



BUDGET
2013 – 2015
THE EPISCOPAL CHURCH

Adopted by General Convention, July 11, 2012

The Joint Standing Committee on Program, Budget and Finance

July 10, 2012

The Budget adopted by the 77th General Convention of The Episcopal Church meeting in Indianapolis, Indiana, is structured around the Five Marks of Mission of the Anglican Communion as directed by the 76th General Convention. Those marks are:

1. To proclaim the Good News of the Kingdom.
2. To teach, baptize and nurture new believers.
3. To respond to human need by loving service.
4. To seek to transform unjust structures of society.
5. To strive to safeguard the integrity of creation and sustain and renew the life of the earth.

In addition, the Budget encompasses the administration and governance of the church. PB&F believes that structuring the budget in this way is a major advance, understanding, at the same time, that for many the budget does not go far enough in describing how expenditures in governance and administration actually advance the Five Marks of Mission.

PB&F also understands that all elements of the budget, including those assigned to governance and administration, are about mission and about relationships: about how we relate to those not currently part of our communities, to those in need both spiritually and materially, to those suffering from unjust structures of society, to safeguarding the creation of which we are a part, and to one another.

In establishing its priorities, PB&F focused less on categories than on the particular line items or programs. Priorities were based on not only the Five Marks of Mission, but also the testimony of the church at the three PB&F Open Hearings. This budget combines what we believe to be the best work of the Executive Council, the various funding proposals offered, including that of the Presiding Bishop, and the work of PB&F.

The adopted Budget supports the following priorities:

- Block grants for new work in each of the Five Marks of Mission.
- An increased rate for reducing the debt resulting from the renovation of the Church Center.
- A grant from unrestricted assets to create and sustain a professional Development Office.
- Restoration of funds for the work of Formation and Vocation.

The backdrop for our budget work was a larger conversation about the need for adaptive change as The Episcopal Church encounters pervasive and rapid change in the culture and the economy. This budget supports that change in the following ways:

- Block grants for new work involving partnerships between congregations, dioceses and The Episcopal Church.
- Funding for a conversation on restructuring the church.
- Adequate resources for sustaining the ministries of The Episcopal Church as we consider new ways of working together.

The Five Marks of Mission Budget is funded by an annual asking of 19% throughout the 2013-15 triennium. Although there has been extensive discussion about different levels of funding at this Convention, no definitive conclusion was reached by the time this budget was submitted for printing.

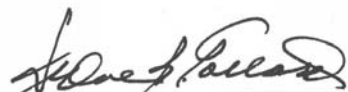
The current formula for the budget asking was developed over a number of decades and is rooted in the unified budget decision of 1994. It is now time to reconsider that system. PB&F recommends that The Episcopal Church engage in a theological conversation about giving to the church-wide budget as it considers restructuring.

The budget stops short of mandating changes through budget allocations. PB&F is persuaded that such change is best done through the policy and canonical changes adopted by the General Convention.

PB&F also recognizes that, while the Five Marks of Mission frame the narrative about the budget, the canons require that the budget be presented in terms of Canonical, Corporate and Program categories. The budget resolution that will be voted on by the Convention follows the canonical pattern.

The Five Marks of Mission Budget was presented and adopted by the 77th General Convention. The members of Program Budget and Finance are grateful to the church for the opportunity to serve. This budget represents our best effort and what we hope are thoughtful and prayerful priorities and compromises. We offer the General Convention our prayers as the Convention picks up this work.

Faithfully,



Diane B. Pollard, Chair
Deputy from New York



Stephen Lane, Vice-Chair
Bishop of Maine

Details and Commentary Regarding the Budget

Asking/Income

The budget is based on a 19% asking for each year of the triennium. Program, Budget and Finance (PB&F) is mindful that there continues to be significant downward pressure on income in some parts of the church. At the same time, commitments from dioceses have been stronger than expected. We recognize that some dioceses will not pay their full Asking regardless of the level of Asking for a variety of reasons.

Several resolutions for funding the Budget of The Episcopal Church in the future are being considered. While not endorsing any particular proposal, PB&F sees the need for future adjustments in income. However, PB&F urges the development of an ongoing and long-range budgeting process shared by the Executive Council, the COO and staff of the Domestic and Foreign Missionary Society, and the Joint Standing Committee on Program, Budget and Finance in order to create an orderly transition to new levels of giving in the next triennium. Such a process should begin as soon as possible.

There is also significant income from a 5% draw on the unrestricted investment assets of The Episcopal Church. This income is available because of the generosity of earlier generations of Episcopalians who have left gifts and bequests to their church. The anticipated total return on investments is expected to be approximately 8%. The anticipated draw will still permit modest growth, after expected inflation, for the investments of the church.

Rental of 3.5 floors of the Church Center and various fees provide additional income.

Block Grants

For each of the Five Marks of Mission, a significant block grant has been provided for new work. It is intended that these grants be utilized to create collaborative partnerships with dioceses and congregations. The Episcopal Church will provide seed money and/or matching grants and also staff support and expertise for this new work.

The model we have in mind is the one that created the Young Adult Service Corps (YASC), where sharing of resources and expertise has created a vibrant new ministry in The Episcopal Church. The precise planning for these new programs and the criteria for grants is left to the Executive Council working with the staff of the Domestic and Foreign Missionary Society. Although not every new program may be as successful as ESC, we urge experimentation and a full accounting of results to the 78th General Convention.

One of the new programs to be funded by a block grant is the Mission Enterprise Zones program (\$1 million). Another is a collaborative project for planting new churches (\$1 million). A third block grant provides for engaging Episcopalians in the eradication of poverty through Jubilee Ministries.

There are also block grants set aside for various sections of the budget, for example, the operating funds for Commission, Committees, Agencies and Boards (CCABs). The expectation is that the Executive Council in consultation with committee chairs and church staff will apportion that expense budget according to the work and schedule of the individual CCAB.

Millennium Development Goals 0.7% for Episcopal Relief & Development

Executive Council had previously committed MDG funding (0.7% of non-Government income) to Episcopal Relief & Development for the NetsforLife Inspiration Fund. The budget continues to direct MDG funding to Episcopal Relief & Development.

Formation and Vocation

The Formation and Vocation section of the budget includes campus ministry grants and youth gatherings such as the Episcopal Youth Event. PB&F has provided significant funding to Formation and Vocation, including substantial funding for EYE and Lifelong Christian Formation.

Development Office

Program, Budget and Finance is persuaded that The Episcopal Church has an urgent need for a Development Office. PB&F is also aware that earlier efforts at creating such an office have been haphazard and underfunded and that, as a result, some in the church regard the Development Office with a skepticism verging on cynicism. The current interim director has brought new levels of professionalism and expertise to the work. We were reminded at PB&F's open hearing on spending that investment in a Development Office would likely generate returns of between 100% and 1,000%.

This budget provides \$4.1 million for the next triennium with the expectation that, by the end of the triennium, the Development Office will be fully staffed and generating funds for the church that exceed the office's costs. The monies provided are a onetime grant that should not be continued in another triennium.

Funding for the Development Office will come from the pool of unrestricted assets held by the church. Such money is within and below that anticipated rate of return for church investments. No money will be provided from principal. The funding of the Development Office raises the total use of unrestricted assets to 5.8% for the triennium (based on assumed portfolio returns), which would still maintain the purchasing power of the portfolio after inflation.

The mission of the Development Office is to support Episcopalians with significant financial resources in making gifts to particular ministries for which they have a deep and abiding passion. A good example is recent work that has resulted in a gift of \$500,000 for historically black colleges. There is an ongoing effort to raise resources for the Diocese of Haiti. There is

no intention to create a capital campaign for The Episcopal Church. Such an effort, if one were to develop, would arise from the desires of the dioceses and the church at large.

General Board of Examining Chaplains

The General Board of Examining Chaplains (GBEC) prepares and oversees the evaluation of an annual examination of those seeking ordination as priests in The Episcopal Church. In the draft budget received from Executive Council, no funding was provided for GBEC. PB&F believes that policy about the General Board of Examining Chaplains, including its canonical mandate, is a matter best left to the normal legislative process of the General Convention following an evaluation of the work of GBEC. Such an evaluation had been requested at the 2009 General Convention, but was not funded. Therefore funding for GBEC and the needed evaluation has been included in the Budget.

Office of Pastoral Development/College for Bishops

The education of newly ordained bishops was rated a high priority in the informal electronic survey of the church undertaken last summer by the Executive Council. The curriculum of the College for Bishops is the only formal and required program of education for new bishops. The Budget ensures continued funding of the core program. The budget also provides for the administrative support of the Executive Director, Pastoral Development and his office.

Staff Compensation

The Budget provides a pool of money for staff salary increases and cost of living adjustments that will be offered to staff in the normal process of staff evaluations and salary adjustments. The money is provided to make available 1%, 1.5% and 2% adjustments successively in the three years of the triennium. No adjustments are included in relation to health insurance benefits, although PB&F recommends that the COO and senior staff review the current health insurance policy and plans.

Staff Reductions

The budget as presented anticipates a reduction of staff for The Episcopal Church of approximately 12 staff positions (or 10.25 FTEs). Some of these positions are currently vacant. Other reductions will require staffing decisions by the program heads and COO of the Domestic and Foreign Missionary Society.

