
2013 Budget

Adopted by Executive Council 10/18/2012

Executive Council reviewed the Budget for 2013-2015 adopted by General Convention in July 2012 and adopted a budget for the 2013 fiscal year. When Council meets in February 2013, it will further discuss and make specific allocations within the Marks of Mission Initiatives that appear in lines 27, 61, 79, 108 and 122.

BUDGET FOR THE 2013-2015 TRIENNIUM: Adopted Revision 2013

Line Number	Co/Ca/P Corporate/Canonical/Program		Description	2010-2012 Actual and Fcst	2013-2015 Adopted Budget	Adopted EC Budget 2013	Narrative
1		Income					
2			Diocesan Commitments	77,442,774	73,500,000	24,752,000	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 Generally	27,500,573	25,257,490	8,400,000	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+17 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.

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4				Income from Unrestricted Assets available to Support the Budget specifically for Development Office	-	4,106,560	1,269,632	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	1,350,000	2.5 floors have been rented since 2010; a third floor has been rented since September 2012.
6								
7				Program and Event Related Fees:				
8				General Convention Income	1,086,750	1,170,311		Registrations and exhibitor fees are assumed to be increased in line with inflation.
9				Multimedia Services Income	126,215	300,000	59,565	From the sale of ads appearing in digital publications.
10				Episcopal Digital Network Income	1,032,204	178,694	115,000	From the sale of ads appearing on ENS pages.
11				Episcopal Migration Ministries Non-Government Income	338,059	330,000	110,000	Fees from counseling services for immigration and adjustment for citizenship status.
12				College of Bishops Income	163,816	162,360	54,120	Income received from the College for Bishops.
13				Refugee Loan Collection Income	2,163,008	2,100,000	700,000	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	42,000	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	88,300	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	1,168,985	
17								
18								
19								
20				Other Income	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	36,940,617	
22								
23		Expenses						
24			Mission					

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Line Number	Co/Ca/P Corporate/Canonical/Program		Description	2010-2012 Actual and Fcst	2013-2015 Adopted Budget	Adopted EC Budget 2013	Narrative
25			The Five Marks of Mission				
26			<i>Mark 1: Proclaim the Good News</i>				
27	P		Goal: Starting New Congregations	-	2,000,000	666,667	Currently allocated over three years. Detailed allocation will depend on EC decisions in Feb 2013. 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	11,400	Travel and other program assistance for the Diocese of Haiti.
31	Ca		Convocation of Episcopal Churches in Europe	49,715	45,646	15,215	Block grant support.
32	Ca		Bishop in charge of Europe	69,081	162,000	54,000	Reimbursement to the Paris cathedral for housing and related expenses for the bishop.
33	Ca		Hospitality and entertainment	33,055	26,972	8,991	Internal and external guests.
34	Ca		Official & discretionary expenses	12,548	11,400	3,800	Internal and external guests.
35	Ca		House of Bishops	313,663	175,000	58,333	Includes meetings, planning, consultants, translation, and other costs.
36	Ca		PB Deputy for Anglican Communion Affairs	43,784	-	-	Sunsetting a position in light of normalized relations within the Anglican Communion.
37	Ca		Travel	457,198	321,602	107,201	Business travel for PB, spouse, and all other staff.
38	Ca		Other departmental costs	229,814	129,441	43,147	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	1,050,004	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	1,352,092	
41							
42			Director of Mission's Office:				
43	P		Departmental costs	417,257	106,400	35,467	Travel and program assistance.

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44	P			Staff costs	2,208,633	1,396,306	454,760	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	490,227	
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	127,620	Office of the Director includes strategic and creative direction, budget and operations oversight, and communication for mission.
50a	P			Multimedia Services	1,320,735	857,508	206,250	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.
50b	P			Web & Social Media Services	-		169,211	
51	P			Corporate communications	421,576	143,683	154,676	This office includes major media relations, public affairs, Daily Scan, Infoline, and monitoring of social media.
52	P			EBaR total expenses	125,186	-	-	Bookstore and fulfillment businesses were eliminated in 2010.
53a	P			Episcopal News Service	1,382,408	765,089	100,500	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.
53b	P			Episcopal Digital Network	-	-	28,600	
54	P			Translation services	162,431	190,000	61,010	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	2,054,074	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.

