

REPORT FOR THE PRESIDING BISHOP'S STAFF

As Chief Pastor and Primate of the Church, the Presiding Bishop is charged with “responsibility for leadership in initiating and developing the policy and strategy in the Church and speaking for the Church as to the policies, strategies and programs authorized by the General Convention” (Canon I.2.4.a.1). Presiding Bishop Michael Curry continues to fulfill this charge through a collaborative approach. He serves as chair of the **Executive Council** of The Episcopal Church, as well as that body’s **Executive Committee (ECEC)**, which meets as needed.

As president of the **Domestic & Foreign Missionary Society**, he confers regularly with the other Officers of the DFMS:

Ms. Julia Ayala-Harris, President of the House of Deputies;
The Rev. Cn. Michael Barlowe, Secretary and Executive Officer of General Convention;
Mr. Kurt Barnes, Treasurer and Chief Financial Officer;
Ms. Jane E. Cislucyis, Acting Chief Operating Officer;
Mr. Kent Anker, Chief Legal Officer;

as well as his three Canons:

The Rev. Cn. C.K. Robertson, Ph.D., Canon for Ministry Beyond The Episcopal Church;
The Rev. Cn. Stephanie Spellers, Canon for Evangelism, Reconciliation, & Creation Care;
The Rt. Rev. W. Michie Klusmeyer, Canon for Ministry Within (until Nov. 1, 2023).

Together, these Officers and Canons constitute the **Executive Leadership Team (ELT)**.

The Presiding Bishop likewise meets regularly with his **Chiefs & Canons**, who report directly to him and oversee much of the programmatic work of the DFMS. This group includes the Canons, the Acting COO, the CFO, and the CLO, as well as:

Ms. Mary Kostel, Chancellor to the Presiding Bishop;
The Rt. Rev. Todd Ousley, Bishop for Pastoral Development.

He also confers respectively with those bishops who provide oversight on his behalf for ministries that come under the jurisdictional authority of the Presiding Bishop:

The Rt. Rev. Ann Ritonia, Bishop Suffragan for the Armed Forces & Federal Ministries;
The Rt. Rev. Mark D.W. Eddington, Bishop in Charge of the Convocation of Episcopal Churches in Europe;
The Rt. Rev. Robert L. Fitzpatrick, Bishop Diocesan of Hawai’i, who provides oversight for the Episcopal Church in Micronesia.

Bishop Curry is supported in his work by Sharon Jones, Deputy for Administration and Logistics for the Presiding Bishop and Primate.

Within the DFMS, the staff of the Presiding Bishop are organized under several areas, each overseen by its respective Chief, Canon, or Bishop. The following report lists those areas and their corresponding departments, highlighting key accomplishments or efforts in this triennium.

MINISTRY BEYOND THE EPISCOPAL CHURCH

This unit, often referred to as **Team Beyond** focuses on the relational and programmatic work that connects us with others outside our dioceses and congregations. Our goal is: “building bridges beyond ourselves.” The Canon, Directors, and team members maintain ongoing direct contact with the Anglican Communion Office, Lambeth Palace, the Anglican Alliance, governmental offices, religious partners, and other agencies, as well as working closely with Episcopal Relief & Development and the Office of Armed Forces & Federal Ministries.

Four departments comprise Team Beyond:

ECUMENICAL & INTERRELIGIOUS RELATIONS

With its director, the Rev. Margaret Rose, this office supports official dialogues with:

- [United Methodist Church](#);
- [Presbyterian Church](#) USA;
- [Roman Catholic Church](#);

and coordinating committees with full communion partners:

- [Evangelical Lutheran Church in America](#) (ELCA);
- [Moravian Church](#).

The EIR office continues to hold active roles in ecumenical bodies:

- [National Council of Churches](#) (NCC);

- [Christian Churches Together](#) (CCT);
- [World Council of Churches](#) (WCC).