Budget Process and Budget Planning

The current budget planning process is complicated and takes place in a compressed time-frame. In addition, the shorter length of this General Convention required that we complete the budget within 36 hours of our final hearing. Many resolutions regarding funding have still to be considered by the Convention as we send this budget to press.

We wish to reiterate our desire for an ongoing budget process that takes place throughout the triennium and involves the Executive Council, the COO and staff of the Domestic and Foreign Missionary Society, and the Joint Standing Committee on Program, Budget and Finance. We urge the Executive Council to commence this new process as soon as possible. We believe it will be especially important if a substantial reduction in the asking is contemplated for future budgets.

Budgeted non-Government revenue for 2013-2015 is \$111,546,315. Figure 1 illustrates total revenue and sources.

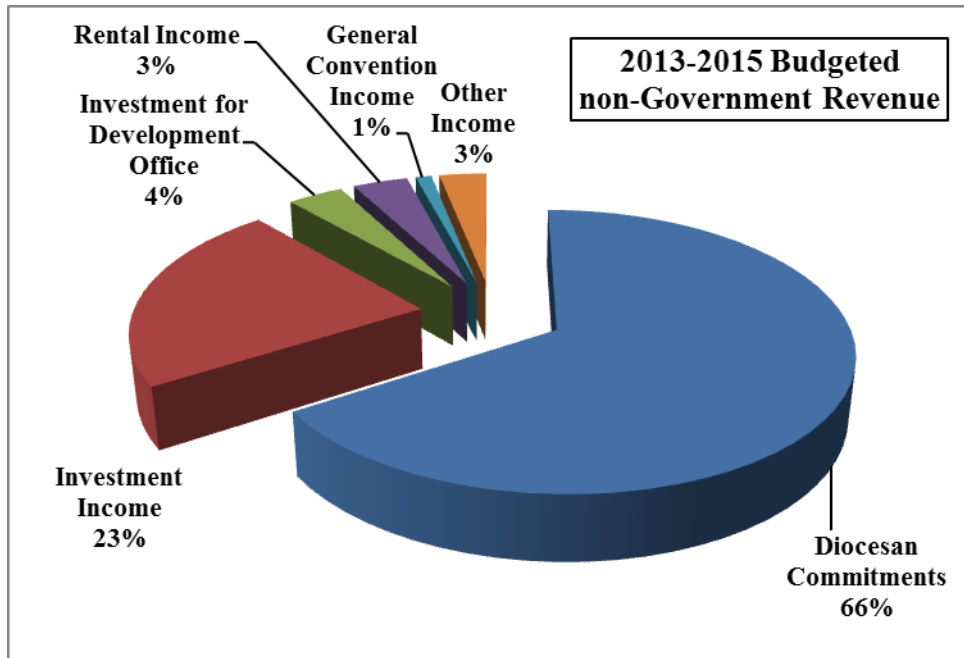


Figure 2 captures the non-Government expenses for The Episcopal Church for the next three years by category.

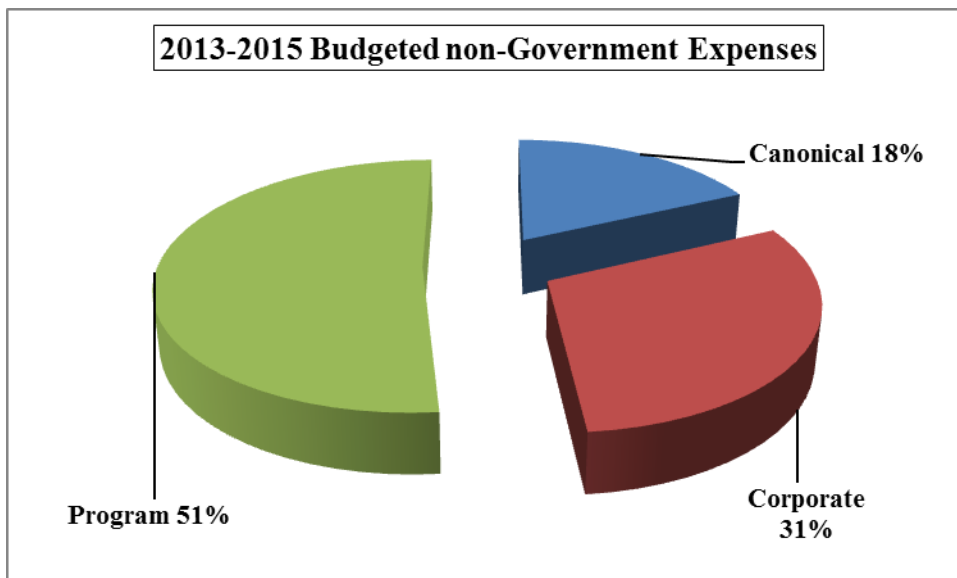
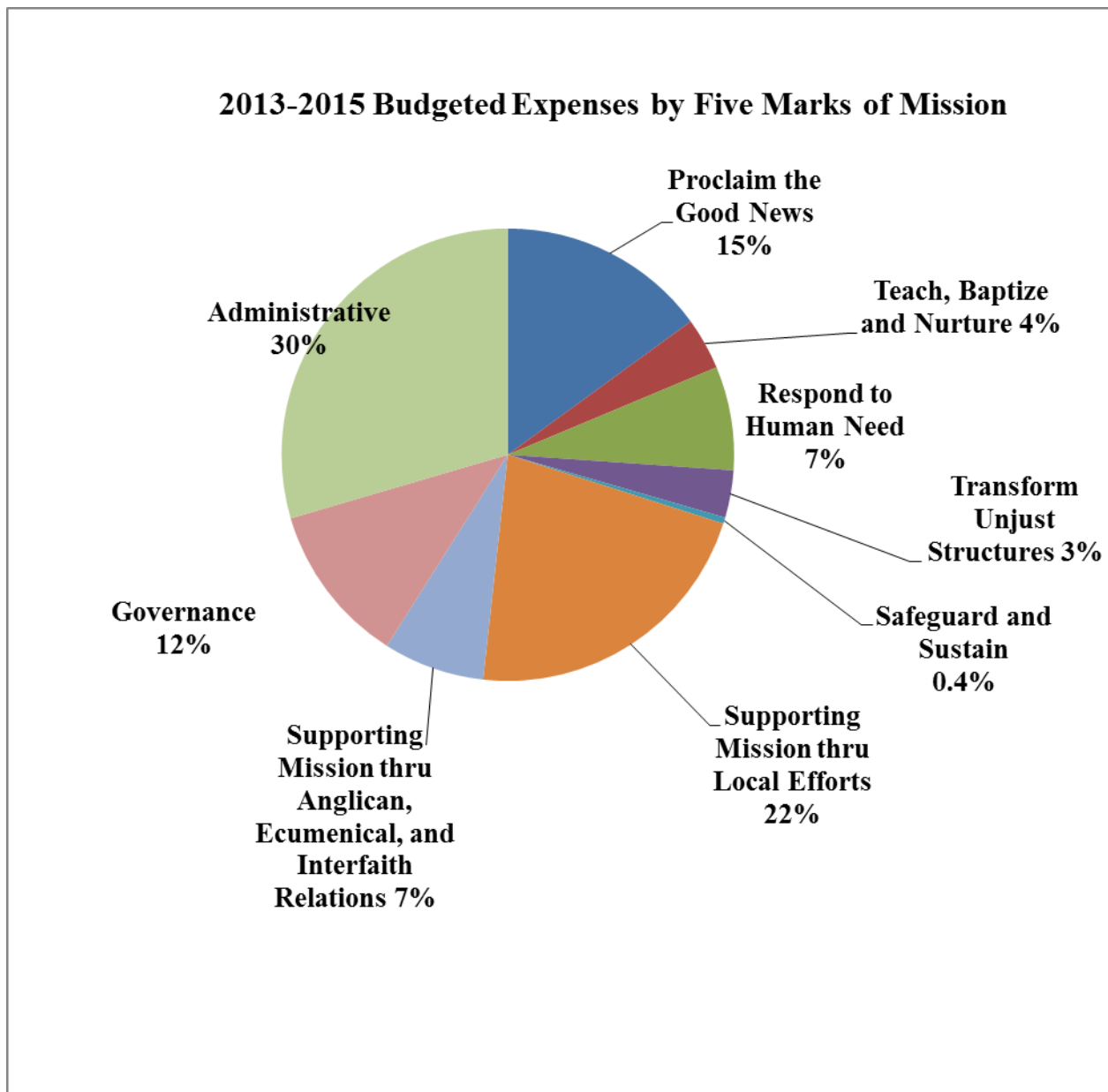


Figure 3 captures the non-Government expenses for The Episcopal Church for the next three years according to the Five Marks of Mission.





