THE EPISCOPAL CHURCH

2028-2030 TRIENNIAL BUDGET

BUDGET HANDBOOK

DRAFT – 11/5/2026

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INTRODUCTION

Message from the Joint Budget Committee of Executive Council

Dear siblings in Christ in The Episcopal Church:

I bring you greetings of peace and good news as the chair of the Joint Budget Committee of Executive Council.

In accordance with our bylaws, and in collaboration with Presiding Bishop Sean Rowe, President of the House of Deputies Julia Ayala Harris, and Chief Financial Officer Chris Lacovara, our committee is pleased to release our draft budget for the 2028-2030 triennium.

This proposed budget represents significant work by the committee and finance staff to improve how we account for, manage, and report on our use of church resources. Previously, not all expenses were shown in the triennial budget, and the Church Center operated separate accounting and financial reporting systems that did not communicate with one another well. This made it difficult to track spending, estimate future expenses, and make midstream changes as program needs shifted.

To improve accuracy, transparency, and accountability, the Joint Budget Committee worked with CFO Lacovara to consolidate accounting, financial reporting, and budgeting on a single software system; establish one consistent chart of revenue and expense accounts across all departments; and create capacity for monthly financial reporting that allows leaders to monitor spending and assess financial performance on a timely basis.

Also, to create greater transparency and churchwide understanding of our finances having made these changes, we are providing the triennial budget in the form of this handbook. The handbook includes all of the numbers in the triennial budget in tabular form and also provides detailed narrative on the budgets for each individual ministry area. It explains their goals and vision, describes what is included in individual revenue and expense line items, and maps new budget line onto the old structure.

Simultaneous with the Joint Budget Committee's work was the development of the church's strategic plan. We understood that the budget could not be developed in isolation. A budget is more than a collection of numbers. It reflects our priorities. It tells us what we value, where we intend to focus our efforts, and how we plan to use the resources entrusted to us. The strategic plan needed to inform the budget, and the budget needed to support the strategic plan.

We owe it to the church to make clear how its resources are being used. We owe it to our ministry area heads to give them the tools and information they need to manage those resources responsibly. And we owe it to the people of The Episcopal Church to present a budget that is understandable, transparent, and connected to our shared mission.

As we share this proposed triennial budget with you, my hope and prayer is that you will see our commitments to accuracy, transparency, and accountability reflected in its structure and in

the work that has gone into preparing it. We are tremendously grateful to Chris Lacovara and his team for the hard work they have done to bring us to this point.

Thank you for engaging with us in this vital work!

The Rt. Rev. Diane Jardine Bruce
Chair, Executive Council Joint Budget Committee

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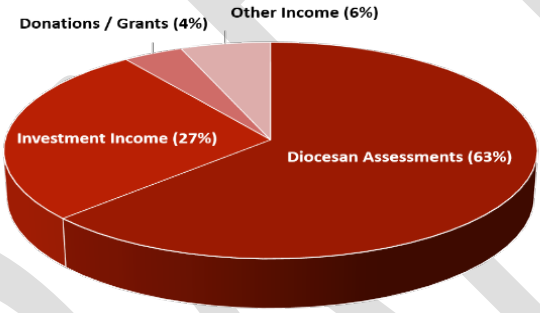
INTRODUCTION

Message from the Chief Financial Officer

Overview of the 2028-2030 Triennial Budget

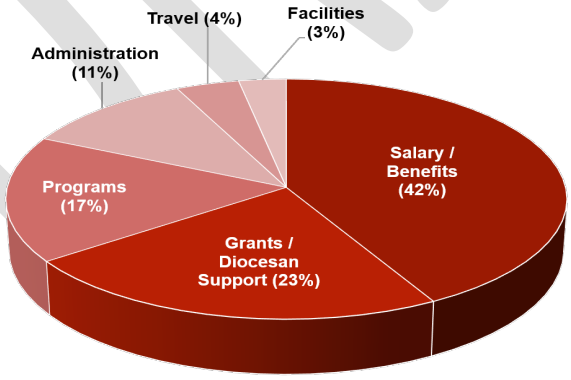
The triennial budget of The Episcopal Church details how churchwide income will be used to fund the church's ministry, governance, and administration for the years 2028 through 2030. The budget funds the initiatives set forth in the strategic plan adopted by the Executive Council in October 2026 and includes substantial investments in churchwide evangelism, congregational vitality, and organizational capacity.

The principal sources of budget revenue are the annual diocesan assessment provided for in the canons and investment income from the church's endowment, as shown in the chart below:



Triennial Budget Revenue

Expenses primarily include compensation for staff of the Domestic and Foreign Missionary Society, or "DFMS" (the churchwide corporate entity); spending on churchwide programs; and grants to dioceses, congregations, and other organizations throughout The Episcopal Church and the broader Anglican Communion, as shown in the chart below:



Triennial Budget Expenses

Investments in strategic plan initiatives and cost inflation are funded primarily from income derived from the sale of the Church Center building, additional restricted trust fund income, and reductions in expenses from the previous triennium, in particular reduced DFMS staffing and overhead expenses and modest reductions in selected granting programs.

How to use this handbook

The 2028-2030 triennial budget is presented using the standard set of revenue and expense accounts for all departments and programs adopted in 2026 in connection with the implementation of a new accounting and financial reporting system at the DFMS. As discussed below, cross-references to line items in the 2025-2027 triennial budget have been provided.

This handbook also reflects changes to the DFMS department structure from the previous triennium. Oversight of certain programs has been assigned to the chief administrative officer, a new staff position reporting to the presiding bishop, and a new grantmaking department has been formed to centralize this churchwide function. The 2028-2030 triennial budget also includes full budgets for the United Thank Offering and the National Episcopal Church Women, which were previously budgeted separately. The table below shows the DFMS department structure reflected in the triennial budget and handbook:

Presiding Bishop's Ministry	**Public Policy, Partnership, and Witness**
Presiding Bishop's Office	Global Partnerships and Operations
Chancellor's Office	Migration Ministries (formerly EMM)
Armed Forces and Federal Ministries	Global Placements
Chief Administrative Officer's Ministry	Office of Government Relations (OGR)
Congregational Vitality	Ecumenical and Interreligious Relations
Ministry Development	**Communications**
House of Bishops	Communications Office
General Board of Examining Chaplains	Episcopal News Service (ENS)
Archives	**Grantmaking**
Human Resources	Budgetary Grants
Mission Program	United Thank Offering (UTO)
Racial Reconciliation	National Episcopal Church Women (NECW)
Creation Care	**Governance**
Indigenous Ministries	General Convention Office (GCO)
African Descent Ministries	House of Deputies
Latino Ministries	**Ministry Support**
Asiamerica Ministries	Finance
Gender Justice	Legal
	Information Technology
	Purchasing
	Facilities

The sections of this handbook are arranged according to the department structure set forth above. Please see the Table of Contents for additional information.

The handbook provides the triennial budget in the form of numerical tables of revenue and expense detail at three levels:

- for the DFMS as a whole (the consolidated budget);
- for the major departments (shown in bold in the chart above); and
- for the individual programs and offices within each department.

The budgets for individual programs and offices sum to the budget of the department of which they are a part. Department budgets sum to the consolidated budget for the DFMS as a whole.

Explanatory notes on significant revenue and expense items for the first year of the new triennium (2028) follow each financial table. Cross-references to the corresponding items in the 2025-2027 triennial budget are shown in parentheses where applicable. Line items in the 2028-2030 triennial budget with $0 balances have generally been omitted to make the tables easier to read.

Please note that the 2027 budget figures included in the draft budget represent the preliminary annual budget for the last year of the current triennium, which will be submitted to the Executive Council for approval in December. They are for reference only.

I hope you will find this handbook a useful guide to the budget of The Episcopal Church for the next triennium. Thank you for engaging with this important aspect of the ministry of our church.

Christopher Lacovara
Chief Financial Officer, The Episcopal Church

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Consolidated Budget - Revenue

The table below sets forth the budgeted revenue for the 2028-2030 triennium as compared with the last year of the current triennium.

Category Name	Consolidated FY27 Budget	Consolidated FY28 Budget	Consolidated FY29 Budget	Consolidated FY30 Budget
Revenue				
Contributions & Grants	1,876,144	1,838,265	1,838,265	1,838,265
Diocesan Commitments	30,893,303	31,207,236	31,524,308	31,844,551
Special Events Revenue	1,510,080	160,080	10,080	1,760,080
Investment Revenue	13,464,581	13,827,715	14,201,743	14,586,992
Loan Income	156,480	156,480	156,480	156,480
Rental Income	-	-	-	-
Recovery Income	530,903	530,903	530,903	530,903
Advertising Income	681,588	631,588	650,535	745,051
Other Income	104,031	104,031	104,031	104,031
Released from Restriction	3,706,514	5,059,943	5,072,863	5,495,833
Total Revenue	**52,923,624**	**53,516,240**	**54,089,208**	**57,062,187**

Consolidated revenue increases $4.2 million over the triennium, from a projected $52.9 million in 2027 to $57.1 million in 2030. Revenue includes $1.5 million and $1.75 million for the 82nd and 83rd General Conventions in 2027 and 2030, respectively.

General Income Assumptions

Diocesan Commitments (3-4a)	Increase 1% annually, excluding assessment waivers.
Special Events	Includes $1.5 million and $1.75 million for 2027 and 2030 General Conventions, respectively (registration and exhibitor fees).
Investment Income (5a)	4.5% endowment draw rate (unchanged from 2026); income from endowment increases 3% annually, based on 7.5% projected annual increase in value, less the 4.5% draw to fund the budget.
Rental Income (14)	No rental income due to sale of 815 Second Ave. at 12/31/26. Rental income replaced by income from $10 million trust fund to support Church Center relocation.
Income Released from Restriction	Includes releases from restricted giving to fund Congregational Vitality, United Thank Offering, National Episcopal Church Women, scholarships, and other expenses funded by restricted funds.

Consolidated Budget – Expenses and Surplus / (Deficit)

The table below sets forth the budgeted expenses and the expected operating surplus or deficit for the 2028-2030 triennium as compared with the last year of the current triennium.

Category Name	Consolidated FY27 Budget	Consolidated FY28 Budget	Consolidated FY29 Budget	Consolidated FY30 Budget
Expenses				
Personnel Costs				
Salaries & Wages	14,698,741	14,671,994	15,098,809	15,538,428
Benefits	7,923,325	7,970,130	8,421,376	8,893,220
Total Personnel Costs	22,622,066	22,642,124	23,520,185	24,431,648
Other than Personnel Costs				
Contracted Services	3,020,403	5,178,320	4,881,880	4,707,630
Travel	2,735,475	2,139,076	2,181,826	2,263,916
Legal/Acctg/Prof Services	1,875,186	2,110,701	2,161,157	2,212,877
IT/Systems	566,809	398,919	406,919	415,049
Marketing and Events	4,366,692	1,779,141	1,558,061	4,533,891
Facilities	1,260,208	1,488,938	1,526,328	1,209,110
Other Program Specific Expenses	2,255,867	2,092,732	2,134,582	2,471,512
Support to Aided Dioceses	4,571,036	4,025,432	3,812,441	3,654,459
Other Block Grants	1,943,766	1,909,335	1,913,278	1,919,133
Church Planting and Rehabiliation	2,050,000	4,175,000	4,175,000	4,175,000
Other Mission Program Grants	438,000	280,000	280,000	280,000
Restricted Giving	1,651,309	2,006,979	2,028,759	2,050,979
Scholarships	331,440	406,440	413,330	420,360
Administration/Other	1,280,256	1,250,142	1,275,152	1,300,632
Loan Expense	1,253,245	1,190,583	1,131,054	1,074,501
Other Expenses	291,317	297,137	303,077	309,127
Total Other than Personnel Costs	29,891,010	30,728,874	30,182,843	32,998,174
Total Expenses	**52,513,077**	**53,370,998**	**53,703,028**	**57,429,822**
Operating Surplus/(Deficit)	**410,548**	**145,242**	**386,181**	**(367,635)**

Consolidated expenses increase $4.9 million over the triennium, from a projected $52.5 million in 2027 to $57.4 million in 2030. Expenses include $2.4 million and $2.5 million for the 82nd and 83rd General Conventions in 2027 and 2030, respectively.

General Expense Assumptions

Personnel – Salary	3% COLA per year except as noted.
Personnel – Benefits	1.5 percentage point annual increase in benefits (“fringe”) rate for each department, based on projected 7.5% annual benefits inflation on 3% COLA.
Non-personnel Expenses	2% annual cost inflation.