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56			Total Communications	9,961,508	9,073,755	2,901,941	
57						-	
58			Proclaiming the Good News Total	17,015,293	16,704,193	5,410,926	
59							
60			<i>Mark 2: Teach, baptize, and nurture new believers</i>				
61	P		Goal: Strengthening Province IX for Sustainable Mission	-	1,000,000	333,333	Currently allocated over three years. Detailed allocation will depend on EC decisions in Feb 2013. 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	-		Reconfigured in 2013-2015.
65	P		Episcopal Generations/Lifelong Formation	-	251,767	77,384	Bridging the gaps in lifelong formation. Includes evangelism and formation as vocation and faith formation resource development.
66	P		Formation & vocation networks	-	310,447	103,482	Building capacity by affirming and assisting emerging networks and increasing connectivity.
67	P		Campus ministry grants	-	300,000	100,000	Campus ministry grants
68	P		Events & gatherings				
68a	P		Young adult and student gathering			19,000	
68b	P		Episcopal Youth Event			50,000	
68c	P		Lifelong formation and events			15,000	
68d	P		Total events & gatherings	-	609,167	-	Includes Episcopal Youth Event, young adult festival, and student gatherings.
69	P		Other departmental costs	-	176,400	58,800	Includes travel costs for all Formation staff for three years.
70	P		Staff costs	1,247,764	1,227,613	399,451	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	823,117	
72							
73	Ca		House of Bishops Theology Cte	28,569	24,000	8,000	

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74	Ca		College for Bishops grant	237,099	237,099	79,033	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	1,243,483	
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	333,333	Currently allocated over three years. Detailed allocation will depend on EC decisions in Feb 2013. 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	66,667	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	66,667	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.
86a	P		Departmental costs - Miami			30,461	
86b	P		Departmental costs - New York			69,428	
86c	P		Departmental costs	281,826	299,666		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	139,311	Operating costs of refugee loan collection.
87b			Refugee loan Collection Staff cost	693,225	638,386	206,924	DFMS staff costs of refugee loan collection.
88	P		Staff costs - Miami	335,645	232,283	75,118	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	521,242	

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90							
91			Mission Personnel:				
92	P		Appointed missionaries	113,456	108,300	36,100	Travel and meetings.
93	P		Volunteers for Mission	61,523	57,000	19,000	Travel and meetings.
94	P		Young Adult Service Corps	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	60,920	In-service retreat and support of Young Adult Service Corps; health and other insurances.
96	P		Staff costs	3,581,798	3,351,776	1,081,773	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)	(22,000)	Funds raised by missionaries to offset their deployment costs.
98			Total Mission Personnel	3,962,634	3,633,837	1,175,793	
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	209,333	Meetings, chaplain conferences, travel, and rent at Washington National Cathedral.
102	Ca		Staff costs	1,185,469	1,021,467	334,015	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	543,349	
104							
105			Responding To Human Need Total	7,421,311	8,271,572	2,707,051	
106							
107			<i>Mark 4: Seek to change unjust structures</i>				

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108	P			Goal: Engaging Episcopalians in the Eradication of Domestic Poverty through Jubilee Ministries	985,987	1,000,000	333,333	Currently allocated over three years. Detailed allocation will depend on EC decisions in Feb 2013. 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	227,133	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	-	-	
113	P			Staff costs	1,229,982	2,058,072	669,474	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	896,608	
115								
116	P			Anti-racism advocacy	-	25,626	8,542	Anticipated live webcast event--State of Racism in America.
117								
118				Seeking To Change Unjust Structures Total	2,899,678	3,765,098	1,238,483	
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	166,667	Currently allocated over three years. Detailed allocation will depend on EC decisions in Feb 2013. 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	166,667	

