2010-2012
ACTIVITY M1.3.7: Create a website for networking and sharing creative/innovative experiential formation opportunities across all ages.	Episcopal Church Center	Standing Commission on Lifelong Christian Education; Committee on the Status of Women	2010-2012

MINISTRY FOR MISSION			
GOAL 2: Multiculturalism – Embrace the gifts and address the challenges of being a church that calls us as Christians to celebrate the broad diversity we are meant to engage, including, but not limited to race, ethnicity, culture, language, immigration status, age (generation), gender (and related orientation and identity issues), theological perspectives, and people living with disabilities ...			
STRATEGY M2.1: ... by ensuring that the vision for the future of the Episcopal Church includes the voices of and input from our rich diversity, <u>especially historically underrepresented and non-dominant groups of the categories in GC2009-D032¹.</u>			
General Convention Priorities: (1) Networking the Body of Christ; (3) Claiming Our Identity; (4) Growing Congregations and Next Generations of Faith			
Activities	Primary Responsibility	Potential Partners	Target Implementation
ACTIVITY M2.1.1: Support strategic visioning and prioritizing that enhances our <u>diverse and various cultures and ethnicities including, but not limited to, sexual orientation and identity.</u>	Episcopal Church Center		2010-2012
ACTIVITY M2.1.2: Ensure that all CCABs include a substantial number of historically underrepresented and non-dominant groups.	Executive Council		2010-2012
ACTIVITY M2.1.3: Ensure that the Episcopal Church Center staff is composed of a substantial number of historically underrepresented and non-dominant groups.	Episcopal Church Center		2010-2012
ACTIVITY M2.1.4: Increase non-U.S. diocesan representatives and voices on visioning and decision-making bodies of the Episcopal Church.	Executive Council		2010-2012
ACTIVITY M2.1.5: Provide translators and translation of materials as defined by resolution GC 2003-C029.	Episcopal Church Center		2010-2012
STRATEGY M2.2: ... by living out the Episcopal Church's commitment to racial reconciliation and restorative justice through a process of truth and reconciliation that examines the Episcopal Church's complicity in institutions of racism and oppression, such as the slave trade. (See Resolutions 2009-A143 and 2009-A144.)			
Activities	Primary Responsibility	Potential Partners	Target Implementation

¹ Race, color, sex, national origin, age, familial status, disability, sexual orientation, gender identity, and gender expression

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ACTIVITY M2.2.1: Ensure the Episcopal Church's accountability for churchwide promotion of anti-racism resolutions and processes.	Episcopal Church Center	Anti-Racism Committee	2010-2012
ACTIVITY M2.2.2: Coordinate anti-racism work with dioceses and institutions that may be willing to take a leadership role in this work by providing direction, process, and educational materials.	Episcopal Church Center	Anti-Racism Committee; Union of Black Episcopalians	2010-2012
ACTIVITY M2.2.3: Gather information on diocesan activities and report on findings and recommendations to the Standing Commission on National Concerns and the 77th General Convention.	Episcopal Church Center	Anti-Racism Committee	2010-2012
ACTIVITY M2.2.4: Collaborate with our ecumenical partners to advance our goals for multiculturalism.	Episcopal Church Center		2010-2012
STRATEGY M2.3: ... by implementing the Strategic Vision for Reaching Latinos/Hispanics (Resolution GC 2009-D038).			
Activities	Primary Responsibility	Potential Partners	Target Implementation
ACTIVITY M2.3.1: Work with the Episcopal seminaries and other theological educational institutions and with diocesan commissions on ministry to collect, develop, publish, and disseminate resources to educate clergy and lay leaders in Latino/Latina/Hispanic spirituality, worship, culture, and language.	Episcopal Church Center	Standing Commission on Liturgy and Music; Committee on Indigenous Ministries; Board for Transition Ministry; Standing Commission on Ministry Development	2010-2012
ACTIVITY M2.3.2: Call and organize a conference of educators working in the Episcopal Church and with our ecumenical partners to share best practices and develop a unified strategy to educate and form clergy and lay leaders in Latino/Latina/Hispanic spirituality, worship, culture, and language.	Episcopal Church Center		2010-2012
ACTIVITY M2.3.3: Raise funds to aid in the implementation of the Strategic Vision for Reaching Latino/Latina/Hispanic.	Episcopal Church Center		2010-2012
ACTIVITY M2.3.4: Develop networks and media resources to aid in the Target Implementation of the Strategic Vision for Reaching Latino/Latina/Hispanic.	Episcopal Church Center		2010-2012
ACTIVITY M2.3.5: Collect and develop resources and post a downloadable primer on the Episcopal Church Center website outlining best practices for reaching Latino/Latina/Hispanic, and distribute the primer to dioceses and congregations whose mission fields include	Episcopal Church Center		2010-2012