For Office Use Only

Resolution

Proposed Title
Budget for the Episcopal Church 2013-2015

Resolved, the House of _____ concurring, That

Cost estimate to implement resolution

- 1.0 The Budget for the Episcopal Church for the period January 1, 2013 through December 31, 2015, which shall be a unified budget including Canonical, Corporate, and Program (mission) portions, is adopted at a total of \$ 111,546,000.00.
 - 1.1 The Canonical portion, providing for the contingent expenses of the General Convention, the stipend of the Presiding Bishop and the expenses of that office, the expenses of the President of the House of Deputies, and Church Pension Fund assessments is adopted at a total of \$ 20,125,000.00 as follows:
 - For the year 2013 \$ 5,871,000.00
 - For the year 2014 \$ 5,941,000.00
 - For the year 2015 \$ 8,313,000.00
 - 1.2 The Corporate portion, providing for the for the administrative support of the Domestic & Foreign Missionary Society offices, is adopted at a total of \$ 33,997,000.00 as follows:
 - For the year 2013 \$ 11,226,000.00
 - For the year 2014 \$ 11,325,000.00
 - For the year 2015 \$ 11,446,000.00
 - 1.3 The Program (mission) portion, providing for support for the mission and ministry (restricted and unrestricted) of the Church, is adopted at a total of \$57,394,000.00 as follows:
 - For the year 2013 \$ 18,882,000.00
 - For the year 2014 \$ 19,061,000.00
 - For the year 2015 \$ 19,451,000.00

Bishop Deputy **PROPOSER** Diocese Province

<i>Proposer Name, Diocese & Phone</i>	<i>Proposer Name/Number, Submitter Name & Phone</i>
ENDORSERS: Resolutions proposed by a Deputy must be endorsed by two additional Deputies. Resolutions proposed by a Bishop must be endorsed by two additional Bishops, all three being from different dioceses.	<i>Proposer OR Submitter Signature/Date</i>
<i>1st Endorser (please include diocese)</i>	<i>1st Endorser Signature/Date</i>
<i>2nd Endorser (please include diocese)</i>	<i>2nd Endorser Signature/Date</i>

Resolution Continued

- 2.0 The funding policy for the period January 1, 2013 through December 31, 2015 is adopted based on a single Asking of the dioceses. After a \$120,000 exemption from total income, a single asking shall be applied at a flat rate of 19% of the balance of income to the diocese, reported in the diocesan financial statements for the year two years prior to the year to which the pledge is applied [e.g.: 2013 Askings are to be based on 2011 actual income figures]. “Income” includes (1) all congregational giving to the diocese, (2) all unrestricted investment and endowment income to the diocese, (3) restricted investment and endowment income to the diocese which covers costs in the operating budget, and (4) other earnings from investments or enterprises. It is intended that income shall include revenues that fund normal operating and program expenses of the dioceses. It is not intended to include pass-through income that is used for expenses for programming that are simply administered by the dioceses, or that would not be otherwise funded by contributions from parishes or out of investment income.
- 2.1 We rejoice with dioceses that have moved toward, and those that give at and above 19%. Such giving creates a strong financial basis for vital mission and witness of the Episcopal Church. We encourage all our dioceses to adopt the 19% Asking; then we could allocate an additional \$8.2 million dollars each year toward fulfilling the mission priorities which we have embraced in this 77th General Convention.
- 2.2 For the budgetary period income from diocesan commitments, totaling \$73,500,000.00 is anticipated as follows:
- For the year 2013 \$ 24,752,000.00
 - For the year 2014 \$ 24,507,000.00
 - For the year 2015 \$ 24,241,000.00
- 2.3 For the budgetary period 2013-2015, payment by the dioceses of the Askings shall be made in twelve equal monthly payments.
- 2.4 All additional income, other than from the Askings of the dioceses, totaling \$38,046,000.00, is projected as follows:
- For the year 2013 \$ 12,292,000.00
 - For the year 2014 \$ 12,292,000.00
 - For the year 2015 \$ 13,462,000.00
- 2.5 A General Ordination fee is hereby authorized, which fees shall be added to the funding from dioceses and applied to the expenses of examination as appropriated in the budget. A candidate for Holy Orders eligible for examination and so certified by the diocesan bishop shall not be disqualified for examination because the fee has not been paid.
- 2.6 General Convention registration and exhibitors fees are hereby authorized, which fees shall be added to the funding from dioceses and applied to the expenses of the 2015 General Convention, and for no other purpose.

Resolution Continued

- 3.0 In the exercise of their respective authorities, the Executive Council of the General Convention and the Joint Standing Committee on Program, Budget and Finance shall be subject to the following policies:
- 3.1 Each year, the Executive Council, with the advice of the Joint Standing Committee on Program, Budget and Finance, shall adjust the budget to the assured income of the Executive Council so as to carry out the Budget for the Episcopal Church for that year on a balanced budget basis.
 - 3.2 The fiscal year shall begin January 1.
 - 3.3 If in any year the total anticipated income for budget support is less than the amount required to support the budget approved by the General Convention, the Canonical portion of the Budget for the Episcopal Church shall have funding priority over any other budget areas.
 - 3.4 Undesignated bequests and legacies received during the budgetary period shall be set aside in the general endowment fund of which only the income shall be used for the general purposes of the Society.
 - 3.5 Designated bequests and legacies received during the budgetary period shall be set aside in specific funds of which only the income shall be used for the purposes so designated.
 - 3.6 Each Committee, Commission, Agency and Board (CCAB) proposing to the General Convention any resolution with funding implications shall present to the Standing Committee on Program, Budget and Finance a detailed budget in support of its plan(s), including cost estimates from contractors and suppliers for all goods and services, by no later than six months before the opening day of the General Convention
 - 3.7 Subsequent editions of the *Report and Proposal of the Presiding Bishop and Executive Council to the General Convention* contain the following information for each year of the preceding triennium:
 - A description of the actual income and expenditures of the DFMS, relating the expenditures to the Church's priorities with accompanying narrative.
 - Endowment balance and total investment return, with accompanying narrative.
 - Posting of this report on the DFMS website when it is released to the Bishops and Deputies.

BUDGET FOR THE 2013-2015 TRIENNium vs. 2010-2012 FORECAST

Line Number	Co/Ca/P Corporate/Canonical/Program		Description	2010-2012 Actual and Fcast	2013-2015 Adopted Budget	Difference between Current Triennium and Proposed 2013-2015	Commentary
1			Income				
2			Diocesan Commitments	77,442,774	73,500,000	(3,942,774)	The decrease in giving from dioceses from the previous triennium is largely based on a proposed reduction in the percentage asking from 21-20-19 in 2010-2012 to 19-19-19 in 2013-2015, thus stabilizing the asking percentage at the 2012 level. Based on actual experience of signed and indicated pledges and payments through May 2012, we expect that diocesan commitment income will be about \$25 million in 2012. Starting with that 2012 level, a survey of diocesan bishops, and an initial analysis of 2011 parochial reports, we project diocesan commitments for 2013-2015, conservatively incorporating 1% annual declines in diocesan operating income.
3			Income from Unrestricted Assets available to Support the Budget	27,500,573	25,257,490	(2,243,083)	The unrestricted investment portfolio available to support the budget was approximately \$215 million at May 31, 2012. The amount of investment assets (income and appreciation) -- which we call "dividend" -- available to support the budget is based on a set percentage of the average value of the investment portfolio over the five preceding calendar years. The dividend for 2013-2015 incorporates actual results from 2007-2011, which includes the recession, and assumptions of 8.0% annual returns in 2012 and 2013. The portfolio has earned annual returns of 12.0% since 2009 and 7.8% since 2003 (a period that includes the 2008 -32.6% collapse). The portfolio's independent investment advisors regularly review the portfolio and, most recently, in February 2012, concluded that the portfolio is invested in a manner that could "achieve a hurdle rate of 8.39%". Due to market volatility and the desire to rebuild the portfolio's value after losses in value incurred during the 2008-2009 recession, the recommended percentage dividend draw for 2013-2015 is 5%, down from 5.5% in 2010-2012.
4			Income from Unrestricted Assets available to Support the Budget specifically for Development Office	-	4,106,560	4,106,560	Represents a special use of unrestricted assets to provide adequate funding for a revitalized Development Office which stands to increase revenues at all levels of the church. The amount is intended to be limited to actual expenditures of the office. If fully utilized, this would increase the overall draw to 5.8%. See line 3.
5			Rental Income	2,891,749	4,050,000	1,158,251	2.5 floors have been rented since 2010, with the leasing of another floor nearing completion.
6							
7			Program and Event Related Fees:				
8			General Convention Income	1,086,750	1,170,311	83,561	Registrations and exhibitor fees are assumed to be increased in line with inflation.
9			Digital Communications Income	126,215	300,000	173,785	From the sale of ads appearing in digital publications.
10			Episcopal News Service Income	1,032,204	178,694	(853,510)	From the sale of ads appearing on ENS pages.
11			Episcopal Migration Ministries Non-Government Income	338,059	330,000	(8,059)	Fees from counseling services for immigration and adjustment for citizenship status.
12			College of Bishops Income	163,816	162,360	(1,456)	Income received from the College for Bishops.
13			Refugee Loan Collection Income	2,163,008	2,100,000	(63,008)	As a condition of government contracts, DFMS collects loans made by the government for refugee resettlement. DFMS receives 25% of repayments it collects.
14			Mission Technology Income	207,187	126,000	(81,187)	Relates to supplemental fee-for-service usage of mission technology department by affiliated organizations (see lines 248-256).
15			Facilities Management Income	191,898	264,900	73,002	Relates to supplemental fee-for-service usage of facilities management department by affiliated organizations (see lines 248-256) and building tenants.
16			Total Program & Event Related Fees	5,309,137	4,632,265	(676,872)	
17							
18							
19							
20			Other Income	564,917	-	(564,917)	Miscellaneous income (e.g., insurance settlements) is unpredictable. We prefer to be conservative and not include a forecast.
21			Total Income	113,709,150	111,546,315	(2,162,835)	
22							