CONSOLIDATED – EXPENSES AND OPERATING SURPLUS / (DEFICIT) (continued)

Strategic Plan Initiatives

Sale of the Church Center Building	Assumes sale approved by Executive Council in October 2026 closes at the end of 2026, with estimated sales proceeds placed in two restricted trust funds: (i) a Congregational Vitality Trust to support church planting and redevelopment ($30 million), and (ii) a Church Center Trust to fund expenses associated with the leased space for the DFMS offices starting in 2027 and a potential relocation to a new permanent location thereafter ($10 million).
Church Planting + Redevelopment	$4.0 million in annual investments in Congregational Vitality, including capacity building and project grant funding. See Congregational Vitality budget for additional expense detail. Excludes potential Lilly grant and revitalization funding provided through the Episcopal Church Building Fund.
Evangelism and Identity Campaign	$1.0 million in annual investments in Episcopal Church identity and evangelism campaign. See Presiding Bishop's Office and Communications budgets for additional expense detail.
Churchwide Title IV Pilot	$2.0 million in annual investments in new staff and other resources for churchwide Title IV pilot project. See Chancellor's Office budget for additional expense detail.

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PRESIDING BISHOP'S MINISTRY

Overview

The Presiding Bishop's Ministry comprises the operations and programs of the Presiding Bishop's Office, the Chancellor's Office, and Armed Forces and Federal Ministries (AFFM).

The table below sets forth the revenue and expense budget for the Presiding Bishop's Ministry for the 2028-2030 triennium as compared with the last year of the current triennium.

Category Name	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Revenue				
Released from Restriction	140,991	145,810	148,730	151,700
Total Revenue	140,991	145,810	148,730	151,700
Expenses				
Personnel Costs				
Salaries & Wages	3,475,538	3,868,238	3,970,940	4,076,724
Benefits	1,549,062	1,766,720	1,873,528	1,984,928
Total Personnel Costs	5,024,600	5,634,958	5,844,469	6,061,651
Other than Personnel Costs				
Contracted Services	871,537	2,017,747	2,058,097	2,032,387
Travel	920,762	725,712	740,222	755,012
Legal/Acctg/Prof Services	500,000	550,000	561,000	572,220
IT/Systems	-	25,000	25,500	26,010
Marketing and Events	91,548	121,525	123,955	126,425
Facilities	67,242	68,582	69,952	71,352
Other Program Specific Expenses	216,024	225,344	229,854	284,444
Administration/Other	7,798	7,948	8,098	8,248
Total Other than Personnel Costs	2,674,912	3,741,858	3,816,678	3,876,098
Total Expenses	7,699,512	9,376,816	9,661,147	9,937,750

Changes in income and expenses are discussed in the pages that follow with reference to the individual programs and offices that make up the department.

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PRESIDING BISHOP'S MINISTRY

Presiding Bishop's Office

The table below sets forth the revenue and expense budget for the Presiding Bishop's Office for the 2028-2030 triennium as compared with the last year of the current triennium.

Category Name	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Revenue				
Released from Restriction	140,991	145,810	148,730	151,700
Total Revenue	140,991	145,810	148,730	151,700
Expenses				
Personnel Costs				
Salaries & Wages	2,246,969	2,150,158	2,214,663	2,281,102
Benefits	1,030,558	1,018,408	1,082,180	1,148,862
Total Personnel Costs	3,277,527	3,168,566	3,296,843	3,429,965
Other than Personnel Costs				
Contracted Services	777,187	827,187	843,727	793,727
Travel	758,062	509,802	520,002	530,402
Marketing and Events	29,728	58,465	59,635	60,825
Facilities	31,242	31,862	32,502	33,152
Other Program Specific Expenses	142,119	146,968	149,918	152,918
Total Other than Personnel Costs	1,738,338	1,574,284	1,605,784	1,571,024
Total Expenses	5,015,865	4,742,850	4,902,627	5,000,989

2028 Income Notes

Income Released from Restriction	$146k – Release from PB's Discretionary Account that funds PB discretionary grants.

2028 Expense Notes

Personnel Expenses (186)	$3.169 million – Funds 13 staff, including presiding bishop, chief administrative officer, and bishop-in-charge of Convocation of Episcopal Churches in Europe.

PRESIDING BISHOP'S MINISTRY

Presiding Bishop's Office (continued)

2028 Expense Notes (continued)

Contracted Services (185)	$827k – Funds diocesan fundraising support, additional fundraising for congregational vitality; adds $250k to triennial budget for churchwide identity and evangelism campaign offset by savings in other Contracted Services.
Legal/Professional Services (177)	$0k – Transfers Title IV legal expense to Chancellor's Office.
Marketing and Events	$58k – Includes $50k to fund annual PB meeting with seminary graduates.
Other Program Expenses (182)	$147k – Includes estimate of grants from PB's Discretionary Fund.
Diocesan Support (180)	$0k – Navajoland supplemental grant moved to Grantmaking/Budgetary Grants.

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PRESIDING BISHOP'S MINISTRY

Chancellor's Office

The Chancellor's Office provides canonical advice to the presiding bishop in a variety of contexts, including church governance, episcopal elections, reception of clergy, canonical revision, and Title IV. At the presiding bishop's direction, the office recently has expanded its support to bishops and dioceses by providing education on Episcopal Church polity, training in Title IV, and consultation on Title IV matters. The office is also developing and offering a suite of resources for conflict resolution within the church, including direct interventions in local disputes by trained professionals as well as formation workshops to help lay and clergy leaders dealing with conflict. All of these existing programs are reflected in the budget for the Chancellor's Office. In addition, new expenditures in staff and contracted services reflect the funding of a new Title IV churchwide pilot program, which will support dioceses by providing an alternate, optional structure for implementation of Title IV; the existence of this program will depend on its passage by the 2027 General Convention. *– Mary E. Kostel, chancellor to the presiding bishop*

The table below sets forth the revenue and expense budget for the Chancellor's Office for the 2028-2030 triennium as compared with the last year of the current triennium.

Category Name	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Expenses				
Personnel Costs				
Salaries & Wages	733,277	1,207,930	1,230,823	1,254,402
Benefits	305,328	521,087	549,425	578,767
Total Personnel Costs	1,038,605	1,729,017	1,780,248	1,833,169
Other than Personnel Costs				
Contracted Services	33,700	1,158,700	1,181,870	1,205,510
Travel	11,670	61,860	63,090	64,340
Legal/Acctg/Prof Services	500,000	550,000	561,000	572,220
IT/Systems	-	25,000	25,500	26,010
Total Other than Personnel Costs	545,370	1,795,560	1,831,460	1,868,080
Total Expenses	1,583,974	3,524,577	3,611,708	3,701,249

2028 Expense Notes

Personnel (196)	$1.729 million – Funds 6 existing staff, including chancellor and vice chancellor to the presiding bishop, and adds 4 staff positions (approximately 3.2 FTE) for churchwide Title IV pilot program.

PRESIDING BISHOP'S MINISTRY

Chancellor's Office (continued)

2028 Expense Notes

Contracted Services	$1.159 million – Adds funds for approximately 3,500 consulting hours for Title IV pilot (Title IV bishops, church attorneys, and Disciplinary Board).
Travel	$62k – Adds $50k for travel related to churchwide Title IV pilot program.
Legal/Professional Services (177, 616)	$550k – Transfers Title IV outside legal expenses from PB's Office and legal department.

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PRESIDING BISHOP'S MINISTRY

Armed Forces and Federal Ministries (AFFM)

Armed Forces and Federal Ministries extends the church's mission beyond the walls of the church by sustaining and strengthening Episcopal chaplaincy among service members, veterans, military families, federal employees, incarcerated persons, patients, and healthcare communities. We identify, endorse, equip, and support chaplains who provide compassionate spiritual care to Episcopalians and people of all faiths and none, upholding religious freedom, human dignity, and God's expansive and inclusive love. We advocate for chaplain ministry across military, federal, healthcare, correctional, and community settings; support what is arguably the largest youth ministry in The Episcopal Church through our ministry among young adults serving in the Armed Forces; endorse and support healthcare chaplains ministering in hospitals and care facilities; and build partnerships that help dioceses and congregations care for veterans, military members, and their families. Through these ministries, we extend the healing, reconciling, and hope-filled presence of Christ wherever people serve, struggle, and seek meaning. – *The Rt. Rev. Ann M. Ritonia, bishop suffragan, Armed Forces and Federal Ministries*

The table below sets forth the revenue and expense budget for Armed Forces and Federal Ministries for the 2028-2030 triennium as compared with the last year of the current triennium.

Category Name	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Expenses				
Personnel Costs				
Salaries & Wages	495,292	510,150	525,455	541,219
Benefits	213,177	227,224	241,923	257,299
Total Personnel Costs	708,469	737,375	767,378	798,517
Other than Personnel Costs				
Contracted Services	60,650	31,860	32,500	33,150
Travel	151,031	154,051	157,131	160,271
Marketing and Events	61,820	63,060	64,320	65,600
Facilities	36,000	36,720	37,450	38,200
Other Program Specific Expenses	73,906	78,376	79,936	131,526
Administration/Other	7,798	7,948	8,098	8,248
Total Other than Personnel Costs	391,204	372,014	379,434	436,994
Total Expenses	1,099,673	1,109,389	1,146,812	1,235,512

2028 Expense Notes

Personnel Expenses (209)	$737k – Funds 4 staff, including bishop suffragan to the PB, canon, and AFFM missioner.
Contracted Services (203-204)	$31k – Funds consultant to support chaplaincy endorsement process review.

PRESIDING BISHOP'S MINISTRY

Armed Forces and Federal Ministries (continued)

2028 Expense Notes

Travel (206)	$154K – Funds travel for bishop suffragan and AFFM staff and consultants.
Marketing and Events (202)	$63k – Funds annual endorser training conference.
Facilities (207-208)	$37k – Funds rent on D.C. office (moved 7/1/2026).
Other Program Expenses (205)	$78k– Funds contributions and contractor support for chaplain healthcare, Living Our Vows program costs; adds $50k in 2030 for potential bishop suffragan search.

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CHIEF ADMINISTRATIVE OFFICER'S MINISTRY

Overview

The Chief Administrative Officer's Ministry comprises the operations and programs for Congregational Vitality (formerly part of Evangelism); Ministry Development (formerly Pastoral Development, Transition Ministries, and Formation); the House of Bishops; the General Board of Examining Chaplains (GBEC), the Archives of The Episcopal Church, and Human Resources.

The table below sets forth the revenue and expense budget for the Chief Administrative Officer's Ministry for the 2028-2030 triennium as compared with the last year of the current triennium.

Category Name	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Revenue				
Contributions & Grants	46,317	46,317	46,317	46,317
Other Revenue	194,552	204,552	204,552	204,552
Released from Restriction	1,350,000	2,475,000	2,475,000	2,475,000
Total Revenue	1,590,869	2,725,869	2,725,869	2,725,869
Expenses				
Personnel Costs				
Salaries & Wages	2,378,075	2,278,496	2,346,850	2,417,256
Fringes	1,707,013	1,671,479	1,741,226	1,814,122
Total Personnel Costs	4,085,088	3,949,975	4,088,077	4,231,378
Other than Personnel Costs				
Contracted Services	329,977	231,477	236,107	240,827
Travel	149,765	152,755	155,805	158,925
Legal/Acctg/Prof Services	80,109	81,709	83,339	85,009
Marketing and Events	352,529	395,026	402,916	410,975
Facilities	485,827	510,277	520,497	175,335
Other Program Specific Expenses	315,366	321,666	328,096	334,646
Church Planting and Rehabiliation	2,050,000	4,175,000	4,175,000	4,175,000
Other Mission Program	125,000	87,500	87,500	87,500
Restricted Giving	106,563	108,693	110,863	113,083
Scholarships	88,333	61,833	61,833	61,833
Administration/Other	78,489	80,069	81,679	83,309
Total Other than Personnel Costs	4,161,959	6,206,006	6,243,636	5,926,443
Total Expenses	8,247,047	10,155,980	10,331,712	10,157,821

Changes in income and expenses are discussed in the pages that follow with reference to the individual programs and offices that make up the department.

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CHIEF ADMINISTRATIVE OFFICER'S MINISTRY

Congregational Vitality

The Department of Congregational Vitality exists to support dioceses in three main areas: revitalization, church planting, and redevelopment:

- Revitalization - Helping established congregations become more vital in worship, outreach, discipleship, stewardship, and hospitality—leading to both spiritual and numerical growth.
- Church Planting - The creation of new Episcopal communities intentionally planted to reach new people and share the transforming love of Christ.
- Redevelopment - Helping develop strategies for buildings and properties so they can be used missionally to serve, engage, and transform their communities through the Gospel.