Churches Beyond Borders is a full-communion working coalition in ministry and advocacy between [The Episcopal Church](#), the [Anglican Church of Canada](#), the [Evangelical Lutheran Church in Canada](#), and the [Evangelical Lutheran Church in America](#).

The Episcopal Church and the Church of Sweden [signed a final memorandum of understanding](#), celebrating full communion in 2022/2023.

The EIR office is active in the NCC interfaith dialogues: Sikh, Buddhist, Jewish, Muslim, Hindu, and also with organizations:

- [Religions for Peace](#);
- [Shoulder to Shoulder](#);
- [National Religious Partnership for the Environment](#);
- and in advocacy work, including initiatives against anti-Muslim and anti-Jewish bias.

The Standing Commission on Ecumenical and Interreligious Relations will present new statements and [guidelines on Interreligious Relations, Christian-Jewish Relations, and Christian-Muslim Relations](#). We also work closely with the other Team Beyond offices in work at the United Nations and with groups such as Churches for Middle East Peace.

During the last triennium, much work has focused on our Church's public witness on racial justice—including the ecumenical [“Past Reckoning” webinars](#)—through deeper collaboration with ecumenical and interfaith partners, in coalitions such as [Christians Against Christian Nationalism](#), Shoulder to Shoulder, the National Council of Churches' [ACT now to End Racism](#), Religions for Peace's work on Immigration and Refugees, and the UN's engagement in human rights and the [UNCSW](#). The EIR office serves as a resource for the Episcopal Church staff projects and dioceses as needs arise.

A [regular newsletter](#) (sign up [here](#)) shares this work and the website offers [one pager resources](#) for the dialogues and interreligious work.

EPISCOPAL MIGRATION MINISTRIES

With its director, Sarah Shipman, this department includes both a Refugee Resettlement Agency and an Engagement and Communications Unit.

EMM's government-funded resettlement program ([Refugee Resettlement Ministry | Episcopal Migration Ministries](#)), administered by EMM program staff, and carried out by local affiliates and volunteers, assisted almost 14,000 refugees, parolees, special immigrant visa holders and other migrants with a safe and hopeful beginning in the U.S.

EMM's Engagement and Communications Unit convened the Episcopal Asylum and Detention Ministry Network <https://episcopalmigrationministries.org/ministrynetwork/> throughout the triennium. The Network focuses on best practice-sharing in areas of direct service, organizing, advocacy actions, Christian formation and worship resources, and community education to protect asylum, promote humane and dignified alternatives to detention, and to support asylum seekers and those harmed by the immigration detention system.

In partnership with members of the Ministry Network, in 2022, EMM produced *Las Posadas: A Churchwide Christmas Pageant* <https://episcopalmigrationministries.org/lasposadas/>.

A major focus for EMM during the triennium was the Rainbow Initiative <https://episcopalmigrationministries.org/rainbowinitiative/>, created in response to General Convention 2022 Resolution D045: [D045 "On Supporting LGBTIQ+ Refugees and Asylum Seekers"](#).

In addition, EMM hosted bimonthly programmatic update calls to Episcopalians and diocesan representatives throughout 2022 and 2023, providing information and answering questions related to EMM's work, changing U.S. humanitarian immigration policy and practice, and ways for dioceses and congregations to be involved in migration ministry.

GLOBAL PARTNERSHIPS & MISSION PERSONNEL

With its director, the Rev. David Copley, this office seeks to "*Partner with God's world to share the love of Jesus,*" develop a churchwide network of Global Mission Advocates to support global mission engagement across TEC dioceses. The office hosts a monthly networking call to offer timely topical reports and bring people together to share their global ministry experiences.

The [Partnership Officers](#), whose respective areas are Africa, Asia & the Pacific, Latin America & the Caribbean, and the Middle East, have focused on networking, shared learning, and leadership development with a particular focus on theological education. As one example, in Tanzania, mission volunteers based at St. Philips Theological College in Kongwa have developed a program working with seminarians and communities to support the full inclusion of people who are differently abled. This has been shared with multiple provinces in East Africa.