BUDGET FOR THE 2013-2015 TRIENNIUM vs. 2010-2012 FORECAST

Line Number	Co/Ca/P Corporate/Canonical/Program	Description	2010-2012 Actual and Fcst	2013-2015 Adopted Budget	Difference between Current Triennium and Proposed 2013-2015	Commentary
23		Expenses				
24		Mission				
25		The Five Marks of Mission				
26		Mark 1: Proclaim the Good News				
27	P	Goal: Starting New Congregations	-	2,000,000	2,000,000	Amount available to start new worshipping communities within the Episcopal Church during the triennium in partnership with dioceses. We anticipate a collaborative effort with funding provided 1/3 churchwide; 1/3 by sponsoring dioceses; and 1/3 by the individual parish. This line item also includes Mission Enterprise Zones.
28						
29		Presiding Bishop's Office:				
30	Ca	Special assistant for Haiti	40,758	34,200	(6,558)	Travel and other program assistance for the Diocese of Haiti.
31	Ca	Convocation of Episcopal Churches in Europe	49,715	45,646	(4,069)	Block grant support.
32	Ca	Bishop in charge of Europe	69,081	162,000	92,919	Reimbursement to the Paris cathedral for housing and related expenses for the bishop.
33	Ca	Hospitality and entertainment	33,055	26,972	(6,083)	Internal and external guests.
34	Ca	Official & discretionary expenses	12,548	11,400	(1,148)	Internal and external guests.
35	Ca	House of Bishops	313,663	175,000	(138,663)	Includes meetings, planning, consultants, translation, and other costs.
36	Ca	PB Deputy for Anglican Communion Affairs	43,784	-	(43,784)	Sunsetting a position in light of normalized relations within the Anglican Communion.
37	Ca	Travel	457,198	321,602	(135,596)	Business travel for PB, spouse, and all other staff.
38	Ca	Other departmental costs	229,814	129,441	(100,373)	Includes special meetings, hospitality, transition expenses, provision for Lambeth decennial. Reflects reduction based on more normalized relations within the Anglican Communion.
39	Ca	Staff costs	3,178,279	3,221,470	43,191	All staff costs include annual increases of 1%, 1.5% and 2% in successive years and an estimated 8% increase in annual health insurance premiums.
40		Total Presiding Bishop's Office	4,427,895	4,127,732	(300,163)	
41						
42		Director of Mission's Office:				
43	P	Departmental costs	417,257	106,400	(310,857)	Travel and program assistance.
44	P	Staff costs	2,208,633	1,396,306	(812,327)	All staff costs include annual increases of 1%, 1.5% and 2% in successive years and an estimated 8% increase in annual health insurance premiums.
45		Total Director of Mission's Office	2,625,890	1,502,706	(1,123,184)	
46						
47		Communications:				The Office of Communication includes the disciplines of evangelism, mission communication, brand and communication strategy, corporate communication, advertising sales, maintenance and development of episcopalchurch.org, webcasts, multimedia, social media, mobile strategy and development, news gathering and dissemination, and language services. Its work welcomes newcomers, deepens the faith of current members, and raises the profile of the Episcopal Church.
48		Departmental costs--				
49	P	Director's office	687,918	528,609	(159,309)	Office of the Director includes strategic and creative direction, budget and operations oversight, and communication for mission.
50	P	Digital communications	1,320,735	857,508	(463,227)	Digital Communications includes multimedia, social media, episcopalchurch.org, and digital communications and promotion for mission. All documentary and video work, website maintenance, e-newsletters, event promotion, and Facebook and Twitter activity reside here.
51	P	Corporate communications	421,576	143,683	(277,893)	This office includes major media relations, public affairs, Daily Scan, Infoline, and monitoring of social media.
52	P	EBaR total expenses	125,186	-	(125,186)	Bookstore and fulfillment businesses were eliminated in 2010.
53	P	Episcopal News Service	1,382,408	765,089	(617,319)	Episcopal News Service (ENS) offers reporting and analysis of regional, national, and international news for Episcopalians and others interested in the church's mission and ministry.
54	P	Translation services	162,431	190,000	27,569	This office coordinates all translation and interpretation services for the Office of General Convention and DFMS.
55	P	Staff costs	5,861,254	6,588,866	727,612	The increase between triennia partly reflects staff vacancies during 2010-2012. All staff costs include annual increases of 1%, 1.5% and 2% in successive years and an estimated 8% increase in annual health insurance premiums.
56		Total Communications	9,961,508	9,073,755	(887,753)	
57						
58		Proclaiming the Good News Total	17,015,293	16,704,193	(311,100)	

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59						
60		Mark 2: Teach, baptize, and nurture new believers				
61	P	Goal: Strengthening Province IX for Sustainable Mission	-	1,000,000	1,000,000	Province IX Bishops met in Tela, Honduras in 2011 to consider the sustainability of the Episcopal Church's mission in Latin America. The Tela plan for sustainability of the important ministry of Province IX resulted. That plan has subsequently been embraced by the provincial synod.
62						
63		Formation and vocation:				Includes youth, young adult and campus ministries, as well as lifelong Christian formation.
64		Departmental costs--	1,801,575	-	(1,801,575)	Reconfigured in 2013-2015.
65	P	Episcopal Generations/Lifelong Formation	-	251,767	251,767	Bridging the gaps in lifelong formation. Includes evangelism and formation as vocation and faith formation resource development.
66	P	Formation & vocation networks	-	310,447	310,447	Building capacity by affirming and assisting emerging networks and increasing connectivity.
67	P	Campus ministry grants	-	300,000	300,000	Campus ministry grants
68	P	Events & gatherings	-	609,167	609,167	Includes Episcopal Youth Event, young adult festival, and student gatherings.
69	P	Other departmental costs	-	176,400	176,400	Includes travel costs for all Formation staff for three years.
70	P	Staff costs	1,247,764	1,227,613	(20,151)	All staff costs include annual increases of 1%, 1.5% and 2% in successive years and an estimated 8% increase in annual health insurance premiums.
71		Total Formation & Vocation	3,049,339	2,875,394	(173,945)	
72						
73	Ca	House of Bishops Theology Cte	28,569	24,000	(4,569)	
74	Ca	College for Bishops grant	237,099	237,099	-	A grant to support Living Our Vows training for bishops; an outside grant for this purpose in 2010-2012 is not being renewed. This represents approximately 20% of the College for Bishops budget.
75						
76		Teaching, Baptizing, & Nurturing Total	3,315,007	4,136,493	821,486	
77						
78		Mark 3: Respond to human need in loving service				
79	P	Goal: Making Missionary Service Available for All Episcopal Young People	-	1,000,000	1,000,000	The intention is to make a missionary experience available to all Episcopal young people through such programs as the Young Adult Service Corps program for a gap year experience between high school and college or work.
80						
81	P	Episcopal Service Corps	-	200,000	200,000	A dedicated grant to a network for domestic missionary opportunities for young people.
82						
83	P	Building Capacity for Serving the Haitian People	-	200,000	200,000	This will be used for capacity building in schools and hospitals.
84						
85		Episcopal Migration Ministries Non-Government:				Since 1988, Episcopal Migration Ministries has served as the refugee resettlement program of the Episcopal Church, partnering with the federal government and many faith communities to meet the needs of refugees.
86	P	Departmental costs	281,826	299,666	17,840	These are expenses related to the fees earned from counseling services for immigration and adjustment for citizenship status.
87a	Co	Refugee loan collection Other	290,217	417,933	127,716	Operating costs of refugee loan collection.
87b		Refugee loan Collection Staff cost	693,225	638,386	(54,839)	DFMS staff costs of refugee loan collection.
88	P	Staff costs	335,645	232,283	(103,362)	All staff costs include annual increases of 1%, 1.5% and 2% in successive years and an estimated 8% increase in annual health insurance premiums.
89		Total EMM Non-Government	1,600,913	1,588,268	(12,645)	
90						