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125								
126								
127				Supporting the Five Marks of Mission through Local Efforts in The Episcopal Church				
128								
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	34,869	Episcopal Church Foundation and CREDO are assuming the Fresh Start program.
131	P			Research and development costs (congregational development)	38,730	40,950	13,650	
132	P			Other congregational development costs	149,325	130,350	43,450	
133	Ca			Pastoral development	73,630	74,607	24,869	
134	Ca			Other pastoral development costs	133,524	164,297	54,766	Consultants, travel, training, general office expense.
135	P			Congregational research	135,419	133,700	44,567	Includes research contracts, leadership assessment tools, demographic data for congregations, and triennial congregational survey.
136	P			Evangelism and church planting	269,792	-	-	This area is to be re-conceived in the work undertaken in mark of mission #1.
137	P			Congregational vitality	248,441	-	-	
138	P			Stewardship development	198,377	385,264	128,421	Partnership with The Episcopal Network for Stewardship to support a local network empowering churchwide stewardship ministry.
139	P			Worship and spirituality	185,337	-	-	

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140	Ca/P			Staff costs	3,477,341	2,917,879	947,454	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	1,292,047	
142								
143	P			Episcopal Cooperative Project	-		-	
144								
145				TEC Grants and Appropriations:				
146	P			Haiti	1,064,176	1,064,176	354,725	
147	P			Virgin Islands	513,513	513,513	171,171	
148				<i>Province 2 Total</i>	<i>1,577,689</i>	<i>1,577,689</i>	<i>525,896</i>	
149	P			North Dakota	435,000	544,000	181,333	
150	P			South Dakota	1,686,000	2,100,000	700,000	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>881,333</i>	
152	P			Alaska	1,050,000	1,300,000	433,333	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	333,333	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	50,000	
155	P			Taiwan	204,750	204,750	68,250	
156				<i>Province 8 Total</i>	<i>2,238,750</i>	<i>2,654,750</i>	<i>884,917</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	127,400	
159	P			Dominican Republic	682,500	682,500	227,500	
160	P			Ecuador Central	504,790	504,790	168,263	
161	P			Ecuador Litoral	346,830	346,830	115,610	
162	P			Honduras	682,500	682,500	227,500	
163	P			Venezuela	395,010	395,010	131,670	

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164				Province 9 Total	2,993,830	2,993,830	997,943	
165	P			Other grants and appropriations	790,160	225,000	75,000	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	3,365,090	
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				
169a	P			Program and resources			68,000	
169b	P			Travel			20,000	
169c	P			Grants			75,000	
169d	P			Consultants			10,000	
169e	P			Translation			2,000	
169f	P			Office expense			3,000	
169g	P			Total Indigenous minstries	577,083	534,000		Line item includes New Opportunity Grants (\$255K given in 2010-2012 triennium).
170	P			Indigenous Theological Training				
170a	P			Grants			110,333	
170b	P			Training			15,000	
170c	P			Consultants			8,000	
170d					354,000	400,000		Includes training for Bishop's Collaborative, and new indigenous communities in Provinces 8, 9, and the Philippines.
171	P			Episcopal Asiamerica ministries				
171a	P			Program and resources			73,000	

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171b	P			Travel			20,000	
171c	P			Consultants			5,000	
171d				Office expense			2,833	
171e				Total Asiamerica ministries	321,264	302,500		
172	P			Black ministries				
172a	P			Program and resources			68,000	
172b	P			Travel			20,000	
172c	P			Consultants			10,000	
172d	P			Office expense			2,833	
172e	P			Total Black ministries	272,864	302,500		
173	P			Historically Black Episcopal Colleges	2,245,000	2,025,000	675,000	Includes grant that is allocated based on enrollment among St. Augustine's, St. Paul's, and Voorhees Colleges.
174	P			Hispanic/Latino ministries				
174a	P			Program and resources			59,000	
174b	P			Travel			20,000	
174c	P			Consultants			24,000	
174d	P			Translation			5,000	
174e	P			Office expense			2,000	
174f	P			Total Hispanic/Latino ministries	544,731	330,000		Church planting work moved to Starting New Congregations initiative (see line 27).
	P							
175	P			New Community Training				
175a				Asset Based Community Development			15,000	
175b				Alternative Leadership Development			15,000	
175c				Total New Community Training	-	197,200		Includes New Community Training event, Asset Based Community Development training, and Alternative Leadership Development work.
175d								
176	P			Multicultural ministries	61,588	-	-	
177	P			Staff costs	2,251,163	2,080,981	677,668	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	2,005,668	
179								