- *The Rev. Jason N. Shank, director of Congregational Vitality*

The table below sets forth the expense budget for Congregational Vitality for the 2028-2030 triennium as compared with the last year of the current triennium.

Category Name	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Revenue				
Released from Restriction	1,350,000	2,475,000	2,475,000	2,475,000
Total Revenue	1,350,000	2,475,000	2,475,000	2,475,000
Expenses				
Personnel Costs				
Salaries & Wages	584,095	545,342	561,703	578,554
Benefits	284,334	273,649	290,284	307,671
Total Personnel Costs	868,429	818,992	851,987	886,225
Other than Personnel Costs				
Travel	52,885	53,945	55,025	56,145
Marketing and Events	76,613	78,143	79,703	81,293
Church Planting and Rehabiliation	2,050,000	4,175,000	4,175,000	4,175,000
Other Mission Program	125,000	87,500	87,500	87,500
Total Other than Personnel Costs	2,304,498	4,394,588	4,397,228	4,399,938
Total Expenses	3,172,927	5,213,580	5,249,215	5,286,163

2028 Income Notes

Restricted Income	$2.475 million – Includes $1.35 million income from $30 million Congregational Vitality Trust established with proceeds of sale of Church Center building and $1.125 million income from other trust funds available to fund this work.

CHIEF ADMINISTRATIVE OFFICER'S MINISTRY

Congregational Vitality (continued)

Expense Notes

Personnel Expenses (64)	$820k – Funds 2 existing Congregational Vitality staff and adds 3 new positions.
Marketing and Events (52-57)	$78k – Funds discernment workshops, revitalization trainings, and regional leadership gatherings.
Church Planting Grants (36-38)	$4.175 million – Funds New Episcopal Community Grants and Congregational Vitality grants at levels set forth in the strategic plan.
Other Mission Program Grants (56)	$88k – Funds Evangelism grants.

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CHIEF ADMINISTRATIVE OFFICER'S MINISTRY

Ministry Development

Ministry Development encompasses transition ministries, including bishop searches; development of young adult leaders (~23-39), including support for intentional community experiences domestically and globally; ministry development initiatives for lay and ordained leaders; and diocesan resources and support for areas such as Safe Church, discernment, mental health, and collaborative partnerships. – *The Rev. Twila Smith, director of Ministry Development*

The table below sets forth the revenue and expense budget for Ministry Development for the 2028-2030 triennium as compared with the last year of the current triennium.

Category Name	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Revenue				
Contributions & Grants	46,317	46,317	46,317	46,317
Other Revenue	3,342	13,342	13,342	13,342
Total Revenue	49,659	59,659	59,659	59,659
Expenses				
Personnel Costs				
Salaries & Wages	796,503	820,398	845,010	870,360
Benefits	342,815	365,405	389,042	413,769
Total Personnel Costs	1,139,317	1,185,803	1,234,052	1,284,129
Other than Personnel Costs				
Contracted Services	74,977	76,477	78,007	79,567
Travel	86,879	88,609	90,379	92,179
Marketing and Events	65,361	66,671	68,001	69,360
Other Program Specific Expenses	266,366	271,686	277,116	282,646
Restricted Giving	106,563	108,693	110,863	113,083
Total Other than Personnel Costs	600,146	612,136	624,366	636,836
Total Expenses	1,739,463	1,797,939	1,858,418	1,920,964

2028 Income Notes

Other Revenue (467)	$13k – Reflects estimate of YASC (Young Adult Service Corps) contributions moved from Global Placements.

CHIEF ADMINISTRATIVE OFFICER'S MINISTRY

Ministry Development (continued)

2028 Expense Notes

Personnel Expenses (365)	$1.186 million – Funds 7 staff, including director of ministry development; senior leadership development officer; and youth, young adults, and campus ministry officer.
Marketing and Events (361b)	$67k – Funds ministry conferences; EJE (Evento de Jóvenes Episcopales) conference moved to Latino Ministries.
Other Program Expenses	$272k – Funds youth and transition ministries programming.
Restricted Giving	$109k – Funds Young Adult and Campus Ministry grants.

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CHIEF ADMINISTRATIVE OFFICER'S MINISTRY

House of Bishops

The table below sets forth the revenue and expense budget for the House of Bishops for the 2028-2030 triennium as compared with the last year of the current triennium.

Category Name	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Revenue				
Other Revenue	140,000	140,000	140,000	140,000
Total Revenue	140,000	140,000	140,000	140,000
Expenses				
Other than Personnel Costs				
Marketing and Events	210,555	250,212	255,212	260,322
Scholarships	88,333	61,833	61,833	61,833
Total Other than Personnel Costs	298,888	312,045	317,045	322,155
Total Expenses	298,888	312,045	317,045	322,155
Change in Net Assets	(158,888)	(172,045)	(177,045)	(182,155)

Income Notes

Other Income (190b) — $140k – Reflects registration fees from two in-person meetings of the House of Bishops.

Expense Notes

Marketing and Events (190a) — $250k – Funds two in-person meetings of the House of Bishops.

Grants – Scholarships (191) — $62k - Funds College for Bishops grant.

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CHIEF ADMINISTRATIVE OFFICER'S MINISTRY

General Board of Examining Chaplains

The General Board of Examining Chaplains is The Episcopal Church's body responsible for preparing, administering, and evaluating the annual General Ordination Examination, which assesses candidates for Holy Orders across six canonical areas. It was established by the 1970 General Convention and operates under Canon III.15, with members elected by the House of Bishops and confirmed by the House of Deputies.

The table below sets forth the revenue and expense budget for the General Board of Examining Chaplains for the 2028-2030 triennium as compared to the last year of the current triennium.

Category Name	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Revenue				
Other Revenue	51,210	51,210	51,210	51,210
Total Revenue	51,210	51,210	51,210	51,210
Expenses				
Personnel Costs				
Salaries & Wages	75,257	-	-	-
Benefits	53,539	-	-	-
Total Personnel Costs	128,796	-	-	-
Other than Personnel Costs				
Other Program Specific Expenses	49,000	49,980	50,980	52,000
Total Other than Personnel Costs	49,000	49,980	50,980	52,000
Total Expenses	177,796	49,980	50,980	52,000

2028 Income Notes

Other Revenue (212b) $51k – Income from examination/assessment fees.

2028 Expense Notes

Personnel Costs (215) $0k – Reflects implementation of alternative assessment framework in next triennium.

Other Program Expenses (214) $50k - Alternative assessment framework.

CHIEF ADMINISTRATIVE OFFICER'S MINISTRY

Archives

Established by General Convention in 1835, The Archives of the Episcopal Church is the oldest denominational archives in the United States and serves as the official repository for the DFMS and the General Convention. In June 2026, The Episcopal Church commenced construction on a new building that will provide a permanent home for the Archives in Oakwood, Georgia, replacing the current leased space in Austin, Texas. The new building is expected to be completed in the spring of 2027, at which time the Archives' collection will be moved from Austin to Oakwood.

The table below sets forth the revenue and expense budget for the Archives for the 2028-2030 triennium as compared with the last year of the current triennium. The budget excludes capital costs relating to the construction of the new facility.

Category Name	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Expenses				
Personnel Costs				
Salaries & Wages	506,194	484,248	498,776	513,739
Benefits	304,880	298,926	315,376	332,543
Total Personnel Costs	811,074	783,175	814,152	846,282
Other than Personnel Costs				
Contracted Services	255,000	155,000	158,100	161,260
Facilities	485,827	510,277	520,497	175,335
Administration/Other	78,489	80,069	81,679	83,309
Total Other than Personnel Costs	819,317	745,347	760,277	419,904
Total Expenses	1,630,391	1,528,521	1,574,428	1,266,187

2028 Expense Notes

Personnel Expenses (564)	$783k – Funds 6 staff at new Archives in Oakwood, Georgia. Assumes duplication of positions at Austin, Texas, facility with exception of 1 temporary position eliminated.
Contracted Services (561)	$155k – Funds contractors and consultants; assumes $100k reduction with completion of new Archives in Oakwood.
Facilities (562)	$510k – Funds old Archives' rent in Austin through lease expiration in 2029, plus rent, utilities, and maintenance and repair expenses for new Archives in Oakwood.

CHIEF ADMINISTRATIVE OFFICER'S MINISTRY

Human Resources

In support of the mission of the Domestic and Foreign Missionary Society (DFMS), the Human Resources department's major focus is to attract, motivate, and retain the best suited and well-prepared individual for each position. The Human Resources team works to assure compliance with moral and civil law, the Constitution and Canons of The Episcopal Church, and seeks to build and maintain a culturally diverse staff. We strive to treat all employees fairly and with respect, in keeping with stated human resources policies and best practices. Valuing responsibility, partnership, and service, the team seeks to partner with others in developing and realizing opportunities for enhancing the quality of effort and productivity in our mutual ministry. – *Michael H. Walsh, Human Resources director*

The table below sets forth the revenue and expense budget for Human Resources for the 2028-2030 triennium as compared with the last year of the current triennium.

Category Name	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Expenses				
Personnel Costs				
Salaries & Wages	416,026	428,507	441,362	454,603
Benefits	721,446	733,499	746,524	760,139
Total Personnel Costs	1,137,472	1,162,006	1,187,887	1,214,742
Other than Personnel Costs				
Travel	10,000	10,200	10,400	10,600
Legal/Acctg/Prof Services	80,109	81,709	83,339	85,009
Total Other than Personnel Costs	90,109	91,909	93,739	95,609
Total Expenses	1,227,582	1,253,915	1,281,626	1,310,351

2028 Expense Notes

Personnel Costs (631, 633)	$1.162 million – Funds 3 staff, including director of HR and manager of benefits and finance; includes $520k for increase in accrual for retiree medical benefits.
Professional Fees (632b)	$82k – Funds payroll (ADP) processing fees and recruiting/executive search fees.

MISSION PROGRAM

Overview

The Mission Program Department comprises the racial reconciliation, gender justice, and creation care programs together with the churchwide ethnic ministries (Indigenous, African Descent, Latino, and Asiamerican).

Introduction

The goal of Mission Program is to strengthen the church in the context in which ministry takes place: the local community, with real people, in real places. We don't direct from above; rather, we come alongside, working and creating networks and nurturing relationships that hold us together as one body in Jesus Christ.

We bring together communities with members in many different dioceses. We link dioceses and ministries together to enable what is fertile in one to fertilize another. We walk with local leaders so their ministry grows strong and lasting.

This 2028-2030 budget is an investment in those relationships. In this ministry, the people are the program. Our staff are the ones who weave the networks. They show up, they listen, they make the connections, and they are present long enough for trust to take root and develop into local capacity. We also continue to host gatherings as a multi-province church; thus we are committed to widen the circle so that every leader has a place at the table.

In these years we are becoming less a program and more and more a network of mission, a church woven together and strengthened from within and without. A person is a person through other people and creation. So is a church.

– *The Rev. Lester Mackenzie, chief of Mission Program*

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MISSION PROGRAM

The table below sets forth the revenue and expense budget for Mission Program for the 2028-2030 triennium as compared with the last year of the current triennium.

Category Name	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Revenue				
Contributions & Grants	32,101	32,101	32,101	32,101
Special Events Revenue	10,080	160,080	10,080	10,080
Released from Restriction	200,000	200,000	200,000	200,000
Total Revenue	242,181	392,181	242,181	242,181
Expenses				
Personnel Costs				
Salaries & Wages	1,349,368	1,446,125	1,489,508	1,534,194
Benefits	698,572	773,663	821,639	871,798
Total Personnel Costs	2,047,940	2,219,788	2,311,148	2,405,992
Other than Personnel Costs				
Contracted Services	136,604	139,334	142,124	144,964
Travel	222,124	226,564	231,084	235,674
Legal/Acctg/Prof Services	51,000	52,020	53,060	54,120
Marketing and Events	432,887	689,917	447,067	456,027
Other Program Specific Expenses	589,831	601,621	613,641	625,921
Other Block Grants	415,000	435,000	435,000	435,000
Other Mission Program	313,000	192,500	192,500	192,500
Administration/Other	36,980	37,720	38,480	39,250
Total Other than Personnel Costs	2,197,427	2,374,677	2,152,957	2,183,457
Total Expenses	4,245,367	4,594,465	4,464,105	4,589,448

Changes in income and expenses are discussed in the pages that follow with reference to the individual programs and offices that make up the department.

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MISSION PROGRAM

Racial Reconciliation

Racial Justice equips dioceses and leaders across The Episcopal Church to address racism, pursue racial healing and repair, and strengthen their capacity for sustained racial justice ministry. In the coming triennium, the work will expand Sacred Ground and related formation opportunities, develop tailored racial justice strategies with dioceses based on their context, histories and needs, and strengthen racial justice networks that connect leaders, share resources, and build relationships across the church. Through formation, grants, convenings, diocesan accompaniment, and churchwide partnerships, this ministry helps move the church from commitment to sustained action in racial justice and reconciliation.