BUDGET FOR THE 2013-2015 TRIENNium vs. 2010-2012 FORECAST

Line Number	Co/Ca/P Corporate/Canonical/Program	Description	2010-2012 Actual and Fest	2013-2015 Adopted Budget	Difference between Current Triennium and Proposed 2013-2015	Commentary
91		Mission Personnel:				
92	P	Appointed missionaries	113,456	108,300	(5,156)	Travel and meetings.
93	P	Volunteers for Mission	61,523	57,000	(4,523)	Travel and meetings.
94	P	Young Adult Service Corps	321,514	-	(321,514)	This area to be re-conceived in the work undertaken in mark of mission #3 (line 79).
95	P	Other departmental costs	182,440	182,761	321	In-service retreat and support of Young Adult Service Corps; health and other insurances.
96	P	Staff costs	3,581,798	3,351,776	(230,022)	All staff costs include annual increases of 1%, 1.5% and 2% in successive years and an estimated 8% increase in annual health insurance premiums.
97	P	Less income	(298,097)	(66,000)	232,097	Funds raised by missionaries to offset their deployment costs.
98		Total Mission Personnel	3,962,634	3,633,837	(328,797)	
99						
100		Federal Ministries:				The Office of the Bishop Suffragan for Federal Ministries addresses the care of Episcopalians and outreach in the context of federal service, Veterans' Affairs hospitals, federal prisons, supporting clergy in these contexts, and work with emergency responder and maritime chaplains. It provides both direct support for chaplains in federal service and indirect support through advocacy and training for chaplains affiliated with diocesan bishops and their families.
101	Ca	Departmental costs	672,295	628,000	(44,295)	Meetings, chaplain conferences, travel, and rent at Washington National Cathedral.
102	Ca	Staff costs	1,185,469	1,021,467	(164,002)	All staff costs include annual increases of 1%, 1.5% and 2% in successive years and an estimated 8% increase in annual health insurance premiums.
103		Total Federal Ministries	1,857,764	1,649,467	(208,297)	
104						
105		Responding To Human Need Total	7,421,311	8,271,572	850,261	
106						
107		<i>Mark 4: Seek to change unjust structures</i>				
108	P	Goal: Engaging Episcopalians in the Eradication of Domestic Poverty through Jubilee Ministries	985,987	1,000,000	14,013	Network of responders, resources, capacity building, advocacy, etc. to involve the people of this Church in eradicating domestic poverty and in building relationships of solidarity with the poor. Includes reimagining of Jubilee Ministries. Dismantling the school-to-prison pipeline, is also included in this work.
109						
110		Advocacy and Social Justice:				
111	P	OGR departmental costs	632,933	681,400	48,467	Includes rent in Washington DC office, travel, support of Episcopal Public Policy Network, anti-poverty advocacy, dues and memberships, and office expenses.
112	P	Migration refugee advocacy	50,776	-	(50,776)	
113	P	Staff costs	1,229,982	2,058,072	828,090	All staff costs include annual increases of 1%, 1.5% and 2% in successive years and an estimated 8% increase in annual health insurance premiums.
114		Total Advocacy and Social Justice	1,913,691	2,739,472	825,781	
115						
116	P	Anti-racism advocacy	-	25,626	25,626	Anticipated live webcast event--State of Racism in America.
117						
118		Seeking To Change Unjust Structures Total	2,899,678	3,765,098	865,420	
119						
120		<i>Mark 5: Strive to safeguard the integrity of creation and sustain and renew the life of the earth</i>				
121						
122	P	Goal: Creating and Strengthening Local Networks to Care for Creation	-	500,000	500,000	The facilitation and support of emerging networks and diocesan and congregational efforts toward environmental sustainability and care. Both domestic and international advocacy is anticipated working closely with the Office of Government Relations, and a strong tie-in to poverty eradication around the world is planned.
123						
124		Safeguarding and Sustaining Total	-	500,000	500,000	
125						
126						
127		Supporting the Five Marks of Mission through Local Efforts in The Episcopal Church				
128						

BUDGET FOR THE 2013-2015 TRIENNIUM vs. 2010-2012 FORECAST

Line Number	Co/Ca/P Corporate/Canonical/Program	Description	2010-2012 Actual and Fcst	2013-2015 Adopted Budget	Difference between Current Triennium and Proposed 2013-2015	Commentary
129		Congregational and Pastoral Development:				Congregational Development includes: Transition Ministry (guiding lay and ordained individuals, congregations, and institutions through times of discernment and calling); Church Planting (providing resources and training to assist dioceses and provinces to develop partnerships within the emergent church movement); Congregational Research (directing, coordinating, and publishing ongoing research and analysis for the church, focusing on Episcopal parishes and missions); and Congregational Vitality (assisting church leaders in exploring new ideas for strengthening congregational life). Pastoral Development supports the Presiding Bishop and House of Bishops in episcopal formation and development through the College for Bishops. The office also supports the whole church through the management of disciplinary matters and conflicted pastoral relationships.
130	P	Program and technical costs (congregational development)	180,869	104,608	(76,261)	Episcopal Church Foundation and CREDO are assuming the Fresh Start program.
131	P	Research and development costs (congregational development)	38,730	40,950	2,220	
132	P	Other congregational development costs	149,325	130,350	(18,975)	
133	Ca	Pastoral development	73,630	74,607	977	
134	Ca	Other pastoral development costs	133,524	164,297	30,773	Consultants, travel, training, general office expense.
135	P	Congregational research	135,419	133,700	(1,719)	Includes research contracts, leadership assessment tools, demographic data for congregations, and triennial congregational survey.
136	P	Evangelism and church planting	269,792	-	(269,792)	This area is to be re-conceived in the work undertaken in mark of mission #1.
137	P	Congregational vitality	248,441	-	(248,441)	
138	P	Stewardship development	198,377	385,264	186,887	Partnership with The Episcopal Network for Stewardship to support a local network empowering churchwide stewardship ministry.
139	P	Worship and spirituality	185,337	-	(185,337)	
140	Ca/P	Staff costs	3,477,341	2,917,879	(559,462)	All staff costs include annual increases of 1%, 1.5% and 2% in successive years and an estimated 8% increase in annual health insurance premiums.
141		Total Congregational and Pastoral Development	5,090,785	3,951,656	(1,139,129)	
142						
143						
144						
145		TEC Grants and Appropriations:				
146	P	Haiti	1,064,176	1,064,176	-	
147	P	Virgin Islands	513,513	513,513	-	
148		<i>Province 2 Total</i>	<i>1,577,689</i>	<i>1,577,689</i>	<i>-</i>	
149	P	North Dakota	435,000	544,000	109,000	
150	P	South Dakota	1,686,000	2,100,000	414,000	Part of grant request submitted to the President of the House of Deputies by dioceses and institutions with significant involvement in indigenous ministries.
151		<i>Province 6 Total</i>	<i>2,121,000</i>	<i>2,644,000</i>	<i>523,000</i>	
152	P	Alaska	1,050,000	1,300,000	250,000	Part of grant request submitted to the President of the House of Deputies by dioceses and institutions with significant involvement in indigenous ministries.
153	P	Navajoland	834,000	1,000,000	166,000	Part of grant request submitted to the President of the House of Deputies by dioceses and institutions with significant involvement in indigenous ministries.
154	P	Guam	150,000	150,000	-	
155	P	Taiwan	204,750	204,750	-	
156		<i>Province 8 Total</i>	<i>2,238,750</i>	<i>2,654,750</i>	<i>416,000</i>	
157	P	Province 9 Undesignated				This work to be focused on Province IX sustainability project located on line 61 (mark of mission #2).
158	P	Colombia	382,200	382,200	-	
159	P	Dominican Republic	682,500	682,500	-	
160	P	Ecuador Central	504,790	504,790	-	
161	P	Ecuador Litoral	346,830	346,830	-	
162	P	Honduras	682,500	682,500	-	
163	P	Venezuela	395,010	395,010	-	
164		<i>Province 9 Total</i>	<i>2,993,830</i>	<i>2,993,830</i>	<i>-</i>	
165	P	Other grants and appropriations	790,160	225,000	(565,160)	National Episcopal AIDS Coalition grant for \$75K. Ministries with Disabled and Episcopal Conference for the Deaf funded at \$25K each. Appalachian Initiatives and Episcopal Appalachian Ministries funded at current triennium levels (\$42K and \$58K, respectively).
166		Total TEC Grants and Appropriations	9,721,429	10,095,269	373,840	