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180	P			Environmental Ministries	112,224	-	-	This area to be re-conceived in the work undertaken in mark of mission #5. See line 120.
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	-	-	
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	320,197	Travel, research, databases.
186c	P			Dedicated Work in Haiti		400,000	73,333	
186d	P			Staff Cost	1,079,613	2,745,969	876,102	
186e	P			Total Development	1,305,166	4,106,560	1,269,632	
187								
188				Total Supporting Mission Through TEC Local Efforts	22,858,812	24,325,665	7,932,437	
189								
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	337,333	Support to Anglican Communion Office.
194	P			International visitors	-	45,000	15,000	Hospitality and travel for international guests of the Global Partnership Department.

BUDGET FOR THE 2013-2015 TRIENNIUM: Adopted Revision 2013								
Line Number	Co/Ca/P Corporate/Canonical/Program			Description	2010-2012 Actual and Fcst	2013-2015 Adopted Budget	Adopted EC Budget 2013	Narrative
195	P			Other departmental costs	-	227,050	75,683	Primarily travel.
196	P			Staff costs	973,120	1,522,592	496,453	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	924,469	
198								
199				Grants within the Anglican Communion:				
200	P			Burundi	13,838	12,000	4,000	Support of current relationships.
201	P			Central Africa	4,920	9,000	3,000	Support of current relationships.
202	P			Congo	22,755	21,000	7,000	Amount based on slight reduction of 2012 granting level.
203	P			Sudan	43,783	36,000	12,000	We need to show our desire to remain in relationship.
204	P			Conference of Anglican Provinces in Africa (CAPA)	13,838	18,000	6,000	Provides support to entire province.
205	P			African Network of Institutes of Theological Education Preparing Anglicans for Ministry (ANITEPAM)	17,220	12,000	4,000	Support of current relationships.
206	P			Episcopal Church of the Philippines	45,172	45,000	15,000	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	6,667	(Formerly the Committee on the Philippines Covenant) Important for maintaining relationship with a significant Anglican partner.
208	P			Caribbean	5,880	6,000	2,000	Office expenses for partnership officer for the Caribbean based in Panama.
209	P			Cuba	84,828	106,000	35,333	Major relationship priority for triennium. Includes \$30K for bishop salary.
210	P			Other grants within the Anglican Communion	869,276	-	-	
210a	P			Brazil Secretariat	-	-	14,000	Partnership with Anglican Church of Brazil.
211				Total Grants Within the Anglican Communion	1,145,279	285,000	109,000	Focusing efforts on primary partners.
212								

BUDGET FOR THE 2013-2015 TRIENNIUM: Adopted Revision 2013								
Line Number	Co/Ca/P Corporate/Canonical/Program			Description	2010-2012 Actual and Fest	2013-2015 Adopted Budget	Adopted EC Budget 2013	Narrative
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	478,952	Block grant support.
215	P			Liberia	431,022	366,369	122,123	Block grant support.
216	P			Mexico	794,654	620,964	206,988	Block grant support.
217	P			Anglican Communion United Nations Office (ACUNO)	9,619	-	-	DFMS provides in-kind administrative and support services provided at no charge by DFMS to ACUNO. See line 264.
218				Total Covenants within the Anglican Communion	2,893,660	2,424,189	808,063	
219								
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	40,000	Grants to meet emergent unpredicted needs throughout the triennium.
222	P			Global networking	-	60,300	20,100	\$47K travel and \$18K development.
223	P			Support for ecumenical reps	67,716	65,000	21,667	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	16,000	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	10,000	
226	P			Dialogues	79,202	65,000	21,667	Includes meetings with United Methodist, Anglican Roman Catholic, Church of Sweden, and Presbyterian churches.
227	P			Churches Uniting in Christ	17,162	15,000	5,000	Works on reconciliation of ministries through the lens of the church-dividing issue of race.