Mission Personnel continues to rebuild the [Episcopal Volunteers in Mission](#) (EVIM) and the [Young Adult Service Corps](#) (YASC) programs following the COVID pandemic. During the time of the lockdown, we found creative ways to support work being done by dioceses along the U.S.-Mexico

border. In July 2024, we will host a young adult pilgrimage focusing on migration in partnership with dioceses in Central America as well as the U.S.-Mexico border dioceses.

On behalf of the Presiding Bishop, [the Episcopal UN office](#) represents and advocates at the United Nations on priorities as guided by General Convention. The office empowers Episcopalians in their UN engagement and collaborates closely with the Anglican Communion UN office and other faith-based UN partners on mutual priorities.

In 2022, Global Partnerships had a team present at the Lambeth Conference, supporting the work of our bishops during that gathering in Canterbury, England. The department will also host Primates, Provincial Secretaries, and other Communion guests at the General Convention in 2024, to help educate our partners about who we are and how we make decisions, thereby furthering the vision and commitment of our Church in the worldwide Communion.

OFFICE OF GOVERNMENT RELATIONS

With its director, Rebecca Linder Blachly, this office, established in 1979, seeks to provide one essential way for the Church to carry out our mission, through the ministry of public policy advocacy. The Office of Government Relations (OGR) represents the public policy priorities of The Episcopal Church, as laid out by General Convention and Executive Council resolutions, to the U.S. government in Washington.

General Convention and Executive Council have directed **OGR to take action on [more than 600 resolutions focused on public policy advocacy](#)**. OGR works in secular and faith-based coalitions to take action on these resolutions including through sending action alerts, public statements, sign-on letters, private meetings with Congressional offices and U.S. government officials, and through education and advocacy with the [Episcopal Public Policy Network](#).

Each year, Episcopalians **send nearly 80,000 messages to Congress** through the Episcopal Public Policy Network, which is run and managed by the Office of Government Relations. **More than 10,000 Episcopalians have taken action** through the EPPN.

OGR also hosts [“Network Calls,”](#) where an average of 70 Episcopalians tune in each week. OGR staff provide updates on legislation, share information about initiatives and policies of the Administration, and answer public policy questions. These calls are open to call Episcopal Public Policy Network members. OGR also host a monthly Network at Night call to call more Episcopalians to join, allowing our office to be a resource for leaders throughout the Church to learn more about the ministry of public policy advocacy.

OGR highlights issues such as [gun violence prevention](#), [racial reconciliation](#), [reproductive rights](#), [Indigenous rights](#), [environmental justice and climate change](#), [human rights and peacebuilding](#), and [anti-poverty](#) programs through our action alerts, behind-the-scenes advocacy, and coalition work.

OGR supports policies and legislation addressing [global AIDS relief](#), [rights for LGBTQIA2S+ people](#), [support for refugees and asylum seekers](#), and **paid family leave**, and ending the threat of nuclear weapons. OGR takes action on all the public policy focused resolutions of General Convention and Executive Council.

MINISTRY WITHIN THE EPISCOPAL CHURCH

This unit oversees work done in direct connection with dioceses and congregations of The Episcopal Church. The Canon for Ministry Within is supported by Ednice Baerga, Executive Assistant to the Canon for Ministry Within The Episcopal Church. Together, they work closely with Bishops and Dioceses throughout the Church to coordinate events which the Presiding Bishop will attend, including:

- bishop consecrations;
- official visitations;
- diocesan conventions;
- clergy conferences;
- and special dedications or anniversaries.