Equity integration strengthens mission programs by embedding equity, accessibility, inclusion, and representation into how ministries are planned, implemented, and evaluated. In the coming triennium, this work will provide staff and ministry teams with practical frameworks, planning tools, accessibility standards, equity reviews, and learning opportunities that help identify barriers and broaden participation. By integrating equity into program design, resource allocation, partnerships, and decision-making, this work strengthens the effectiveness and accountability of mission programs across the church.

The table below sets forth the expense budget for Racial Reconciliation for the 2028-2030 triennium as compared with the last year of the current triennium.

Category Name	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Expenses				
Personnel Costs				
Salaries & Wages	571,694	645,121	664,474	684,409
Benefits	305,668	354,700	375,408	397,039
Total Personnel Costs	877,362	999,821	1,039,883	1,081,448
Other than Personnel Costs				
Contracted Services	23,600	24,070	24,550	25,040
Travel	63,708	64,978	66,278	67,598
Legal/Acctg/Prof Services	51,000	52,020	53,060	54,120
Marketing and Events	146,939	149,879	152,879	155,939
Other Mission Program Grants	180,000	126,000	126,000	126,000
Total Other than Personnel Costs	465,247	416,947	422,767	428,697
Total Expenses	1,342,610	1,416,769	1,462,650	1,510,145

MISSION PROGRAM

Racial Justice (continued)

2028 Expense Notes

Personnel Costs (100)	$1.0 million – Funds 4 staff, including chief of Mission Program, staff officer for racial justice and reconciliation. Transfers staff officer for Gender Justice Ministries to that department.
Accounting/Professional Fees (87)	$52k – Funds Racial Justice Audit.
Marketing and Events (88a-90)	$150k – Funds Sacred Ground and Dismantling Racism training events.
Other Mission Program Grants (72, 85a, 85b)	$126k – Funds Jubilee Ministry, Becoming Beloved Community, and Curry grants.

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MISSION PROGRAM

Creation Care

The Creation Care office supports The Episcopal Church's commitment to love God and our neighbors through environmental justice, with particular attention to marginalized communities most affected by the climate crisis. During this past triennium, realignment of churchwide structures led the office to concentrate its efforts on supporting local creation care ministries, rather than centralized program administration. The Eco-Region Network initiative, called for by General Convention resolution, connects communities that share watersheds, ecosystems, or environmental concerns to promote contextually based ecojustice initiatives and collaboration. The initial pilot program imagined three eco-region networks; by the end of this triennium, there will be at least 12. In addition to the eco-region networks, the churchwide office helps connect Episcopalians to formation resources, advocacy opportunities, practical toolkits, and networks. In the next triennium, the Creation Care team will focus its capacity on supporting local, contextual work, especially as we work toward our commitment to net-zero emissions by 2030.

The table below sets forth the revenue and expense budget for Creation Care for the 2028-2030 triennium as compared with the last year of the current triennium.

Category Name	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Contracted Services	26,304	26,834	27,374	27,924
Other Program Specific Expenses	334,333	341,023	347,843	354,803
Other Mission Program - Creation Care Grants	133,000	66,500	66,500	66,500
Total Other than Personnel Costs	493,637	434,357	441,717	449,227
Total Expenses	493,637	434,357	441,717	449,227

2028 Expense Notes

Personnel Costs (172)	$0k – Reflects elimination of staff officer position in favor of leadership by cross-functional team, with savings transferred to Other Program Expenses.
Other Program Expenses (164,168)	$341k – Increases funding for climate mitigation efforts and Creation Care networks by $150k.
Other Mission Program Grants (166)	$67k – Funds Creation Care grants, with some funding transferred to Creation Care networks (shown under Program Expenses).

MISSION PROGRAM

Indigenous Ministries

Indigenous Ministries works to strengthen, support, and grow Indigenous ministry throughout The Episcopal Church by building relationships, nurturing Indigenous leadership, and creating opportunities for healing, wholeness, and transformation. During this interim period, our work has focused on sustaining existing ministries, strengthening relationships across the church, expanding suicide prevention efforts, supporting Indigenous communities and ministries, and preparing a strong foundation for the next Indigenous Missioner.

Through community-led conversations and consensus-building, Indigenous leaders have identified a vision for thriving Indigenous ministry rooted in healing and Indigenous-informed leadership, hosting sacred spaces that reflect Indigenous cultures and traditions, collaborative relationships grounded in truth, raising Indigenous voices through transformative formation, and embracing innovation and experimentation as we grow into the future. The annual Winter Talk gathering remains an important part of this work, providing a space for Indigenous Episcopalians to come together, strengthen relationships, share wisdom, and nurture a collective vision for the future of Indigenous ministry. *– The Rev. Isaiah Shaneequa Brokenleg, interim missioner for Indigenous Ministries*

The table below sets forth the revenue and expense budget for Indigenous Ministries for the 2028-2030 triennium as compared to the last year of the current triennium.

Category Name	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Revenue				
Released from Restriction	200,000	200,000	200,000	200,000
Total Revenue	200,000	200,000	200,000	200,000
Expenses				
Personnel Costs				
Salaries & Wages	219,070	225,642	232,411	239,384
Benefits	87,494	95,760	104,443	113,561
Total Personnel Costs	306,564	321,402	336,855	352,945
Other than Personnel Costs				
Contracted Services	76,500	78,030	79,590	81,180
Travel	45,425	46,335	47,265	48,195
Marketing and Events	78,145	79,715	81,305	82,935
Other Program Specific Expenses	53,803	54,873	55,963	57,083
Total Other than Personnel Costs	253,874	258,954	264,124	269,394
Total Expenses	560,438	580,356	600,979	622,339

MISSION PROGRAM

Indigenous Ministries (continued)

2028 Income Notes

Released from Restriction	$200k – Reflects release from Trust Fund 1314a for Indigenous Boarding Schools project.

2028 Expense Notes

Personnel Expenses (included in 150)	$321k – Funds Indigenous Ministries staff.
Contracted Services (108a, 111a)	$78k – Funds consultants for Indigenous Boarding Schools project.
Marketing and Events (106)	$80k – Funds Winter Talk Indigenous gathering.
Other Program Expenses (105, 107, 109)	$55k – Funds support for Indigenous Theological Education and other collaborative projects.

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MISSION PROGRAM

African Descent Ministries

The Office of African Descent Ministries (ADM) connects, supports, and strengthens ministries with and among Black communities across the church's provinces and dioceses. In partnership with bishops, clergy and laypeople, the ADM seeks to strengthen historic Black congregations, cultivate lay leadership, establish networks for shared learning and skill development, and support healing from internalized oppression. The office advances these goals through leadership development, collaborative relationships, and resources that nurture the gifts and ministries of people of African descent. ADM works with diverse communities, including African American, Afro-Caribbean, Afro-Cuban, Afro-Haitian, East African, South African, South Sudanese, Liberian, and West African communities. Through these partnerships, ADM supports the gifts, leadership, and ministry of people of African descent, that enriches the life and witness of The Episcopal Church. *– The Rev. Anita L. Braden, interim missioner for African Descent Ministries*

The table below sets forth the revenue and expense budget for African Descent Ministries for the 2028-2030 triennium as compared with the last year of the current triennium.

Category Name	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Revenue				
Contributions & Grants	32,101	32,101	32,101	32,101
Total Revenue	32,101	32,101	32,101	32,101
Expenses				
Personnel Costs				
Salaries & Wages	224,293	231,022	237,952	245,091
Benefits	117,901	124,904	132,220	139,863
Total Personnel Costs	342,194	355,926	370,173	384,954
Other than Personnel Costs				
Contracted Services	-	-	-	-
Travel	43,322	44,192	45,072	45,972
Marketing and Events	83,500	85,170	86,870	88,610
Other Program Specific Expenses	30,600	31,210	31,830	32,470
Other Block Grants - HBCUs	415,000	435,000	435,000	435,000
Total Other than Personnel Costs	572,422	595,572	598,772	602,052
Total Expenses	914,617	951,498	968,945	987,006

MISSION PROGRAM

African Descent Ministries (continued)

2028 Income Notes

Contributions and Grants	$32k – Reflects estimate of Absalom Jones Fund donations.

2028 Expense Notes

Personnel (included in 150)	$356k – Funds African Descent Ministries staff.
Marketing and Events (125a, 127a)	$85k – Funds Black clergy/diaspora conferences.
Other Block Grants – HBCU (153a-153b)	$435k – Funds Historically Black Colleges and Universities block grants.

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MISSION PROGRAM

Latino Ministries

The Episcopal Church's Latino Ministries office equips dioceses with resources and leadership development tools to strengthen Latino/Hispanic ministry across the church. Through cross-cultural formation, leadership development, and Spanish-language resources for clergy, seminarians, and lay leaders, the ministry supports engagement with multicultural, multilingual, and multigenerational Latino communities. Key priorities for this triennium include expanding leadership development programs, increasing Spanish-language educational offerings, and building sustainable partnerships that cultivate culturally responsive leaders. - *Karla Zuleika Sikaffy duPlantier, missioner for Latino Ministries*

The table below sets forth the revenue and expense budget for Latino Ministries for the 2028-2030 triennium as compared with the last year of the current triennium.

Category Name	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Revenue				
Special Events Revenue	10,080	160,080	10,080	10,080
Total Revenue	10,080	160,080	10,080	10,080
Expenses				
Personnel Costs				
Salaries & Wages	111,394	114,736	118,178	121,724
Benefits	35,098	37,872	40,781	43,830
Total Personnel Costs	146,492	152,608	158,959	165,554
Other than Personnel Costs				
Travel	25,820	26,350	26,880	27,420
Marketing and Events	95,093	345,363	95,633	97,553
Other Program Specific Expenses	23,000	23,460	23,930	24,410
Total Other than Personnel Costs	143,912	395,172	146,442	149,382
Total Expenses	290,405	547,781	305,401	314,936

2028 Income Notes

Special Events Revenue	$160k – Includes registration fees for Evento de Jóvenes Episcopales (EJE) conference in 2028, Nuevo Amanecer annually.
Marketing and Events (140)	$345k – Funds EJE conference in 2028, Nuevo Amanecer annually.
Other Program Expenses (136,138, 144)	$23K – Funds support for formation, social media/digital resources, and collaborative projects.

MISSION PROGRAM

Asiamerica Ministries

Asiamerica Ministries accompanies and advocates for Asian American and Pacific Islander (AAPI) communities across The Episcopal Church through identifying and affirming the rich diversity of AAPI people, building relationships in ethnic convocations, diocesan gatherings, and other pan-Asian gatherings held across the wider church. Areas of focus center around formation (lay/clergy), church planting, and congregational vitality of Asian American churches and churches where many AAPI people worship; AAPI liturgy and worship; and social justice issues, especially related to immigration and anti-colonialism. In the coming triennium, Asiamerica Ministries will continue to prioritize the four areas of focus, developing projects to resource the communities within their dioceses and across The Episcopal Church. This will include continued support of the yearly AANHPI (Asian American, Native Hawaiian, Pacific Islander) leadership retreat, development of an AAPI clergy gathering, and re-forming a churchwide AAPI consultation that will center AAPI story, provide formation on AAPI areas of concern, and serve as a place for deeper connection among all who feel called to AAPI ministry. – *The Rev. Jo Ann Jaén Lagman, missioner for Asiamerica Ministries*

The table below sets forth the revenue and expense budget for Asiamerica Ministries for the 2028-2030 triennium as compared with the last year of the current triennium.

Category Name	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Expenses				
Personnel Costs				
Salaries & Wages	114,736	118,178	121,724	125,375
Benefits	91,487	96,005	100,711	105,613
Total Personnel Costs	206,224	214,183	222,434	230,988
Other than Personnel Costs				
Travel	22,432	22,872	23,322	23,792
Marketing and Events	29,210	29,790	30,380	30,990
Other Program Specific Expenses	13,050	13,310	13,580	13,850
Administration/Other	36,980	37,720	38,480	39,250
Total Other than Personnel Costs	101,672	103,692	105,762	107,882
Total Expenses	307,896	317,875	328,197	338,870

2028 Expense Notes

Personnel Expenses (included in 150)	$214k – Funds Asiamerica Ministries staff.
Marketing and Events (115)	$30k – Funds ethnic convocational leadership gatherings.
Administration/Other (Dues) (117a)	$38k – Funds AAPI church growth partnerships.