BUDGET FOR THE 2013-2015 TRIENNIUM: Adopted Revision 2013							
Line Number	Co/Ca/P Corporate/Canonical/Program		Description	2010-2012 Actual and Fcst	2013-2015 Adopted Budget	Adopted EC Budget 2013	Narrative
228	P		PB Deputy for Ecumenical Relations	54,447	31,500	10,500	Travel and expenses representing TEC.
229	P		WCC Assembly	15,000	15,000	5,000	Accrual for next assembly in North Korea in 2013.
230	P		Other departmental costs	114,029	-	-	
231	P		Staff costs	554,298	959,445	312,356	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	462,289	
233							
234			Ecumenical Appropriations:				
235	P		World Council of Churches	165,602	100,921	33,640	Regenerating engagement as we plan the assembly in North Korea.
236	P		Church World Service/Witness	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	15,255	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	51,799	Primary method of interreligious work.
239	P		Christian Churches Together US	14,750	10,325	3,442	Largest gathering of Christians, which includes Orthodox, Roman Catholics, Evangelicals, Episcopalians, and Protestants of major denominations.
240			Total Ecumenical Appropriations	744,926	312,409	104,136	
241							
242			Grants, Covenants, & Appropriations:				
243a	P		MDG Partnership with ERD	805,113	748,208	249,403	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	10,000	Meetings and travel of overseas Covenant Committees.
245	P		Program support and other departmental costs	24,958	-	-	
246			Total Grants, Covenants, & Appropriations	878,569	778,208	259,403	
247							

BUDGET FOR THE 2013-2015 TRIENNIUM: Adopted Revision 2013								
Line Number	Co/Ca/P Corporate/Canonical/Program			Description	2010-2012 Actual and Fest	2013-2015 Adopted Budget	Adopted EC Budget 2013	Narrative
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	1,060,218	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	30,433	
251	P			Colleges and Universities of the Anglican Communion	-	214,031	71,344	
252	P			Episcopal Church Foundation	-	436,149	145,383	
253	P			National Association of Episcopal Schools	-	187,749	62,583	
254	P			Church Periodical Club/Bible & Common Prayer Book Society	-	42,186	14,062	
255				Total Support Provided to Affiliated Organizations	2,547,147	4,152,067	1,384,022	
256	P			Less: offset of support provided	(2,547,147)	(4,152,067)	(1,384,022)	
257								
258				International Justice and Peace Making:				
259	P			Grants to partner organizations	88,835	30,000	10,000	
260	P			Anglican Peace & Justice Network	37,718	20,000	6,667	
261	P			Other departmental costs	73,253	-	-	
262	P			Staff costs	900,325	-	-	Moved to Advocacy and Social Justice.
263				Total IJ&PM:	1,100,131	50,000	16,667	
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	9,000	Travel and office expense.