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Line Number	Co/Ca/P Corporate/Canonical/Program		Description	2010-2012 Actual and Fcst	2013-2015 Adopted Budget	Difference between Current Triennium and Proposed 2013-2015	Commentary
167							
168			Ethnic Ministries:				These offices develop, support, and inspire congregational life with and among ethnic communities and multicultural churches by creating resources and providing networking, consultation, and training events. The offices provide a voice of advocacy for the people of Asian, black, Latino/Hispanic, Native American, and multicultural-by-design communities and for people living with disabilities. The five officers collaborate with other staff and provide online liturgical and theological resources, onsite consultations, conferences, and training programs for clergy and lay persons.
169	P		Indigenous ministries	577,083	534,000	(43,083)	Line item includes New Opportunity Grants (\$255K given in 2010-2012 triennium).
170	P		Indigenous Theological Training	354,000	400,000	46,000	Includes training for Bishop's Collaborative, and new indigenous communities in Provinces 8, 9, and the Philippines.
171	P		Episcopal Asiamerica ministries	321,264	302,500	(18,764)	
172	P		Black ministries	272,864	302,500	29,636	
173	P		Historically Black Episcopal Colleges	2,245,000	2,025,000	(220,000)	Includes grant that is allocated based on enrollment among St. Augustine's, St. Paul's, and Voorhees Colleges.
174	P		Hispanic/Latino ministries	544,731	330,000	(214,731)	Church planting work moved to Starting New Congregations initiative (see line 27).
175	P		New Community Training	-	197,200	197,200	Includes New Community Training event, Asset Based Community Development training, and Alternative Leadership Development work.
176	P		Multicultural ministries	61,588	-	(61,588)	
177	P		Staff costs	2,251,163	2,080,981	(170,182)	All staff costs include annual increases of 1%, 1.5% and 2% in successive years and an estimated 8% increase in annual health insurance premiums.
178			Total Ethnic Ministries	6,627,693	6,172,181	(455,512)	
179							
180	P		Environmental Ministries	112,224	-	(112,224)	This area to be re-conceived in the work undertaken in mark of mission #5. See line 122.
181							
182	P		Jubilee Ministries	-	-	-	This area to be re-conceived in the work undertaken in mark of mission #4. See line 108.
183							
184	P		Other social/economic ministries	1,515	-	(1,515)	
185							
186a	P		Development Office				The Development Office was reconfigured in July 2011 and has assisted in developing case statements and fundraising strategies for DFMS and church-related organizations, including Campaign for the Archives, Campaign for Haiti, St. Paul's College, the Diocese of Costa Rica, and others. Its future work is envisioned to include solicitation of donors and collaboration with Episcopal Relief & Development, the Episcopal Church Foundation, TENS, and others.
186b	P		Other Cost	225,553	960,591	735,038	Travel, research, databases.
186c	P		Dedicated Work in Haiti		400,000	400,000	
186d	P		Staff Cost	1,079,613	2,745,969	1,666,356	
186e	P		Total Development	1,305,166	4,106,560	2,801,394	
187							
188			Total Supporting Mission Through TEC Local Efforts	22,858,812	24,325,665	1,466,853	
189							

BUDGET FOR THE 2013-2015 TRIENNium vs. 2010-2012 FORECAST

Line Number	Co/Ca/P Corporate/Canonical/Program	Description	2010-2012 Actual and Fcast	2013-2015 Adopted Budget	Difference between Current Triennium and Proposed 2013-2015	Commentary
190		Supporting the Five Marks of Mission through Anglican, Ecumenical, and Interfaith Relations				
191						
192		Anglican Communion:				This office provides support to strengthen relationships between The Episcopal Church and the 37 other provinces in the Anglican Communion through hospitality, communication, education, and financial support.
193	P	Inter-Anglican Budget/Secretariat	1,160,000	700,000	(460,000)	Support to Anglican Communion Office.
194	P	International visitors	-	45,000	45,000	Hospitality and travel for international guests of the Global Partnership Department.
195	P	Other departmental costs	-	227,050	227,050	Primarily travel.
196	P	Staff costs	973,120	1,522,592	549,472	All staff costs include annual increases of 1%, 1.5% and 2% in successive years and an estimated 8% increase in annual health insurance premiums.
197		Total Anglican Communion	2,133,120	2,494,642	361,522	
198						
199		Grants within the Anglican Communion:				
200	P	Burundi	13,838	12,000	(1,838)	Support of current relationships.
201	P	Central Africa	4,920	9,000	4,080	Support of current relationships.
202	P	Congo	22,755	21,000	(1,755)	Amount based on slight reduction of 2012 granting level.
203	P	Sudan	43,783	36,000	(7,783)	Despite challenging relationship, we need to show our desire to remain in relationship.
204	P	Conference of Anglican Provinces in Africa (CAPA)	13,838	18,000	4,162	Provides support to entire province.
205	P	African Network of Institutes of Theological Education Preparing Anglicans for Ministry (ANITEPAM)	17,220	12,000	(5,220)	Support of current relationships.
206	P	Episcopal Church of the Philippines	45,172	45,000	(172)	Provides clergy pension support. Would be gradually reduced over the triennium as ECP becomes more financially self-supporting.
207	P	Joint Committee on Provincial Companionship Meeting (Philippines)	23,769	20,000	(3,769)	(Formerly the Committee on the Philippines Covenant) Important for maintaining relationship with a significant Anglican partner.
208	P	Caribbean	5,880	6,000	120	Office expenses for partnership officer for the Caribbean based in Panama.
209	P	Cuba	84,828	106,000	21,172	Major relationship priority for triennium. Includes \$30K for bishop salary.
210	P	Other grants within the Anglican Communion	869,276	-	(869,276)	
211		Total Grants Within the Anglican Communion	1,145,279	285,000	(860,279)	Focusing efforts on primary partners.
212						
213		Covenants within the Anglican Communion:				Support for covenant agreements provides a means for all Episcopalians to participate in the development/mission work of the Anglican/Episcopal Church in Central America, Liberia, and Mexico; the financial commitments are part of the autonomy processes approved by General Convention.
214	P	Central America	1,658,365	1,436,856	(221,509)	Block grant support.
215	P	Liberia	431,022	366,369	(64,653)	Block grant support.
216	P	Mexico	794,654	620,964	(173,690)	Block grant support.
217	P	Anglican Communion United Nations Office (ACUNO)	9,619	-	(9,619)	DFMS provides in-kind administrative and support services provided at no charge by DFMS to ACUNO. See line 250.
218		Total Covenants within the Anglican Communion	2,893,660	2,424,189	(469,471)	
219						

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220			Ecumenical, Interfaith & Global Relations:				This office coordinates (on behalf of the Presiding Bishop and The Episcopal Church) various multilateral dialogues and conversations with other Christian communions working toward the greater unity and common mission of the church. In an increasingly multi-religious context, the office also works in interreligious dialogue, seeking greater understanding of and cooperation with other major world religions. The office has an increasing emphasis on promoting cooperation and shared work at a local level.
221	P		Program development grants	-	120,000	120,000	Grants to meet emergent unpredicted needs throughout the triennium.
222	P		Global networking	-	60,300	60,300	\$47K travel and \$18K development.
223	P		Support for ecumenical reps	67,716	65,000	(2,716)	Covers Episcopal Church representation to National Council of Churches, World Council, Church World Service, Christian Churches Together, Anglican Communion meetings, Churches Uniting in Christ.
224	P		Coordinating committees	-	24,000	24,000	Meetings of full communion partners (includes teleconference and in person): Philippine Independent Church, Moravian, Old Catholic, and Evangelical Lutheran Church.
225	P		Interfaith relations	29,012	30,000	988	
226	P		Dialogues	79,202	65,000	(14,202)	Includes meetings with United Methodist, Anglican Roman Catholic, Church of Sweden, and Presbyterian churches.
227	P		Churches Uniting in Christ	17,162	15,000	(2,162)	Works on reconciliation of ministries through the lens of the church-dividing issue of race.
228	P		PB Deputy for Ecumenical Relations	54,447	31,500	(22,947)	Travel and expenses representing TEC.
229	P		WCC Assembly	15,000	15,000	-	Accrual for next assembly in North Korea in 2013.
230	P		Other departmental costs	114,029	-	(114,029)	
231	P		Staff costs	554,298	959,445	405,147	All staff costs include annual increases of 1%, 1.5% and 2% in successive years and an estimated 8% increase in annual health insurance premiums.
232			Total Ecumenical, Interfaith & Global Relations	930,866	1,385,245	454,379	
233							
234			Ecumenical Appropriations:				
235	P		World Council of Churches	165,602	100,921	(64,681)	Regenerating engagement as we plan the assembly in North Korea.
236	P		Church World Service/Witness	248,628	-	(248,628)	This area to be re-conceived in the work undertaken in mark of mission #5.
237	P		National Ministries Unit of NCC	65,380	45,766	(19,614)	Funds to support national ministries work of National Council of Churches that is done in coalition (e.g., racial and gender justice).
238	P		NCC Ecumenical Commitment Fund	250,566	155,396	(95,170)	Primary method of interreligious work.
239	P		Christian Churches Together US	14,750	10,325	(4,425)	Largest gathering of Christians, which includes Orthodox, Roman Catholics, Evangelicals, Episcopalians, and Protestants of major denominations.
240			Total Ecumenical Appropriations	744,926	312,409	(432,517)	
241							
242			Grants, Covenants, & Appropriations:				
243a	P		MDG Partnership with ERD	805,113	748,208	(56,905)	This is a specific cash grant to ER&D equal to 0.7% of non-Govt. income, which reflects the church's commitment to the Millennium Development Goals.
244	P		Covenant Committees	48,498	30,000	(18,498)	Meetings and travel of overseas Covenant Committees.
245	P		Program support and other departmental costs	24,958	-	(24,958)	
246			Total Grants, Covenants, & Appropriations	878,569	778,208	(100,361)	
247							