MISSION PROGRAM

Gender Justice

As the Gender Justice office concludes its first triennium and looks toward the next, we give thanks for the profound and countercultural message of our church: all are welcome. Through deeply relational ministry, the office supports Episcopalians across lines of gender and sexuality, including women, LGBTQ+ people, and their advocates. Established by General Convention resolution in 2022 and hiring its first staff officer in 2024, the department has spent much of this triennium building relationships and developing capacity, while also responding to the urgent needs of this current moment. Throughout the next triennium, the office will continue to strengthen its witness through community-building, leadership development, theological formation, advocacy, and pastoral care. *– Aaron Petry Scott, staff officer for Gender Justice*

The table below sets forth the revenue and expense budget for Gender Justice for the 2028-2030 triennium as compared with the last year of the current triennium.

Category Name	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Expenses				
Personnel Costs				
Salaries & Wages	108,180	111,425	114,768	118,211
Fringes	60,923	64,422	68,076	71,892
Total Personnel Costs	169,103	175,847	182,844	190,103
Other than Personnel Costs				
Contracted Services	10,200	10,400	10,610	10,820
Travel	21,416	21,836	22,266	22,696
Other Program Specific Expenses	135,045	137,745	140,495	143,305
Total Other than Personnel Costs	166,661	169,981	173,371	176,821
Total Expenses	335,764	345,828	356,215	366,924

2028 Expense Notes

Personnel Expenses (included in 100)	$176k – Funds Gender Justice staff; transferred from Racial Reconciliation.

PUBLIC POLICY, PARTNERSHIP, AND WITNESS

Overview

The Public Policy, Partnership, and Witness team comprises the following programs and offices that were included in Mission Beyond in the 2025-2027 triennial budget: Global Partnerships and Operations (formerly known as Anglican Communion programs), Global Placements (formerly known as Missionary Service), Migration Ministries, the Office of Government Relations, and Ecumenical and Interreligious programs.

Introduction

The Department of Public Policy, Partnership and Witness advocates for the church's values, amplifying the witness of the church in the public square. We build relationships, facilitate connections, and collaborate with global, ecumenical, and interreligious partners. We engage the U.S. government, the United Nations, and the private sector on public policy issues based on General Convention and Executive Council resolutions. We support dioceses and ministry networks around the church by serving communities, providing resources, and protecting the rights of the vulnerable.

To guide our work and strengthen the church's witness in the world, we use the LEAPS framework: Litigation, Education, Advocacy, Prayer, and Socially Responsible Investment.

- Litigation: We partner with the Legal and Chancellor's Office to pursue impact litigation and support on priority issues, leveraging our unique role in challenging what we believe to be unjust laws or policies.
- Education: Through our networks, we educate the church through developing resources, hosting webinars, and identifying and promoting expertise around the church.
- Advocacy: Through the Episcopal Public Policy Network, we help Episcopalians around the church advocate to the federal government, and we support Episcopal and Anglican voices at the United Nations.
- Prayer: Each week, we release Public Witness prayers, lifting up issues of concern around our church.
- Socially Responsible Investment: We partner with the Finance Office to implement the church's socially responsible investment strategy. We work with consultants who help us implement our advocacy workplan on priority issues: ending poverty; migration; climate change and environment; racial justice and reconciliation; and human rights and peacebuilding. We implement a No Buy list and investment screens, engage companies and investment managers, and submit shareholder resolutions. We also remain an active member of the Interfaith Center on Corporate Responsibility.

We aim to be collaborative, strategic, and effective. We aim to equip and connect leaders within The Episcopal Church to ensure our resources reach essential audiences, with particular attention to historically marginalized groups. We strive to serve the church in its diversity.

- *Rebecca Linder Blachly, chief of Public Policy, Partnership, and Witness*

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PUBLIC POLICY, PARTNERSHIP, AND WITNESS

The table below sets forth the revenue and expense budget for Public Policy, Partnership and Witness for the 2028-2030 triennium as compared with the last year of the current triennium.

Revenue				
Contributions & Grants	157,009	157,009	157,009	157,009
Other Revenue	10,000	-	-	-
Released from Restriction	61,991	150,000	150,000	150,000
Total Revenue	229,000	307,009	307,009	307,009
Expenses				
Personnel Costs				
Salaries & Wages	1,743,499	1,945,804	2,004,178	2,064,303
Fringes	974,848	1,175,883	1,241,222	1,309,423
Total Personnel Costs	2,718,347	3,121,687	3,245,400	3,373,727
Other than Personnel Costs				
Travel	125,421	122,291	124,721	127,181
Legal/Acctg/Prof Services	-	150,000	153,000	156,060
IT/Systems	45,000	45,900	46,820	47,760
Facilities	120,193	122,593	125,043	127,543
Other Program Specific Expenses	268,562	351,937	358,977	366,167
Diocesan Support	249,000	180,600	181,210	181,830
Other Block Grants	865,054	790,711	774,146	758,877
Administration/Other	114,458	61,023	62,243	63,483
Total Other than Personnel Costs	1,787,687	1,825,056	1,826,161	1,828,901
Total Expenses	4,506,034	4,946,743	5,071,561	5,202,628

Changes in revenue and expenses are discussed in the pages that follow with reference to the individual programs and offices that make up the department.

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PUBLIC POLICY, PARTNERSHIP, AND WITNESS

Global Partnerships and Operations

Global partnerships continue to be a core aspect of our work—from partnerships with Episcopal dioceses to Anglican Communion provinces. Episcopal dioceses, institutions, and networks have strong relationships around the Anglican Communion in support of mutual ministry. The work is woven into all our ministry areas, ensuring international connections are integrated within the division's core operations. This category funds our work as an entry point for Anglican and global Episcopal leaders and dioceses across our ministries. It also supports the division's operations—ensuring our resources, statements, and opportunities are coordinated with the communications team to amplify our voice in the public square. Operations also leads church relations and engagement, supporting public witness outreach, and improving processes to better serve Episcopalians. - *Frédéric Spitz, director of Public Witness operations; the Rev. David Ulloa Chavez, lead for global Episcopal partnerships; and the Rev. Daniel Karanja, partnership officer for the Anglican Communion*

The table below sets forth the revenue and expense budget for Global Partnerships and Operations (which includes former budget lines for the Anglican Communion) for the 2028-2030 triennium as compared with the last year of the current triennium.

Category Name	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Expenses				
Personnel Costs				
Salaries & Wages	465,585	775,115	798,368	822,319
Benefits	314,214	534,735	562,753	591,970
Total Personnel Costs	779,799	1,309,850	1,361,121	1,414,290
Other than Personnel Costs				
Travel	48,676	48,946	49,916	50,906
Other Program Specific Expenses	67,967	67,967	69,327	70,717
Other Block Grants	865,054	790,711	774,146	758,877
Total Other than Personnel Costs	981,696	907,625	893,389	880,500
Total Expenses	1,761,495	2,217,475	2,254,510	2,294,789

2028 Expense Notes

Personnel Expenses (416)	$1.310 million – Funds 6 staff including chief of Public Policy and Witness, partnership officers, and TEC representative to the United Nations.
Other Program Expenses	$68k – Funds Anglican Communion initiatives.
Other Block Grants (412, 419-442)	$791k – Funds Anglican Communion covenants and provincial support.

PUBLIC POLICY, PARTNERSHIP, AND WITNESS

Migration Ministries (Formerly EMM)

Migration Ministries has historically served dioceses by providing emergency support, networking, and training opportunities on immigration issues. We continue to provide emergency support, facilitate networks, and share information and best practices from around the church with those engaged in migration-related ministry. Using the lessons learned in reimagining ministry support following the end of the federal refugee resettlement program, EMM staff are positioned to equip and engage the church in the public witness ministries that advance Episcopal priorities in other areas as well. As a part of strategic engagement on public witness initiatives, the team leads the church in participation in impact litigation designed to target laws and policies that as a church we are well-positioned to challenge. EMM works with Anglican, ecumenical, interreligious, governmental, and nonprofit partners. Migration Ministries has historically served dioceses by providing emergency support, networking, and training opportunities on immigration issues. We continue to provide emergency support, facilitate networks, and share information and best practices from around the church with those engaged in migration-related ministry. *– The Rev. Sarah L. Shipman, director of Migration Ministries*

The table below sets forth the revenue and expense budget for Migration Ministries for the 2028-2030 triennium as compared with the last year of the current triennium.

Category Name	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Revenue				
Contributions & Grants	157,009	157,009	157,009	157,009
Released from Restriction	61,991	150,000	150,000	150,000
Total Revenue	219,000	307,009	307,009	307,009
Expenses				
Personnel Costs				
Salaries & Wages	370,016	426,781	439,585	452,772
Benefits	244,515	288,428	303,675	319,577
Total Personnel Costs	614,530	715,210	743,260	772,349
Other than Personnel Costs				
Travel	7,288	18,398	18,768	19,138
Legal/Acctg/Prof Services	-	150,000	153,000	156,060
Other Program Specific Expenses	50,000	51,000	52,020	53,060
Diocesan Support	219,000	150,000	150,000	150,000
Administration/Other	10,813	11,023	11,243	11,463
Total Other than Personnel Costs	287,101	380,421	385,031	389,721
Total Expenses	901,631	1,095,631	1,128,291	1,162,070

PUBLIC POLICY, PARTNERSHIP, AND WITNESS

Migration Ministries (continued)

2028 Income Notes

Contributions and Grants (8)	$157k – Reflects estimated new restricted giving to Migration Ministries.
Released from Restriction	$150k – Reflects release from restricted income to cover Emergency Migration Grants expense.

2028 Expense Notes

Personnel Expenses (457)	$715k – Funds 2 Migration Ministries staff and adds new litigation coordinator position.
Legal/Professional Services	$150k – Adds funds to support impact litigation.
Diocesan Support (Grants)	$150k – Funds Emergency Migration Grants to dioceses for immigration support ministries.

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PUBLIC POLICY, PARTNERSHIP, AND WITNESS

Global Placements

The Episcopal Church has longstanding global mission initiatives—from parish efforts to those of churchwide scale—that continue to be a core part of our ministries. Building on this history, we are preparing for a new season of global mission, opening the way for new collaborations, deeper understanding of global relationships, and the strengthening of pathways for new generations of companions in mission. This approach will more intentionally integrate global relationships throughout the church's ministries and ensure that partnerships reflect the priorities of Episcopal leaders and Anglican partners. We aim to work closely with partners to imagine new possibilities that focus on reciprocity, mutual exchange, and collaborative learning. This will take the form of staff support for existing relationships, connection to specific ministry areas, and interconnection. We also recognize the special relationship between The Episcopal Church and the Episcopal Church in Jerusalem and the Middle East and will continue to provide various forms of support there. - *Rebecca Linder Blachly, chief of Public Policy and Witness*

The table below sets forth the revenue and expense budget for Global Placements (formerly called Missionary Service) for the 2028-2030 triennium as compared with the last year of the current triennium.

Category Name	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Revenue				
Other Revenue	10,000	-	-	-
Total Revenue	10,000	-	-	-
Expenses				
Other than Personnel Costs				
Other Program Specific Expenses	20,000	20,000	20,400	20,810
Diocesan Support	30,000	30,600	31,210	31,830
Total Other than Personnel Costs	50,000	50,600	51,610	52,640
Total Expenses	50,000	50,600	51,610	52,640

2028 Income Notes

Other Revenue	$0k – Reflects transfer of Young Adult Service Corps (YASC) contributions to Ministry Development.

2028 Expense Notes

Other Program Expenses (464-465)	$20k – Funds new ministry initiatives; EVIM (Episcopal Volunteers in Mission) program terminated; YASC moved to Ministry Development.
Diocesan Support	$31k – Funds support for ministries in the Middle East.

PUBLIC POLICY, PARTNERSHIP, AND WITNESS

Office of Government Relations (OGR)

The Office of Government Relations (OGR) represents the policy priorities of The Episcopal Church to the United States government and supports civic engagement throughout the church. OGR aims to influence policy and legislation on critical issues, highlighting the voices and experiences of Episcopalians and Anglicans globally. All policy positions are based on General Convention and Executive Council resolutions.

To enable our advocacy, we work in Washington, D.C., building and maintaining relationships with congressional offices, federal agencies**,** policymakers, and the broader Washington policy community. We leverage our relationships, networks, and expertise to provide support for Episcopalians in their own relationship-building with members of Congress. We host periodic advocacy days, work with ecumenical, interreligious, and secular partners in our advocacy, and participate in coalitions to expand our access to deep policy expertise and make our advocacy more effective. We partner closely with Episcopalians and Anglicans globally to elevate concerns on matters impacted by U.S. federal actions. Our office space facilitates our daily engagement with congressional staff and other Washington experts and allows us to host lay and ordained Episcopalians for advocacy on Capitol Hill. – *Alan Yarborough, director of Government Relations*

The table below sets forth the revenue and expense budget for the Office of Government Relations for the 2028-2030 triennium as compared with the last year of the current triennium.