BUDGET FOR THE 2013-2015 TRIENNIUM: Adopted Revision 2013							
Line Number	Co/Ca/P Corporate/Canonical/Program		Description	2010-2012 Actual and Fcst	2013-2015 Adopted Budget	Adopted EC Budget 2013	Narrative
267a	P		Staff costs	472,233	628,730	203,465	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)	(104,788)	Reflects a reimbursement of 50% of staff costs by UTO.
268			Total United Thank Offering	180,920	341,365	107,677	
269							
270			Total Supporting Mission Through Anglican, Ecumenical, and Interfaith Relations	10,007,471	8,071,058	2,791,704	
271							
272			Total Mission Expenses	63,517,572	65,774,079	21,490,750	
273						-	
274			Governance			-	
275			Presiding Bishop's Office:			-	
276	Ca		Governance-related costs	166,414	153,319	51,106	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	273,551	Expenses related to disciplinary situations, investigation, and trials, when necessary.
278			Total Presiding Bishop's Office	1,235,945	973,973	324,658	
279							
280			General Convention:				
281	Ca		Committees, Commissions, Agencies and Boards	1,085,307	630,449	210,150	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. Currently allocated over three years. Final allocation will depend on EC decisions (e.g., spend 50:50 in 2013/2014; or reserve 1/3 of funds for a first meeting of CCABs in 2015). O120
282	Ca		Structural Reform Study	6,825	200,000	66,667	Churchwide consultation on how the church might be restructured.

BUDGET FOR THE 2013-2015 TRIENNIUM: Adopted Revision 2013								
Line Number	Co/Ca/P Corporate/Canonical/Program			Description	2010-2012 Actual and Fest	2013-2015 Adopted Budget	Adopted EC Budget 2013	Narrative
283	Ca			Site and Facilities	2,044,869	2,057,342	2,000	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	-	
285	Ca			Less Constable Grant income	-	(125,000)	-	The Official Youth Presence at General Convention has historically been funded by a Constable Grant.
286	Ca			Publications	161,024	66,866	-	These publications include Blue Books, deputy handbooks, budgets, and other documents, plus translations.
287	Ca			Secretariat	251,812	177,810	-	Less paper; less work and need for volunteers.
288a	Ca			Total General Convention Costs	3,549,837	3,132,467	278,816	Refer to line 8 for General Convention income of \$1.2 million.
289								
290	Ca			Executive Council	1,567,187	1,079,438	359,813	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.
291								
292	Ca			Support for Provincial Coordination	292,824	285,000	95,000	
293								
294				House of Deputies:				
295	Ca			Advisory council	68,742	80,750	26,917	Travel and accommodations.
296	Ca			Discretionary	12,850	5,460	1,820	

BUDGET FOR THE 2013-2015 TRIENNIUM: Adopted Revision 2013								
Line Number	Co/Ca/P Corporate/Canonical/Program			Description	2010-2012 Actual and Fcst	2013-2015 Adopted Budget	Adopted EC Budget 2013	Narrative
297	Ca			Other departmental costs	191,973	171,385	57,128	Consultants, travel, office expenses.
298	Ca			Staff costs	259,965	506,381	163,931	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. PHOD is an uncompensated position.
299				Total House of Deputies	533,530	763,976	249,796	
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	438,319	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	913,356	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	1,351,675	
305								
306				Archives				
307a	Ca			Digital Archives/Electronic Records	49,939	51,000	37,500	Archives fundamental work.
308a	Ca			Rent and storage			63,000	
308b	Ca			Other costs			97,000	Includes provision for rent increase at the current location. Also includes on-line services, office expenses, storage, travel, IT.
308c	Ca			Total departmental other costs	543,954	541,500		

BUDGET FOR THE 2013-2015 TRIENNIUM: Adopted Revision 2013								
Line Number	Co/Ca/P Corporate/Canonical/Program			Description	2010-2012 Actual and Fcst	2013-2015 Adopted Budget	Adopted EC Budget 2013	Narrative
309	Ca			Staff costs	1,852,339	2,109,685	685,629	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	883,129	
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)	(100,000)	From examination fees.
313c				GBEC Non-Staff	232,392	274,061	91,354	Examinations and office costs.
313d				GBEC Staff Cost	174,414	190,939	62,607	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	53,961	
314								
315								
316								
317				Total Governance Expenses	13,284,044	12,801,272	3,596,848	
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	-	-	Moved to anti-racism mission
322	Co			Other departmental costs	99,321	85,994	28,665	Travel for staff during the triennium.
323	Co			Staff costs	1,315,569	1,602,947	522,281	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.