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248			Support Provided to Affiliated Organizations:				This is the estimate of in-kind administrative and support services, as well as fair market value of rent, provided at no charge by DFMS to the listed organizations. As these expenses are already included in the various administrative line items, the expenses are reduced on the line immediately below to avoid double-counting.
249	P		Episcopal Relief and Development	2,547,147	3,180,654	633,507	The increase for 2013-2015 reflects inclusion of imputed rent costs, which if added in 2010-2012 would have also resulted in \$3.2 million of contributed services.
250	P		Anglican UN Office	-	91,298	91,298	
251	P		Colleges and Universities of the Anglican Communion	-	214,031	214,031	
252	P		Episcopal Church Foundation	-	436,149	436,149	
253	P		National Association of Episcopal Schools	-	187,749	187,749	
254	P		Church Periodical Club/Bible & Common Prayer Book Society	-	42,186	42,186	
255			Total Support Provided to Affiliated Organizations	2,547,147	4,152,067	1,604,920	
256	P		Less: offset of support provided	(2,547,147)	(4,152,067)	(1,604,920)	
257							
258			International Justice and Peace Making:				
259	P		Grants to partner organizations	88,835	30,000	(58,835)	
260	P		Anglican Peace & Justice Network	37,718	20,000	(17,718)	
261	P		Other departmental costs	73,253	-	(73,253)	
262	P		Staff costs	900,325	-	(900,325)	Moved to Advocacy and Social Justice.
263			Total IJ&PM:	1,100,131	50,000	(1,050,131)	
264							
265			United Thank Offering:				The United Thank Offering program is entrusted to promote thank offerings, to receive the offerings, and to distribute the monies through grants within the policies and procedures of DFMS. This office provides administrative support and services to the UTO. DFMS provides accounting, banking, and investment services to UTO at no cost.
266	P		UTO Other	-	27,000	27,000	Travel and office expense.
267a	P		Staff costs	472,233	628,730	156,497	All staff costs include annual increases of 1%, 1.5% and 2% in successive years and an estimated 8% increase in annual health insurance premiums.
267b	P		Less offset from UTO	(291,313)	(314,365)	(23,052)	Reflects a reimbursement of 50% of staff costs by UTO.
268			Total United Thank Offering	180,920	341,365	160,445	
269							
270			Total Supporting Mission Through Anglican, Ecumenical, and Interfaith Relations	10,007,471	8,071,058	(1,936,413)	
271							
272			Total Mission Expenses	63,517,572	65,774,079	2,256,507	
273							

BUDGET FOR THE 2013-2015 TRIENNium vs. 2010-2012 FORECAST

Line Number	Co/Ca/P		Description	2010-2012 Actual and Fcst	2013-2015 Adopted Budget	Difference between Current Triennium and Proposed 2013-2015	Commentary
274			Governance				
275			Presiding Bishop's Office:				
276	Ca		Governance-related costs	166,414	153,319	(13,095)	Advisory Council, Chancellor, Court of Trial of a Bishop, costs for attending Lambeth, PB transition costs.
277	Ca		Title IV	1,069,531	820,654	(248,877)	Expenses related to disciplinary situations, investigation, and trials, when necessary.
278			Total Presiding Bishop's Office	1,235,945	973,973	(261,972)	
279							
280			General Convention:				
281	Ca		Committees, Commissions, Agencies and Boards	1,085,307	630,449	(454,859)	CCABs study issues mandated to them by the Canons or referred to them by the General Convention and make recommendations to Convention, reporting in the Blue Book to all bishops and deputies. Allocation to be made in consultation with Executive Council when work of the various CCABs is known and assigned.
282	Ca		Structural Reform Study	6,825	200,000	193,175	Churchwide consultation on how the church might be restructured.
283	Ca		Site and Facilities	2,044,869	2,057,342	12,473	The General Convention is the legislative body of The Episcopal Church, consisting of the House of Deputies (with up to 880 members--four clergy and four lay persons from every diocese and regional area) and the House of Bishops (with approximately 300 active and retired bishops). The Convention meets every three years in legislative session. Its powers are established by the first article of the church's Constitution. The Houses meet and act separately, and both must concur in order to adopt legislation. This line item includes the planning, administrative, security and facilities costs of the convention and should accommodate the expanded move towards a paperless Convention in 2015.
284	Ca		Official Youth Presence -- GC2015	-	125,000	125,000	
285	Ca		Less Constable Grant income	-	(125,000)	(125,000)	The Official Youth Presence at General Convention has historically been funded by a Constable Grant.
286	Ca		Publications	161,024	66,866	(94,158)	These publications include Blue Books, deputy handbooks, budgets, and other documents, plus translations.
287	Ca		Secretariat	251,812	177,810	(74,002)	Less paper; less work and need for volunteers.
288a	Ca		Total General Convention Costs	3,549,837	3,132,467	(417,371)	Refer to line 8 for General Convention income of \$1.2 million.
289							
290	Ca		Executive Council	1,567,187	1,079,438	(487,750)	The Executive Council is the principal entity among the CCABs. It includes a total of thirty-eight elected representatives who serve for staggered six-year terms: two persons elected from each of the church's nine provinces, twenty people elected at large by the General Convention, and five ex officio members, including the Presiding Bishop and the President of the House of Deputies. The Council meets three times a year and has charge of the coordination, development, and implementation of the mission & ministry of the church. This budget maintains three meetings annually -- two face-to-face and one virtual.
291							
292	Ca		Support for Provincial Coordination	292,824	285,000	(7,824)	
293							
294			House of Deputies:				
295	Ca		Advisory council	68,742	80,750	12,008	Travel and accommodations.
296	Ca		Discretionary	12,850	5,460	(7,390)	
297	Ca		Other departmental costs	191,973	171,385	(20,588)	Consultants, travel, office expenses.
298	Ca		Staff costs	259,965	506,381	246,416	All staff costs include annual increases of 1%, 1.5% and 2% in successive years and an estimated 8% increase in annual health insurance premiums. The President of the House of Deputies is an uncompensated position.
299			Total House of Deputies	533,530	763,976	230,446	

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Line Number	Co/Ca/P Corporate/Canonical/Program		Description	2010-2012 Actual and Fcst	2013-2015 Adopted Budget	Difference between Current Triennium and Proposed 2013-2015	Commentary
300							
301			Office of General Convention:				This office undertakes the planning, logistical arrangements, and staff support for the triennial Convention gatherings, the thrice-yearly Executive Council meetings, and the meetings and work of the CCABs. It handles production of the reports to the General Convention (known as the "Blue Book") and the Journal and the updated Constitutions and Canons issued after each Convention. Through the Director of Research, the GCO undertakes the collection, publication, and analysis of annual Parochial and Diocesan Report data. The GCO is implementing new systems for online publishing, online meetings, and communications for CCABs and redesigning the legislative support software to provide greater efficiency in the next triennium. The GCO also works closely with the President of the House of Deputies and provides staff and logistical services where required.
302	Ca		Departmental costs	942,061	894,958	(47,103)	Costs include a consultant for website development and maintenance, four contract employees in GC year, GC software, and travel for the Executive Officer.
303	Ca		Staff costs	2,525,622	2,804,277	278,655	All staff costs include annual increases of 1%, 1.5% and 2% in successive years and an estimated 8% increase in annual health insurance premiums.
304			Total Office of General Convention	3,467,683	3,699,235	231,552	
305							
306			Archives:				
307	Ca		Digital content management	49,939	51,000	1,061	
308	Ca		Other departmental costs	543,954	541,500	(2,454)	Includes provision for rent increase at the current location. Also includes on-line services, office expenses, storage, travel, IT.
309	Ca		Staff costs	1,852,339	2,109,685	257,346	All staff costs include annual increases of 1%, 1.5% and 2% in successive years and an estimated 8% increase in annual health insurance premiums.
310							
311			Total Archives	2,446,232	2,702,185	255,953	
312							
313a	Ca		GBEC				The General Board of Examining Chaplains work has been primarily the annual administration of the General Ordination Examination, administered to seminary seniors and others pursuing Holy Orders. The GBEC collaborates as needed with other General Convention groups devoted to the development and support of ordained ministry.
313b			GBEC Income	(216,000)	(300,000)	(84,000)	From examination fees.
313c			GBEC Non-Staff	232,392	274,061	41,669	Examinations and office costs.
313d			GBEC Staff Cost	174,414	190,939	16,525	All staff costs include annual increases of 1%, 1.5% and 2% in successive years and an estimated 8% increase in annual health insurance premiums.
313e			GBEC Total	190,806	165,000	(25,806)	
314							
315							
316							
317			Total Governance Expenses	13,284,044	12,801,272	(482,772)	
318							
319			Administrative				
320			Chief Operating Officer:				Assisting the Presiding Bishop in her role as Chief Executive Officer, the Chief Operating Officer oversees the staff of the Episcopal Church Center and coordinates the work of mission programs, communications, finance, and administration. The Chief Operating Officer works under the direction of the Presiding Bishop.
321	Co		Staff anti-racism training	30,252	-	(30,252)	Moved to anti-racism mission
322	Co		Other departmental costs	99,321	85,994	(13,327)	Travel for staff during the triennium.
323	Co		Staff costs	1,315,569	1,602,947	287,378	All staff costs include annual increases of 1%, 1.5% and 2% in successive years and an estimated 8% increase in annual health insurance premiums.
324			Total Chief Operating Officer	1,445,142	1,688,941	243,799	