Category Name	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Expenses				
Personnel Costs				
Salaries & Wages	691,646	521,168	536,803	552,907
Benefits	314,824	245,043	260,447	276,554
Total Personnel Costs	1,006,470	766,211	797,250	829,461
Other than Personnel Costs				
Travel	23,236	38,666	39,436	40,216
IT/Systems	45,000	45,900	46,820	47,760
Facilities	120,193	122,593	125,043	127,543
Other Program Specific Expenses	110,750	112,970	115,230	117,540
Total Other than Personnel Costs	299,179	320,129	326,529	333,059
Total Expenses	1,305,649	1,086,341	1,123,779	1,162,520

PUBLIC POLICY, PARTNERSHIP, AND WITNESS

Office of Government Relations (OGR) (continued)

2028 Expense Notes

Personnel Expenses (476)	$766k– Funds 5 staff, including director of Government Relations, policy advisors, Middle East fellow. Representative to the United Nations moved to Global Partnerships.
IT/Systems	$46k – Funds software for congressional engagement.
Facilities (472, 474)	$123k – Funds rent on Washington, D.C., office.
Other Program Expenses (471)	$113k – Funds program work, intern program, advocacy partnerships.

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PUBLIC POLICY, PARTNERSHIP, AND WITNESS

Ecumenical and Interreligious Relations

The Office of Ecumenical and Interreligious Relations supports The Episcopal Church's work with a range of partners, from staffing General Convention-approved ecumenical and interreligious dialogues and supporting full-communion partnerships to participating in conciliar bodies and building connections with other religious traditions and communities. We facilitate Episcopal Church participation in key international, churchwide, and local networks and institutions, including the World Council of Churches, the National Council of Churches, and Churches Beyond Borders. The office develops resources to empower emerging leaders, support clergy exchange and shared ministries with full-communion partners; and helps local congregations nurture relationships to support ministry needs on the ground. We work collaboratively across the Church Center staff to ensure that ecumenical and interreligious resources can support all areas of the church's work and witness.

Full-communion partners include the Evangelical Lutheran Church in America, the Moravian Church–Northern and Southern Provinces, Mar Thoma, the Church of Sweden, the Evangelical Lutheran Church in Bavaria, Independent Filipino Church, and the Old Catholic Churches of the Union of Utrecht. We also support dialogues with the Roman Catholics, the Presbyterian Church (USA), the United Methodist Church, and multiple interreligious dialogues.

– *The Rev. Kirsten Guidero, director of Ecumenical and Interreligious Relations*

The table below sets forth the revenue and expense budget for the Office of Ecumenical and Interreligious Relations for the 2028-2030 triennium as compared with the last year of the current triennium.

Category Name	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Expenses				
Personnel Costs				
Salaries & Wages	216,252	222,740	229,422	236,305
Benefits	101,296	107,676	114,347	121,322
Total Personnel Costs	317,548	330,415	343,769	357,627
Other than Personnel Costs				
Travel	46,221	16,281	16,601	16,921
Other Program Specific Expenses	19,845	100,000	102,000	104,040
Administration/Other	103,645	50,000	51,000	52,020
Total Other than Personnel Costs	169,711	166,281	169,601	172,981
Total Expenses	487,259	496,697	513,371	530,608
Change in Net Assets	(487,259)	(496,697)	(513,371)	(530,608)

PUBLIC POLICY, PARTNERSHIP, AND WITNESS

Ecumenical and Interreligious Relations (continued)

2028 Expense Notes

Personnel Expenses (491)	$330k – Funds 2 staff, director for Ecumenical and Interreligious Relations and associate for Ecumenical and Interreligious Relations.
Other Program Expenses (483-488. 490c)	$100k – Funds ecumenical representatives and support for local ecumenical efforts, including in partnership with the Episcopal Network of Ecumenical Officers.
Administration/Other (481-488)	$50k – Funds World Council of Churches and National Council of Churches Ecumenical Commitment Fund dues.

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COMMUNICATIONS

Overview

The Communications Department comprises the Communications Office and the Episcopal News Service (ENS).

The table below sets forth the revenue and expense budget for Communications for the 2028-2030 triennium as compared with the last year of the current triennium.

Category Name	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Revenue				
Other Revenue	681,588	631,588	650,535	745,051
Total Revenue	681,588	631,588	650,535	745,051
Expenses				
Personnel Costs				
Salaries & Wages	1,456,551	1,500,247	1,545,254	1,591,612
Fringes	777,553	823,384	871,264	921,276
Total Personnel Costs	2,234,104	2,323,631	2,416,518	2,512,888
Other than Personnel Costs				
Contracted Services	418,913	1,125,723	898,243	711,203
Travel	185,328	148,818	151,808	193,388
IT/Systems	25,950	26,470	27,000	27,530
Marketing and Events	408,527	290,167	295,977	326,557
Administration/Other	26,298	26,818	27,358	27,908
Total Other than Personnel Costs	1,065,017	1,617,997	1,400,387	1,286,587
Total Expenses	3,299,121	3,941,628	3,816,905	3,799,475

Changes in revenue and expenses are discussed in the pages that follow with reference to the individual programs and offices that make up the department.

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COMMUNICATIONS

Communications Office

The Office of Communications advances The Episcopal Church's mission and strategic priorities through clear, compelling, and accessible communications that strengthen the church's identity, visibility, and public witness. The nine-member team provides strategic communications counsel to churchwide leadership and delivers integrated creative services. The office also collaborates with dioceses to strengthen communications capacity through assessments, crisis communications support, website development, and adaptable resources and templates.
– Amanda Skofstad, director of news and public affairs

The table below sets forth the revenue and expense budget for the Communications department for the 2028-2030 triennium as compared with the last year of the current triennium.

Category Name	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Expenses				
Personnel Costs				
Salaries & Wages	977,285	1,006,603	1,036,801	1,067,905
Benefits	556,062	587,843	621,031	655,680
Total Personnel Costs	1,533,347	1,594,446	1,657,832	1,723,585
Other than Personnel Costs				
Contracted Services	358,360	1,109,860	882,060	649,700
Travel	114,909	117,219	119,569	121,959
IT/Systems	25,950	26,470	27,000	27,530
Marketing and Events	367,527	274,167	279,657	285,237
Administration/Other	15,766	16,086	16,406	16,736
Total Other than Personnel Costs	882,512	1,543,802	1,324,692	1,101,162
Total Expenses	2,415,859	3,138,249	2,982,524	2,824,748

2028 Expense Notes

Personnel (included in 350)	$1.594 million – Funds 9 staff, including director of News and Public Affairs.
Contracted Services (324)	$1.110 million – Adds $750k to fund media consultants to support TEC identity and evangelism campaign.
IT/Systems (327-332)	$26k – Funds new media development, website livestreaming.
Marketing and Events (311-326)	$274k – Funds advertising and printing expenses not included in Contracted Services.

COMMUNICATIONS

Episcopal News Service (ENS)

Episcopal News Service (ENS) is the official news service of The Episcopal Church. Its team of professional journalists provides in-depth reporting on local, regional, national, and international news for Episcopalians and others interested in the church's mission and ministry. – *Lynette Wilson, managing editor, Episcopal New Service*

The table below sets forth the revenue and expense budget for the Episcopal News Service for the 2028-2030 triennium as compared with the last year of the current triennium.

Category Name	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Revenue				
Other Revenue	681,588	631,588	650,535	745,051
Total Revenue	681,588	631,588	650,535	745,051
Expenses				
Personnel Costs				
Salaries & Wages	479,266	493,644	508,453	523,707
Benefits	221,491	235,540	250,233	265,596
Total Personnel Costs	700,757	729,184	758,687	789,303
Other than Personnel Costs				
Contracted Services	60,554	15,864	16,184	61,504
Travel	70,419	31,599	32,239	71,429
Marketing and Events	41,000	16,000	16,320	41,320
Administration/Other	10,532	10,732	10,952	11,172
Total Other than Personnel Costs	182,505	74,195	75,695	185,425
Total Expenses	883,262	803,379	834,381	974,727

2028 Income Notes

Other Revenue (308b)	$632k – ENS sponsorship income; decrease is due to additional GC-related sponsorship income in 2027

2028 Expense Notes

Personnel (included in 350)	$729k – Funds 5 staff, including managing editor, reporters, and sponsorships manager.
Contracted Services	$16k – Funds consultants; additional funding relating to General Conventions included in 2027 and 2030.

COMMUNICATIONS

Episcopal News Service (ENS) (continued)

2028 Expense Notes

Marketing and Events (303)	$16k – Funds marketing and printing expenses; funding related to General Conventions included in 2027 and 2030.

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GRANTMAKING

Overview

Grantmaking was created as a new department for the 2028-2030 triennium as part of efforts to improve and standardize the grantmaking process and centralize grantee reporting and outcome tracking. Support to aided dioceses (formerly known as TEC Block Grants) and support for the Episcopal Coalition for Racial Equity and Justice (ECREJ) are shown as Budgetary Grants. The United Thank Offering (UTO) and National Episcopal Church Women (NECW), which have historically been treated as separate organizations, have been added as offices within Grantmaking, so their income and expenses can be planned and reported as part of the churchwide budget.

The table below sets forth the revenue and expense budget for Grantmaking for the 2028-2030 triennium as compared with the last year of the current triennium.

Category Name	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Revenue				
Contributions & Grants	607,400	607,400	607,400	607,400
Investment Revenue	291,621	291,621	291,621	291,621
Released from Restriction	1,339,729	975,329	985,329	1,405,329
Total Revenue	2,238,750	1,874,350	1,884,350	2,304,350
Expenses				
Personnel Costs				
Salaries & Wages	247,276	254,694	262,335	270,205
Fringes	158,300	166,869	175,810	185,138
Total Personnel Costs	405,576	421,563	438,145	455,343
Other than Personnel Costs				
Contracted Services	55,000	56,100	57,220	58,360
Travel	73,310	74,770	76,260	77,780
Marketing and Events	523,130	110,900	113,110	535,370
Other Program Specific Expenses	41,333	42,163	43,013	43,873
Support to Aided Dioceses	4,272,036	3,844,832	3,631,231	3,417,629
Other Block Grants - ECREJ	663,712	683,623	704,132	725,256
Restricted Giving	1,094,746	1,098,286	1,101,896	1,105,576
Scholarships	75,000	76,500	78,030	79,590
Administration/Other	89,693	91,493	93,323	95,193
Other Expenses	108,100	110,260	112,470	114,720
Total Other than Personnel Costs	6,996,059	6,188,927	6,010,684	6,253,346
Total Expenses	7,401,635	6,610,491	6,448,829	6,708,689

Changes in income and expenses are discussed in the pages that follow with reference to the individual programs and offices that make up the department.

GRANTMAKING

Budgetary Grants

The Budgetary Grants Office was created as part of an ongoing reorganization of the DFMS granting process. The office employs the director of grants management, a new position responsible for supervising grant applications, reporting, and recordkeeping. Granting from this office comprises Support for Aided Dioceses (formerly known as TEC Block Grants) and the annual endowment dividend funding allocated to the Episcopal Coalition for Racial Equity and Justice (ECREJ), an independent entity formed by action of the 81st General Convention to carry out racial reconciliation and justice work separate from the DFMS. – *Svetlana Brajdic, director of grants management*

The table below sets forth the expense budget for the Budgetary Grants Office for the 2028-2030 triennium as compared with the last year of the current triennium.

Category Name	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Expenses				
Personnel Costs				
Salaries & Wages	133,900	137,917	142,055	146,316
Benefits	67,224	71,310	75,580	80,042
Total Personnel Costs	201,124	209,227	217,635	226,358
Other than Personnel Costs				
Travel	7,980	8,140	8,300	8,460
Support to Aided Dioceses	4,272,036	3,844,832	3,631,231	3,417,629
Other Block Grants - ECREJ	663,712	683,623	704,132	725,256
Total Other than Personnel Costs	4,943,728	4,536,595	4,343,662	4,151,344
Total Expenses	5,144,852	4,745,822	4,561,297	4,377,703

2028 Expense Notes

Support to Aided Dioceses (375-404)	$3.845 million – Funds aggregate support for dioceses at 10% reduction from 2025-2027 triennial budget in 2028, increasing to 20% in 2030. Eliminates $360k block grant to Episcopal Relief and Development for free rent as result of sale of Church Center building.
Other Block Grants (5b)	$684k – Fully funds allocation of 10% of unrestricted endowment dividends to Episcopal Coalition for Racial Equity and Justice based on projected churchwide unrestricted dividend rate.