They also:

- share resources and information through the **House of Bishops** listserv and help build relationships across the Church.
- coordinate both in-person and online gatherings of the House of Bishops, both official meetings and unofficial conversations, as well as the **HOB Planning Committee**, the **Presiding Bishop's Council of Advice**, and various committees of the House of Bishops. They sometimes do this in collaboration with the **General Convention Office**.
- partner with the **Office of the President of the House of Deputies** and the General Convention Office to appoint members of the Interim Bodies of General Convention, including Standing Commissions and Task Forces, and help provide counsel and resources for these groups.

There are two departments that are part of this Ministry Within unit:

FAITH FORMATION

The Department of Faith Formation oversees formation and ministry of all ages with a primary focus on youth (ages 13-18), young adults (ages 18-30), and leaders.

We incorporate the work of four different offices:

- **Youth;**
- **Young Adult and Campus;**
- **Safe Church, Safe Communities;** and
- **Episcopal Service Corps.**

We equip and support those working with children and adults through our ongoing ministry of Lesson Plans that Work, bible studies, and leadership development.

In 2023, the Department of Faith Formation was awarded a \$1.25 million, five-year Lilly Foundation grant for *The Camino Project: Faith-Forward Pathways for Episcopal Families*.

- We received a \$100,000 from Trinity Wall Street for research and resources for Generation Z titled *Toward a New Generation of Episcopal Leaders*.
- We seek to train, teach, and mentor leaders by convening, coordinating, and facilitating gatherings of leaders and young people for development, networking discernment, and mutual support.
- We build and sustain relationships within networks of leaders and possible partners. striving to advocate and maintain the visibility and importance of children, youth, and young adults.
- We work with partners to curate and create resources that help form disciples of all ages.
- We organized all aspects of several events, such as [Episcopal Youth Event](#) and the annual [Young Adult & Campus Ministries Leadership conference](#).
- We facilitated all aspects of nationwide recruitment, outreach, application, and network coordination for [Episcopal Service Corps](#).
- And we coordinated, collaborated with, and provided counsel to the Standing Commission on Formation and Ministry Development as they worked on resolutions from General Convention.

TRANSITION MINISTRIES

The Office for Transition Ministry (OTM) supports bishops, diocesan transition ministers, clergy, lay leaders, seminaries, and other groups in search and call processes across the church. The office is staffed by 2 people. (Bishops searches are handled through the Office of Pastoral Development.)

OTM also assists in the orientation and training of most new diocesan transition ministers and serves as a resource for self-organized regional groups. OTM interfaces with the Anglican Communion as well as ecumenical partners on matters of shared ministries. OTM also assists with the planning and implementation of transition minister meetings approximately every three years.

Recently, the office has partnered closely with the Research Department of Church Pension Group and the General Convention Office to analyze and share data regarding parish and clergy trends across the church and across time, providing relevant information to key decision makers including Executive Council, the House of Bishops, seminary deans, and churchwide.

EVANGELISM, RECONCILIATION, AND CREATION CARE

This unit spans the areas of Evangelism and Discipleship, Church Planting and Redevelopment, Ethnic Ministries, Racial Justice, Creation Care, Domestic Poverty, Social Justice and the United Thank Offering. Together, we hope to ensure the Episcopal branch of the Jesus Movement keeps becoming a church that looks, lives and loves like Jesus.

ETHNIC MINISTRIES

We continued to provide resources, training and leadership development for laity and clergy to strengthen existing ethnic congregations while assisting the church to more fully embrace the multiethnic, multilingual, and multicultural societies we live in.

Working with our Councils of Advice and working teams, as well as partners across the church, we have focused much of our programming and events [both virtual and in person] around formation in different capacities:

[Asiamerica Ministries](#) was impacted by the departure in 2022 of the Rev. Winifred Vergara, who served 19 years as Missioner for Episcopal Asiamerica Ministries. The interim missioner, the Rev. Pamela Tang, continued convening each of the unique cultural convocations in the ministry. The office is developing a Younger Adult group for Asian Episcopal leaders. Additionally, an Asian Clergy Conference and a Women Asian Clergy Conference was underway at the close of 2023, with participants from across the country.