BUDGET FOR THE 2013-2015 TRIENNium vs. 2010-2012 FORECAST

Line Number	Co/Ca/P Corporate/Canonical/Program	Description	2010-2012 Actual and Fcast	2013-2015 Adopted Budget	Difference between Current Triennium and Proposed 2013-2015	Commentary
325						
326		Finance:				The Controller's Office processes all of the financial transactions for DFMS and reporting, summarizing, and interpreting financial data. It helps to develop budgets, measures actual performance against operating plans, and interprets the results of operations to management. The office performs all accounting for DFMS, including cash receipts, accounts payable, payroll, cash disbursements, accounts and diocesan receivables, and grants payable. It works closely with independent auditors to ensure appropriate controls to safeguard the assets and resources of DFMS. The Treasurer's Office is responsible for oversight of the financial functions and the investment assets of DFMS. This includes investment management of both long-term and short-term assets; oversight of banking functions; financial management training; and oversight of entities and activities funded through the budget. The Treasurer has extensive responsibility for developing and monitoring the budget of the Episcopal Church.
327	Co	Controller's Office departmental costs	783,379	701,785	(81,594)	Annual audit fees, financial systems, outsourced payroll services, professional training.
328	Co	Treasurer's Office departmental costs	1,179,988	977,000	(202,988)	Property, directors, liability, sexual misconduct, and other insurance premiums, job training, banking fees.
329	Co	Debt Service Principal and Interest	7,732,257	7,900,000	167,743	Interest at a fixed 3.69% rate. Annual principal repayment is \$1.48 million per the loan agreement.
330	Co	Controller's Office staff costs	2,496,359	2,790,769	294,410	All staff costs include annual increases of 1%, 1.5% and 2% in successive years and an estimated 8% increase in annual health insurance premiums.
331	Co	Treasurer's Office staff costs	2,870,179	3,120,192	250,013	All staff costs include annual increases of 1%, 1.5% and 2% in successive years and an estimated 8% increase in annual health insurance premiums.
332	Co	Treasurer's Office recovery from unrestricted investments for staff costs	-	(276,000)	(276,000)	Accountant for investment portfolio is proposed to be funded through investment portfolio assets. This is done by many corporate and public pension funds, and is shown here as a negative expense.
333	Co					
334		Total Finance	15,062,162	15,213,746	151,584	
335						
336		Human Resources:				This office strives to have the best person in the appropriate job, adequately prepared and effectively motivated, in compliance with moral and civil law, and reflective of the cultural diversity of the church and society. The team ensures that current and retired staff are treated fairly in keeping with stated policies and best practices.
337	Co	Retiree medical costs	2,198,765	1,710,808	(487,958)	Declining number of eligible users.
338	Co	Departmental costs	1,193,362	685,967	(507,395)	Includes background and reference checks, employee health maintenance, and employee relations.
339	Co	Staff costs	1,273,662	1,187,075	(86,587)	All staff costs include annual increases of 1%, 1.5% and 2% in successive years and an estimated 8% increase in annual health insurance premiums.
340		Total Human Resources	4,665,789	3,583,850	(1,081,939)	
341						
342		Legal:				Under the direction of the Chief Operating Officer, in-house counsel provide guidance to the DFMS staff and other church entities (such as Executive Council) on official legal matters, including contracts, employment, copyright, building codes, taxes, finance, regulatory, and other issues. They also coordinate referrals to outside counsel when required.
343	Co	Departmental costs	145,920	188,765	42,845	Primarily outside counsel when needed.
344	Co	Litigation to safeguard property churchwide	3,115,190	2,000,000	(1,115,190)	Reduced expenses for property litigation as breakaway group activity lessens.
345	Co	Staff costs	531,526	786,441	254,915	All staff costs include annual increases of 1%, 1.5% and 2% in successive years and an estimated 8% increase in annual health insurance premiums.
346		Total Legal	3,792,636	2,975,206	(817,430)	
347						
348		Mission Technology:				
349	Co	Departmental costs	1,690,600	863,246	(827,354)	Minimum needed for basic operations and maintenance. Major computer and telecommunications systems were replaced in 2012.
350	Co	Staff costs	1,939,099	2,051,917	112,818	All staff costs include annual increases of 1%, 1.5% and 2% in successive years and an estimated 8% increase in annual health insurance premiums.
351		Total Mission Technology	3,629,699	2,915,163	(714,536)	

BUDGET FOR THE 2013-2015 TRIENNium vs. 2010-2012 FORECAST

Line Number	Co/CanP Corporate/Canonical/Program	Description	2010-2012 Actual and Fest	2013-2015 Adopted Budget	Difference between Current Triennium and Proposed 2013-2015	Commentary
352						
353		Facilities Management:				Facilities Management includes some items related to the maintenance of the Episcopal Church Center, as well as operational costs of the churchwide staff including the mailroom, leasing costs for office equipment, office supplies, and corporate printing. The largest elements of this budget are for utilities, building management and engineering, and cleaning and security services.
354	Co	Building service	4,691,224	4,917,884	226,660	Full building operations to provide services to affiliated organizations and revenue-generating tenants.
355	Co	Mail center	280,797	266,757	(14,040)	Postage, delivery, and shipping, including to General Convention.
356	Co	Purchasing	433,938	423,624	(10,314)	Equipment and supplies, including to General Convention.
357	Co	Staff costs	1,005,347	955,508	(49,839)	All staff costs include annual increases of 1%, 1.5% and 2% in successive years and an estimated 8% increase in annual health insurance premiums.
358		Total Facilities Management	6,411,306	6,563,773	152,467	
359						
360		Total Administrative Expenses	35,006,734	32,940,680	(2,066,054)	
361						
362		Total Expenses	111,808,350	111,516,032	(292,318)	
363						
364		Budgetary Surplus/(Deficit)	1,900,800	30,284	(1,870,516)	
365						
366		Uses of Cash Surplus:				
367						
368						
369		Remaining Cash Surplus/(Deficit)	1,900,800	30,284	(1,870,516)	
370						
371		Episcopal Migration Ministries--Government:				This line item represents the total of funds passed through to EMM's network of 31 affiliate offices in 27 dioceses to staff and carry out the work of refugee resettlement in those locations, through a national administration/local implementation model.
372		Total income	(40,038,592)	(48,825,199)	(8,786,607)	
373		Staff costs	4,428,998	6,882,020	2,453,022	
374		Non-staff costs	35,609,594	41,943,179	6,333,585	
375		Total Episcopal Migration Ministries--Government	-	-	-	Government contract is designed to be breakeven.
376						
377		Combined Net Activities	1,900,800	30,284	(1,870,516)	
378						
379						
380		Total staff costs	49,903,221	54,852,611	4,949,390	Staff costs during 2010-2012 were lower than originally budgeted by GC2009 due to attrition and unfilled vacancies. Costs for 2013-2015 include annual increases of 1%, 1.5% and 2% in successive years and an estimated 8% increase in annual health insurance premiums.
381		Total costs	111,808,350	111,516,032	(292,318)	
382						
383		Canonical costs	19%	18%	-1%	
384		Corporate costs	32%	31%	-1%	
385		Program costs	49%	51%	2%	
386			100%	100%		
387						
388		Governance costs	12%	11%	0%	
389		Administration costs	29%	26%	-3%	
390		Mission costs	59%	63%	4%	Amounts adjusted to include the value of donated services to affiliated organizations in mission rather than administrative costs.
391			100%	100%		

JOINT STANDING COMMITTEE ON PROGRAM, BUDGET & FINANCE

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EX OFFICIO

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Mr. N. Kurt Barnes, *Treasurer of the General Convention*
The Most Rev. Katharine Jefferts Schori, *Presiding Bishop*
The Rev. Dr. Gregory S. Straub, *Secretary of the General Convention*

Included in this Budget booklet is additional information to facilitate your understanding of the budget process and your personal role in helping the Church move forward in funding mission:

- a comparison of the projected income and expenses of the current triennium with the revenue and expenses projected for 2013-2015. Columns on that report show the 2010-2012 actual, the 2013-2015 proposed PB&F Budget and the percent difference (2010-2012 and proposed)
- the enabling resolution for funding (Funding Resolution)

After the General Convention has acted on The Budget for The Episcopal Church, the final budget document will be sent to deputies and bishops. It will also be available on the Episcopal Church website, www.episcopalchurch.org/finance. We hope that having this information in both forms will be helpful as you educate and explain the Budget to the leaders and decision-makers in your diocese as well as to the members of your congregations.

The work of the Joint Standing Committee on Program, Budget & Finance is facilitated by the staff of the Domestic & Foreign Missionary Society (DFMS) including Mr. N. Kurt Barnes, Treasurer of the General Convention and Chief Financial Officer of the DFMS and his staff; The Rt. Rev. Stacy Sauls, Chief Operating Officer; and the chair and vice-chair of the Executive Council Joint Standing Committee on Finances for Mission, Dr. Delbert Glover and The Rt. Rev. Jon Bruno.

The Committee acknowledges with gratitude the following members of the DFMS staff and others who were instrumental in preparing the budget and related documentation:

Mrs. Nancy Caparulo, Staff Liaison to PB&F
Mr. Alpha Conteh, Controller
Mrs. Margareth Crosnier de Bellaistre, Director of Investment Management and Banking
The Rev. Patricia Downing, Legislative Aide
Ms. Sheila Golden, Administrative Assistant to the Treasurer
Ms. Rosella Jim, Liaison from Dispatch of Business
Ms. Holli Powell, CPA, Consultant to the Mission Department on Finances
Mr. Steve Smith, Representative of the President of the House of Deputies
Mrs. Rosalie Wells, Translation Services