BUDGET FOR THE 2013-2015 TRIENNIUM: Adopted Revision 2013							
Line Number	Co/Ca/P Corporate/Canonical/Program		Description	2010-2012 Actual and Fcst	2013-2015 Adopted Budget	Adopted EC Budget 2013	Narrative
324			Total Chief Operating Officer	1,445,142	1,688,941	550,945	
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	233,928	Annual audit fees, financial systems, outsourced payroll services, professional training.
328	Co		Treasurer's Office departmental costs	1,179,988	977,000	325,667	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	2,633,333	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	906,554	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	1,016,262	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)	(92,000)	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	5,023,744	

BUDGET FOR THE 2013-2015 TRIENNIUM: Adopted Revision 2013								
Line Number	Co/Ca/P Corporate/Canonical/Program			Description	2010-2012 Actual and Fcst	2013-2015 Adopted Budget	Adopted EC Budget 2013	Narrative
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	570,269	Declining number of eligible users.
338	Co			Departmental costs	1,193,362	685,967	228,656	Includes background and reference checks, employee health maintenance, and employee relations.
339	Co			Staff costs	1,273,662	1,187,075	386,981	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	1,185,906	
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	62,922	Primarily outside counsel when needed.
344	Co			Litigation to safeguard property churchwide	3,115,190	2,000,000	666,667	Reduced expenses for property litigation as breakaway group activity lessens.
345	Co			Staff costs	531,526	786,441	256,893	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	986,482	
347								
348				Information Technology:				
349a	Co			Departmental costs				
349b				Consultants			124,000	
349c				Travel, meals, lodging			2,000	
349d				Maintenance and supplies			10,450	
349e				Software			16,800	

BUDGET FOR THE 2013-2015 TRIENNIUM: Adopted Revision 2013							
Line Number	Co/Ca/P Corporate/Canonical/Program		Description	2010-2012 Actual and Fcst	2013-2015 Adopted Budget	Adopted EC Budget 2013	Narrative
349f			Hardware			35,000	
349g			Online services			72,000	
349h			Telecom			75,500	
349i			Total Departmental costs	1,690,600	863,246	335,750	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	667,274	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 Information Technology	3,629,699	2,915,163	1,003,024	
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	1,639,295	Full building operations to provide services to affiliated organizations and revenue-generating tenants.
355	Co		Mail center	280,797	266,757	88,919	Postage, delivery, and shipping, including to General Convention.
356	Co		Purchasing	433,938	423,624	141,208	Equipment and supplies, including to General Convention.
357	Co		Staff costs	1,005,347	955,508	308,691	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	2,178,112	
359							
360			Total Administrative Expenses	35,006,734	32,940,680	10,928,213	
361							
362			Total Expenses	111,808,350	111,516,031	36,015,811	
363							
364			Budgetary Surplus/(Deficit)	1,900,800	30,284	924,806	
365							
366			Uses of Cash Surplus:				
367							

BUDGET FOR THE 2013-2015 TRIENNIUM: Adopted Revision 2013							
Line Number	Co/Ca/P Corporate/Canonical/Program		Description	2010-2012 Actual and Fcst	2013-2015 Adopted Budget	Adopted EC Budget 2013	Narrative
368							
369			Remaining Cash Surplus/(Deficit)	1,900,800	30,284	924,806	
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)	(16,275,066)	
373			Staff costs	4,428,998	6,882,020	2,294,007	
374			Non-staff costs	35,609,594	41,943,179	13,981,060	
375			Total Episcopal Migration Ministries--Government	-	-	-	Government contract is designed to be breakeven.
376							
377			Combined Net Activities	1,900,800	30,284	924,806	
378							
379							
380			Total staff costs	49,903,221	54,852,611		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		
382							
383			Canonical costs	19%	18%		
384			Corporate costs	32%	31%		
385			Program costs	49%	51%		
386				100%	100%		
387							
388			Governance costs	12%	11%		
389			Administration costs	29%	26%		
390			Mission costs	59%	63%		Amounts adjusted to include the value of donated services to affiliated organizations in mission rather than administrative costs.
391				100%	100%		