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suitable demographics.			
ACTIVITY M2.3.6: Collect and develop resources and post downloadable stewardship materials appropriate for Latino/Latina/Hispanic contexts, and distribute the materials to dioceses and congregations whose mission fields include suitable demographics.	Episcopal Church Center		2010-2012
ACTIVITY M2.3.7: Collect and develop resources and post downloadable faith formation materials appropriate for Latino/Latina/Hispanic contexts, including a reception and Episcopal identity curriculum and a lay leadership curriculum. Distribute these materials to dioceses and congregations whose mission fields include suitable demographics.	Episcopal Church Center		2010-2012
ACTIVITY M2.3.8: Provide the "MissionInsite" demographic tool to dioceses and congregations, and train them in its use to help them develop a Latino/Latina/Hispanic ministry model that is appropriate in their local contexts.	Episcopal Church Center		2010-2012

MINISTRY FOR MISSION			
GOAL 3: Children, Youth, and Young Adults – Cultivate and nurture children, youth, and young adults to more fully engage the ministry and mission of the Episcopal Church.			
STRATEGY M3.1: ... by forming children, youth, and young adults to be active members and leaders in the church for today and tomorrow.			
General Convention Priorities: (3) Claiming Our Identity; (4) Growing Congregations and Next Generations of Faith			
Activities	Primary Responsibility	Potential Partners	Target Implementation
ACTIVITY M3.1.1: Establish a working group to study and further children, youth, and young adult formation with an awareness of age-appropriate formational realities.	Episcopal Church Center	Standing Commission on Lifelong Christian Education and Formation; Committee on Indigenous Ministries	2010
ACTIVITY M3.1.2: Identify and form individuals gifted in these ministries through an online/distance education program (college for lay leadership) for youth, young adult, and children's ministry in collaboration with seminaries offering youth ministry programs.	Episcopal Church Center	Standing Commission on Lifelong Christian Education and Formation	2010-2012
ACTIVITY M3.1.3: Initiate theological study around confirmation and its role in the church as our understanding of this sacrament continues to evolve.	Episcopal Church Center	Standing Commission on Lifelong Christian Education and Formation; Standing Commission on Liturgy and Music	2013
ACTIVITY M3.1.4: Work with camping ministries to develop best practices and think strategically around camping, especially as outlined in 2009 resolutions (B003, C075).	Episcopal Church Center	Standing Commission on Lifelong Christian Education and Formation	2010-2012
ACTIVITY M3.1.5: Link current programs, events, and resources to the Episcopal Church's priorities and goals as defined by General Convention funded resolutions.	Episcopal Church Center	Standing Commission on Lifelong Christian Education and Formation	2010
ACTIVITY M3.1.6: Increase opportunity for youth to serve, with voice and vote, on the various boards and councils of the church.	Executive Council		2010-2012
STRATEGY M3.2: ... by providing educational and spiritual support to children, youth, and young adults, particularly training in evangelism, multiculturalism, and stewardship.			
Activities	Primary Responsibility	Potential Partners	Target Implementation
ACTIVITY M3.2.1: Develop resources and curricula to support the goals defined by this objective.	Episcopal Church Center	Committee on the Status of Women	2010-2012