GRANTMAKING

United Thank Offering (UTO)

The United Thank Offering's work falls into three categories: granting, administration, and fundraising/formation. Since the 1970s, UTO has used all funds it raises for grantmaking, along with funds it receives from dedicated Ingathering trusts. UTO started one such trust to ensure the longevity of the grantmaking process. Administration expenses include a full-time dedicated staff person, travel for the board and staff, and software to streamline administrative processes. The remaining funds support parishes and dioceses in participating in UTO. This includes printing, shipping, and developing formation materials three times a year; creating resources for Vacation Bible Camp; and resourcing parishes and dioceses, as requested, with gratitude formation materials. – *Heather Melton, staff officer for the United Thank Offering*

The table below sets forth the revenue and expense budget for the United Thank Offering for the 2028-2030 triennium as compared with the last year of the current triennium.

Category Name	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Revenue				
Contributions & Grants	599,143	599,143	599,143	599,143
Investment Revenue	291,621	291,621	291,621	291,621
Released from Restriction	330,690	380,690	380,690	380,690
Total Revenue	1,221,454	1,271,454	1,271,454	1,271,454
Expenses				
Personnel Costs				
Salaries & Wages	113,376	116,777	120,281	123,889
Benefits	91,075	95,559	100,230	105,096
Total Personnel Costs	204,451	212,337	220,511	228,985
Other than Personnel Costs				
Travel	4,720	4,820	4,920	5,020
Marketing and Events	683	693	703	713
Other Program Specific Expenses	2,333	2,383	2,433	2,483
Restricted Giving	917,746	917,746	917,746	917,746
Administration/Other	5,693	5,813	5,933	6,053
Other Expenses	108,100	110,260	112,470	114,720
Total Other than Personnel Costs	1,039,275	1,041,715	1,044,205	1,046,735
Total Expenses	1,243,726	1,254,051	1,264,716	1,275,719

2028 Income Notes

Contributions and Grants	$599k – Reflects projected UTO Ingathering income not previously included in triennial budget.

GRANTMAKING

United Thank Offering (UTO) (continued)

2028 Income Notes

Investment Income (159)	$292k – Reflects projected trust fund restricted dividend income available to fund UTO grants.
Released from Restriction (159)	$381k – Release from prior years' restricted Ingathering income to fund UTO grants not covered by current year Ingathering or investment income.

2028 Expense Notes

Restricted Giving	$918k – Funds UTO grants not previously included in triennial budget.
Other Expenses (157)	$110k – Funds travel and other expenses of UTO board.

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GRANTMAKING

National Episcopal Church Women (NECW)

The National Episcopal Church Women (NECW) empowers women of The Episcopal Church to carry on Christ's work throughout the world by strengthening leadership, building connections, and supporting ministries that serve women, children, families, and marginalized communities. During this triennium, we are expanding grants and scholarships, nurturing emerging leaders, advancing social justice and gender equity, and strengthening partnerships that extend our collective impact. As we prepare for Triennial 2027, "Women at the Well: Faith in Action," we are committed to honoring our legacy while embracing new opportunities for ministry, advocacy, and spiritual growth. Together, we will continue to be the hands and feet of Jesus, bringing faith to life through service, compassion, and action. – *Lisa Bortner, National Episcopal Church Women president*

The table below sets forth the revenue and expense budget for the National Episcopal Church Women for the 2028-2030 triennium as compared with the last year of the current triennium.

Category Name	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Revenue				
Contributions & Grants	8,257	8,257	8,257	8,257
Released from Restriction	1,009,039	594,639	604,639	1,024,639
Total Revenue	1,017,295	602,895	612,895	1,032,895
Other than Personnel Costs				
Contracted Services	55,000	56,100	57,220	58,360
Travel	60,610	61,810	63,040	64,300
Marketing and Events	522,447	110,207	112,407	534,657
Other Program Specific Expenses	39,000	39,780	40,580	41,390
Restricted Giving	177,000	180,540	184,150	187,830
Scholarships	75,000	76,500	78,030	79,590
Administration/Other	84,000	85,680	87,390	89,140
Total Other than Personnel Costs	1,013,057	610,617	622,817	1,055,267
Total Expenses	1,013,057	610,617	622,817	1,055,267

2028 Income Notes

Released from Restriction	$595k – Reflects trust fund restricted dividend income and restricted income from prior periods released to fund NECW expenses; additional restricted income released in 2027 and 2030 to fund expenses related to General Convention gatherings.

GRANTMAKING

National Episcopal Church Women (continued)

2028 Expense Notes

Contracted Services	$56k – Funds consultants.
Marketing and Events	$110k – Funds meetings and conferences of NECW board and committees; includes funding for General Convention events in 2027 and 2030.
Other Program Expenses	$40k – Funds ECW budget contingency.
Restricted Giving	$180k – Funds disaster relief grants and other grants.
Scholarships	$77k – Funds ECW scholarships.

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GOVERNANCE

Overview

The Governance Department consists of the General Convention Office (GCO) and the Office of the President of the House of Deputies.

The table below sets forth the revenue and expense budget for Governance for the 2028-2030 triennium as compared with the last year of the current triennium.

Category Name	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Revenue				
Special Events Revenue	1,500,000	-	-	1,750,000
Total Revenue	1,500,000	-	-	1,750,000
Expenses				
Personnel Costs				
Salaries & Wages	1,244,092	615,256	633,714	652,725
Fringes	813,888	331,767	355,818	381,471
Total Personnel Costs	2,057,980	947,023	989,532	1,034,196
Other than Personnel Costs				
Contracted Services	899,783	1,146,719	1,019,649	1,040,039
Travel	826,317	528,477	539,047	549,827
Legal/Acctg/Prof Services	16,508	16,838	17,168	17,508
IT/Systems	221,665	21,865	22,315	22,755
Marketing and Events	2,558,071	171,606	175,036	2,678,536
Other Program Specific Expenses	762,713	486,723	496,463	750,633
Diocesan Support	50,000	-	-	55,000
Administration/Other	61,365	62,585	63,845	65,125
Other Expenses	42,800	43,660	44,530	45,420
Total Other than Personnel Costs	5,439,222	2,478,474	2,378,054	5,224,844
Total Expenses	7,497,203	3,425,497	3,367,586	6,259,039

Changes in income and expenses are discussed in the pages that follow with reference to the individual programs and offices that make up the department.

GOVERNANCE

General Convention Office (GCO)

The work of the General Convention Office covers a wide variety of areas that support the shared governance of The Episcopal Church. While the planning and support of General Convention is a significant part of that work, the office also supports logistics and planning for all other meetings, including Executive Council, interim bodies, House of Bishops, and other conferences and events that are sponsored by DFMS departments. The office also oversees all of the necessary canonical recordkeeping associated with governance, including the production of the Reports to Convention, Journal of General Convention, the Acts of Executive Council, and the Constitution and Canons. Additionally, the office receives canonically mandated reporting from dioceses and parishes. Since 2025, the office has also been home to language services, coordinating all the translation and interpretation needs at the churchwide level. The language services team ensures that everyone is able to fully participate in the governance of the church. Undergirding all this work is a commitment to supporting dioceses and communities on the ground in their ministries, as is appropriate and relevant to the work of the GCO. In the last year that has also been expanded to offer risk management support to bishops and dioceses, as well as to make safety and security a greater priority in all our planning. *– The Rev. Molly F. James, interim executive officer*

The table below sets forth the revenue and expense budget for the General Convention Office for the 2028-2030 triennium as compared with the last year of the current triennium.

Category Name	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Revenue				
Special Events Revenue	1,500,000	-	-	1,750,000
Total Revenue	1,500,000	-	-	1,750,000
Expenses				
Personnel Costs				
Salaries & Wages	961,425	461,425	475,268	489,526
Benefits	625,276	225,276	242,172	260,334
Total Personnel Costs	1,586,701	686,701	717,440	749,861
Other than Personnel Costs				
Contracted Services	273,695	273,755	129,225	131,805
Travel	741,808	442,278	451,118	460,138
Legal/Acctg/Prof Services	16,508	16,838	17,168	17,508
IT/Systems	221,665	21,865	22,315	22,755
Marketing and Events	2,558,071	171,606	175,036	2,678,536
Other Program Specific Expenses	562,713	282,723	288,383	538,393
Diocesan Support	50,000	-	-	55,000
Total Other than Personnel Costs	4,475,463	1,261,088	1,136,318	3,958,278
Total Expenses	6,062,164	1,947,789	1,853,758	4,708,139

GOVERNANCE

General Convention Office (GCO) (continued)

Income Notes

Special Events Revenue (513c)	Reflects estimated General Convention registration and exhibitor fees in 2027 and 2030.

2028 Expense Notes

Personnel (537)	$687k – Funds GCO staff positions with some functions transferred to other departments as part of planned realignment.
Contracted Services	$274k – Funds research projects with Lake Institute and Hartford on giving trends.
Travel (514, 519a)	$442K – Funds Executive Council travel and 1 in-person EC meeting, Interim Bodies travel and in-person meetings, GCO staff travel, and consultants travel.
IT/Systems (533)	$22k- Funds ongoing GCO IT needs following completion of Governance and Legislative System (GLS) in 2027.
Marketing and Events (513)	$172k – Eliminates $2.4MM GC expense from 2027; funds support for EC and Interim Bodies meetings; adds $2.5MM for GC in 2030.
Other Program Expenses (534)	$283k – Eliminates GC expense from 2027; adds $250k for GC in 2030.
Diocesan Support (513b)	$0k – Reflects support for aided dioceses for GC registration fees in 2027 and 2030.

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GOVERNANCE

House of Deputies

The House of Deputies budget strengthens clergy and lay leadership in The Episcopal Church's shared governance. It supports the leadership of the house, the formation and preparation of deputies, and the ongoing legislative work of General Convention. Investments in accessibility, international participation, and safety foster belonging and help deputies bring the breadth of the church's experience to its decisions. Together, these resources support informed discernment, inclusive participation, and faithful stewardship. – *Julia Ayala Harris, president of the House of Deputies*

The table below sets forth the expense budget for the House of Deputies for the 2028-2030 triennium as compared with the last year of the current triennium.

Category Name	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Expenses				
Personnel Costs				
Salaries & Wages	282,667	153,831	158,445	163,199
Benefits	188,613	106,491	113,647	121,136
Total Personnel Costs	471,279	260,321	272,092	284,335
Other than Personnel Costs				
Contracted Services	626,088	872,964	890,424	908,234
Travel	84,509	86,199	87,929	89,689
Other Program Specific Expenses	200,000	204,000	208,080	212,240
Administration/Other	10,362	10,562	10,772	10,982
Other Expenses	42,800	43,660	44,530	45,420
Total Other than Personnel Costs	963,759	1,217,386	1,241,736	1,266,566
Total Expenses	1,435,038	1,477,707	1,513,828	1,550,901

2028 Expense Notes

Personnel Expenses (557)	$260k – Funds House of Deputies staff positions not included in Contracted Services.
Contracted Services (550a-b, 557)	$873k – Funds president of the House of Deputies, chancellor, and other positions not included in Personnel Expenses.
Other Program Specific Expenses	$204k – Fund ongoing training for deputies.
Other Expenses (548)	$44k – Funds Council of Advice.

MINISTRY SUPPORT

Overview

Ministry Support includes the Finance, Legal, Information Technology (IT), Purchasing, and Facilities offices. Because the Finance Office is responsible for collecting and administering the church's revenue, most income is reflected in that budget and shown under Ministry Support.

The table below sets forth the revenue and expense budget for Ministry Support for the 2028-2030 triennium as compared with the last year of the current triennium.