MINISTRY FOR MISSION			
Goal 4: Older Adult Ministries – To be intentional about including Older Adults into the full body of the ministry of the church.			
STRATEGY M4.1: ... by identifying and distributing best practices which encourage ministry by with and for older adults.			
<u>Activities</u>	<u>Primary Responsibility</u>	<u>Potential Partners</u>	<u>Target Implementation</u>
ACTIVITY M4.1.1 Liaison with the Task Force on Senior Ministries to develop a comprehensive plan on ministry by, with, and for seniors.	Episcopal Church Center	Task Force on Senior Ministries	2010-2012

MINISTRY FOR MISSION			
GOAL 5: Ministries of Compassion and Justice – Respond to our call to be in joint discipleship with Christ through meeting human needs with loving service and seeking to transform unjust structures of society ...			
STRATEGY M5.1: ... by marshalling and deploying the resources of the Episcopal Church.			
General Convention Priorities: (1) Networking the Body of Christ; (2) Alleviating Poverty and Injustice			
Activities	Primary Responsibility	Potential Partners	Target Implementation
ACTIVITY M5.1.1: Affirm the Office of Government Relations (OGR) commitment to acting upon the resolutions commended to its attention and care.	Episcopal Church Center		2010-2012
ACTIVITY M5.1.2: Affirm the importance of the Episcopal Public Policy Network (EPPN) in sharing actions churchwide and support it in doing so.	Episcopal Church Center		2010-2012
ACTIVITY M5.1.3: Continue to support internship programs for young adults (e.g., Micah Project in MA, Alternate Break, Young Adult Service Corps, and Resurrection House in Omaha).	Episcopal Church Center		2010-2012
ACTIVITY M5.1.4: Continue to collect, research, and commend to the church theological and ethical resources around the imperatives of Matthew 25 and advocate for the transformation of unjust social structures.	Episcopal Church Center		2010-2012
ACTIVITY M5.1.5: Continue to collaborate with our Anglican, ecumenical and interreligious partners to leverage our resources to carry out all of these strategies.	Episcopal Church Center		2010-2012
ACTIVITY M5.1.6: Create and disseminate resources that reflect the churchwide work of ministries of compassion and justice with an emphasis on networking.	Episcopal Church Center	Standing Commission on World Mission	2010-2012

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STRATEGY M5.2: ... by elevating the awareness of poverty alleviation throughout the Episcopal Church.			
Activities	Primary Responsibility	Potential Partners	Target Implementation
ACTIVITY M5.2.1: Convene and fund development of Native American/Indigenous People poverty alleviation initiative.	Episcopal Church Center	Committee on Indigenous Ministries	2010-2012
ACTIVITY M5.2.2: Implement and communicate the results of the Domestic Poverty program.	Episcopal Church Center		2010-2012
ACTIVITY M5.2.3: Implement and communicate the results of the Episcopal Church's contribution toward meeting the Millennium Development Goals (MDGs).	Executive Council		2010-2012
ACTIVITY M5.2.4: Develop a means to track local response to human needs (such as congregational and diocesan outreach programs, Jubilee Centers, Episcopal Community Services, other institutions and social agencies of the Episcopal Church) so we can fully recognize and communicate the impact of the ministries of compassion and justice of the Episcopal Church.	Executive Council		2010-2012
ACTIVITY M5.2.5: Ensure at least 0.7% of the Episcopal Church budget goes to support the Millennium Development Goals.	Executive Council		2010-2012
ACTIVITY M5.2.6: Add a check box and amount line on the parochial report to gather MDG information about participation at 0.7% at all levels of the church, and to assess the total impact of our church's MDG work.	Episcopal Church Center	Committee on the Structure of the Church	2010-2012
ACTIVITY M5.2.7: Identify and share various acts of compassion on a diocesan and congregational level so that other dioceses and congregations may be inspired and informed to further their own exploration of these possibilities.	Episcopal Church Center		2010-2012
ACTIVITY M5.2.8: Continue to work with Anglican Communion partners to achieve the Millennium Development Goals.	Episcopal Church Center	Standing Commission on World Mission	2010-2012
ACTIVITY M5.2.9: Collaborate with our ecumenical and interreligious partners to leverage our resources to achieve all of these objectives.	Episcopal Church Center	Standing Commission on World Mission	2010-2012