Category Name	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Revenue				
Contributions & Grants	1,033,317	995,438	995,438	995,438
Diocesan Commitments	30,893,303	31,207,236	31,524,308	31,844,551
Investment Revenue	13,172,960	13,536,094	13,910,122	14,295,371
Loan Income	156,480	156,480	156,480	156,480
Other Revenue	430,382	430,382	430,382	430,382
Released from Restriction	613,804	1,113,804	1,113,804	1,113,804
Total Revenue	**46,300,246**	**47,439,433**	**48,130,534**	**48,836,026**
Expenses				
Personnel Costs				
Salaries & Wages	2,804,343	2,763,134	2,846,028	2,931,409
Fringes	1,244,088	1,260,366	1,340,867	1,425,064
Total Personnel Costs	4,048,430	4,023,500	4,186,896	4,356,474
Other than Personnel Costs				
Contracted Services	308,589	461,219	470,439	479,849
Travel	232,448	159,688	162,878	166,128
Legal/Acctg/Prof Services	1,227,569	1,260,134	1,293,590	1,327,959
IT/Systems	274,194	279,684	285,284	290,994
Facilities	586,946	787,486	810,836	834,880
Other Program Specific Expenses	62,038	63,278	64,538	65,828
Restricted Giving	450,000	800,000	816,000	832,320
Scholarships	168,107	268,107	273,467	278,937
Administration/Other	865,175	882,485	900,125	918,115
Loan Expense	1,253,245	1,190,583	1,131,054	1,074,501
Other Expenses	140,417	143,217	146,077	148,987
Total Other than Personnel Costs	5,568,727	6,295,880	6,354,287	6,418,498
Total Expenses	9,617,158	10,319,380	10,541,182	10,774,971

Changes in income and expenses are discussed in the pages that follow with reference to the individual programs and offices that make up the department.

MINISTRY SUPPORT

Finance

The Episcopal Church's Finance Office seeks to exercise faithful stewardship through the administration of the annual budget and triennial budget and management of the church's liquidity and endowment assets. In 2025 we introduced new accounting, financial reporting, and payments management systems. In 2026, we began an initiative to offer guidance and support to Episcopal congregations and dioceses in the areas of long-term financial planning and real estate development. As we seek to serve God and others well as a church, managing our financial resources thoughtfully and efficiently is a spiritual practice as much as a practical one. – *Christopher Lacovara, chief financial officer*

The table below sets forth the revenue and expense budget for the Finance Office for the 2028-2030 triennium as compared with the last year of the current triennium.

Category Name	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Revenue				
Contributions & Grants	1,033,317	995,438	995,438	995,438
Diocesan Commitments	30,893,303	31,207,236	31,524,308	31,844,551
Investment Revenue	12,722,960	13,072,594	13,432,717	13,803,644
Loan Income	156,480	156,480	156,480	156,480
Other Revenue	430,382	430,382	430,382	430,382
Released from Restriction	613,804	1,113,804	1,113,804	1,113,804
Total Revenue	45,850,246	46,975,933	47,653,129	48,344,299
Expenses				
Personnel Costs				
Salaries & Wages	913,163	940,558	968,774	997,838
Benefits	432,301	459,378	487,691	517,289
Total Personnel Costs	1,345,464	1,399,936	1,456,466	1,515,127
Other than Personnel Costs				
Contracted Services	177,046	327,046	333,586	340,256
Travel	139,427	64,807	66,117	67,447
Legal/Acctg/Prof Services	1,027,969	1,056,543	1,085,930	1,116,149
Restricted Giving	450,000	800,000	816,000	832,320
Scholarships	168,107	268,107	273,467	278,937
Administration/Other	736,749	751,489	766,509	781,829
Loan Expense	1,253,245	1,190,583	1,131,054	1,074,501
Total Other than Personnel Costs	4,014,462	4,521,725	4,537,072	4,557,129
Total Expenses	5,359,926	5,921,660	5,993,537	6,072,256

MINISTRY SUPPORT

Finance Office (continued)

2028 Income Notes

Contributions and Grants	$995k – Includes Good Friday Offering ($450k) and unrestricted gifts.
Diocesan Commitments (3, 4a, 4b)	$31.2 million – Includes 1% annual increase over 2027 budget base less $500k of annual assessment waivers.
Investment Income (5a)	$13.1 million – Includes $12 million Endowment dividend increasing 3% per year (equals 7.5% projected investment return less 4.5% annual dividend draw) plus interest income on short-term reserves.
Loan Income (7)	$156k – Includes Economic Justice Loan income, held constant for 2028-30.
Other Revenue (28b, 608)	$430k – Includes Endowment administrative cost reimbursement, held constant for 2028-30.
Release from Restriction	$1.113 million – Includes funds released from restricted trust fund income not included in Investment Income plus amounts released for scholarships funded from restricted trust fund income.

2028 Expense Notes

Personnel Costs (606, 607)	$1.40 million – Funds Finance Office staff, including chief financial officer, and adds funds for new financial analyst and real estate analyst to support diocesan planning and consulting.
Contracted Services (602a)	$327k – Funds new outsourced chief investment officer (OCIO) that replaces current investment advisor for TEC Endowment.
Accounting / Professional Services	$1.056 million – Funds annual financial audit, fees of fiscal services provider (BTQ Financial), and accounts payable processing fees.
Restricted Giving	$800k – Funds grants and gifts from restricted trusts funds (e.g., Conant, Constable, Roanridge); offset with release from restricted trust fund income.

MINISTRY SUPPORT

Finance Office (continued)

2028 Expense Notes (continued)

Scholarships	$268k – Fund scholarships covered by restricted trust fund income not reflected elsewhere in budget.
Administration/Other (597, 598)	$751k – Funds corporate insurance ($510k), bank fees and other charges.
Loan Expense (605)	$1.191 million – Funds interest on remaining $13.4 million term loan; decreases annually due to loan repayment.

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MINISTRY SUPPORT

Legal

The Legal Office supports DFMS's ministries at DFMS and across the wider church, providing solutions and resolving problems. We develop policies that reflect and enforce the church's values consistent with the laws where DFMS operates; educate colleagues, dioceses, and Executive Council on compliance, governance, and legal issues; and work closely with Human Resources and Finance. The Legal Department seeks justice, litigating affirmatively to protect religious freedom and the most vulnerable and defensively to protect and preserve our people, institutions, trademarks and copyrights, and other property. We also safeguard DFMS's data with the manager of Information Governance, working closely with IT and Archives on privacy, cybersecurity, and data retention. – *Kent Anker, chief legal officer*

The table below sets forth the revenue and expense budget for the Legal Office for the 2028-2030 triennium as compared with the last year of the current triennium.

Category Name	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Expenses				
Personnel Costs				
Salaries & Wages	646,349	665,739	685,711	706,283
Benefits	224,026	240,732	258,240	276,581
Total Personnel Costs	870,374	906,472	943,951	982,864
Other than Personnel Costs				
Contracted Services	50,000	51,000	52,020	53,060
Travel	16,607	16,937	17,277	17,617
Legal/Acctg/Prof Services	199,600	203,590	207,660	211,810
Other Program Specific Expenses	52,449	53,499	54,569	55,659
Administration/Other	22,939	23,399	23,869	24,349
Total Other than Personnel Costs	341,595	348,425	355,395	362,495
Total Expenses	1,211,970	1,254,897	1,299,347	1,345,360

2028 Expense Notes

Personnel Costs (622a)	$906k – Funds 3 staff including chief legal officer.
Contracted Services	$51k – Funds 10 hours/week of paralegal services.
Legal/Professional Fees (618)	$204k – Funds outside legal counsel expenses; transfers all Title IV legal to Chancellor's Office.
Program Expenses	$53K – Funds Lexis, Risk Rate, other online resources.

MINISTRY SUPPORT

Information Technology

The Information Technology department of the DFMS operates and secures the systems that support the work of The Episcopal Church: network and data infrastructure; digital assets and websites; identity and access management, collaboration, and communication tools; and the applications software used by staff, dioceses, and the wider church. A major focus is the Governance and Legislative System (GLS), the platform that supports the legislative process of General Convention, from initial legislative items, drafting and committee work, through floor action, while providing web views of the legislative process to the public. The organizational vision for increasing the capabilities of the GLS is expansive and evolving, and we will continue to work closely with its stakeholders and principals to improve it. IT will continue relocating data and services to the cloud, reducing our physical footprint and building organizational resilience. Throughout the 2028–2030 triennium, we will prioritize cybersecurity, sound management and stewardship of the church's data, and cost-effective use of cloud and software resources. Our aim is to give the church dependable, secure, and accessible technologies that directly support its purpose and mission. *– Richard Lamb, interim director of Information Technology*

The table below sets forth the revenue and expense budget for Information Technology for the 2028-2030 triennium as compared with the last year of the current triennium.

Category Name	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Expenses				
Personnel Costs				
Salaries & Wages	1,084,415	1,029,529	1,060,415	1,092,228
Benefits	518,894	508,074	539,223	571,783
Total Personnel Costs	1,603,309	1,537,603	1,599,638	1,664,010
Other than Personnel Costs				
Contracted Services	81,544	83,174	84,834	86,534
Travel	19,680	20,070	20,460	20,870
IT/Systems	274,194	279,684	285,284	290,994
Other Program Specific Expenses	9,589	9,779	9,969	10,169
Administration/Other	77,868	79,428	81,018	82,638
Total Other than Personnel Costs	462,875	472,135	481,565	491,205
Total Expenses	2,066,184	2,009,738	2,081,202	2,155,215

2028 Expense Notes

Personnel Costs (649a)	$1.538 million – Funds 7 staff, including director of IT, applications manager and developers, and system support.

MINISTRY SUPPORT

Information Technology (continued)

2028 Expense Notes

Contracted Services (638, 641)	$83k – Funds consultants at reduced level following completion of Governance and Legislative System (GLS) and new TEC website.
IT/Systems (644-647)	$280k – Funds computer hardware and peripheral purchases, software licensing.
Administrative/Other (640)	$79k – Funds telecommunications expenses.

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MINISTRY SUPPORT

Purchasing

The Purchasing Department oversees organization-wide procurement, contract management, expense verification, and payment coordination to promote operational efficiency and fiscal responsibility. Responsibilities include reviewing and approving purchases, managing vendor relationships, maintaining vendor profiles within the Accounts Payable platform, invoice processing and purchase orders, overseeing the expense platform, and reviewing vendor and consultant contracts in collaboration with Finance and Legal. The department also monitors spending to ensure compliance with approved budgets, identify cost-saving opportunities, and recommends process improvements. Through these efforts, Purchasing promotes financial accountability, maintains internal controls, and ensures the responsible use of organizational resources. – *Serenity Kimbell, purchasing manager*

The table below sets forth the revenue]and expense budget for the Purchasing Department for the 2028-2030 triennium as compared with the last year of the current triennium.

Category Name	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Expenses				
Personnel Costs				
Salaries & Wages	123,600	127,308	131,127	135,061
Benefits	48,807	52,181	55,713	59,411
Total Personnel Costs	172,407	179,489	186,841	194,472
Other than Personnel Costs				
Contracted Services	-	-	-	-
Travel	56,735	57,875	59,025	60,195
Facilities	26,946	27,486	28,036	28,596
Administration/Other	27,619	28,169	28,729	29,299
Other Expenses	78,496	80,066	81,666	83,296
Total Other than Personnel Costs	189,795	193,595	197,455	201,385
Total Expenses	362,202	373,084	384,296	395,857

2028 Expense Notes

Personnel (693)	$179k – Funds Purchasing Department staff costs.
Other Expenses	$80k – Funds other unclassified departmental purchases.

MINISTRY SUPPORT

Facilities

The Facilities budget reflects the operations of the main office of the DFMS, sometimes referred to as the Church Center. In October 2026, the Executive Council approved the sale of the Church Center building located at 815 Second Ave, in New York City and the relocation of the DFMS offices to a new and smaller leased space. Executive Council also directed $10 million of the sale proceeds to a new trust fund whose income will support the Church Center at its new location. As a consequence, rental income from 815 Second Ave. is replaced with investment income on the Church Center trust fund starting in 2027, and the Facilities budget no longer reflects the expense of operating the Church Center building. – *Christopher Lacovara, chief financial officer*

The table below sets forth the revenue and expense budget for Facilities for the 2028-2030 triennium as compared with the last year of the current triennium.

Category Name	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Revenue				
Investment Revenue	450,000	463,500	477,405	491,727
Total Revenue	450,000	463,500	477,405	491,727
Expenses				
Personnel Costs				
Salaries & Wages	36,816	-	-	-
Benefits	20,060	-	-	-
Total Personnel Costs	56,876	-	-	-
Other than Personnel Costs				
Facilities	560,000	760,000	782,800	806,284
Total Other than Personnel Costs	560,000	760,000	782,800	806,284
Total Expenses	616,876	760,000	782,800	806,284

2028 Income Notes

Investment Income	$464k – Reflects 4.5% investment draw on new $10 million trust fund created in 2027 with sale proceeds to fund Church Center, increasing 3% per year.
Other Revenue (Rental Income)(14)	$0k – Reflects sale at 12/31/2026 with no residual leasehold interest or rental income.

MINISTRY SUPPORT

Facilities (continued)

2028 Expense Notes

Personnel (654)	$0 – Eliminates facilities management and mail room staff costs assumed by acquiror of 815 Second Ave.
Facilities (653-679)	$760k– Funds preliminary estimated cost of new leased DFMS office space (rent and utilities) and leased presiding bishop's residence.

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