[African Descent Ministries](#) launched the Internalized Oppression retreats to address healing needs of people of African descent, and they are developing a broader curriculum to incorporate additional ethnic communities. Programs such as Black Congregational Leadership Initiative and CPR (Congregational Program for Revitalization) provide much needed congregational support. The office also offered a timely resource for developing effective virtual ministry.

[Indigenous Ministries](#) made major inroads in dioceses across the church, as Episcopalians sought Doctrine of Discovery training and presentations on Indigenous Residential Schools as mandated by General Convention. The team also supported the work of the Indigenous Boarding School Commission called forth by Resolution A127 at GC80. A successful partnership with Bexley-Seabury has made greater Theological Education and Leadership Development available to Indigenous Episcopalians. The Office also resumed Winter Talk in-person, bringing together leaders from across indigenous ministries.

[Latino/Hispanic Ministries](#) continued to focus on the formation of leaders and church planters, lay and clergy, both Latino and Anglo. The Episcopal Latino Ministry Competency (ELMC) course and a virtual version (VELMC) together provided cultural training to more than 400 seminarians, clergy, lay leaders and bishops. With support from IONA Collaborative and Trinity Church Wall Street, with a team from Latin America, we developed a three-year virtual theological formation program called Comunidad Teológica Episcopal (Episcopal Theological Community) to serve the United States, Province IX, and the Anglican Communion in Latin America.

In addition to individual office efforts, the Department of Ethnic Ministries works collaboratively and holds several events to support our joint ministries. These include Why Serve, a vocational discernment conference for young adults of color, and the Seminarians of Color conference, which encourages building a network of colleagues across ethnicities.

EVANGELISM & DISCIPLESHIP

The Evangelism Team seeks to inspire and equip Episcopalians to seek, name and celebrate Jesus's loving presence in their own and other's stories, and to invite everyone to deeper relationship with God, via the following:

- [It's All About Love: A Festival for the Jesus Movement](#). This churchwide festival of worship, learning, community, and action for the Episcopal branch of the Jesus Movement was held July 9-12, 2023 at the Baltimore Convention Center. More than 1,100 people attended in person and countless more joined online. The festival ignited hearts and connected passionate leaders and learners at the intersection of evangelism, reconciliation and creation care. Monthly webinars feature fresh presentations by some of the most popular speakers at the festival.

- Monthly Evangelism Huddles that connect and inspire episcopal evangelism catalysts with evangelism mentors from around the church.
- Diocesan [Revivals](#) that included pre-planning discernment retreats and a new post-revival follow-up resource entitled https://www.episcopalchurch.org/evangelisminitiatives/living-revival/Living_Revival.

Discipleship in The Episcopal Church is centered on helping people become deeply rooted in love with God and one another in order that all may grow to look, act, and love more like Jesus. To that end, the work we focused on was:

- [Centered: A Christian Discipleship Resource](#). This free experience includes an initial three-session training for group facilitators, nine core sessions during which church members, neighbors, and friends gather to share a meal and grateful prayer, and then view two short films and discuss questions about God, belonging, and living a meaningful life. Monthly support and coaching are available for small group leaders. Centered and all supporting programs have been made possible by a UTO grant and the Sharing the Way of Love campaign.
- Through a partnership with *Renewal Works* we launched [My Way of Love](#), a personal guide for the spiritual journey. This resource includes personal coaching, a small group guide, and tips for dioceses and parishes to employ this resource in their unique contexts.
- Production on the “[Traveling the Way of Love](#)” video series and “[The Way of Love Podcast with Bishop Michael Curry](#)” also continued, and My Way of Love for Kids will launch summer of 2024.

CHURCH PLANTING & REDEVELOPMENT

Our team offers game-changing resources and relationships to Episcopalians yearning to either launch new ministries or to revive existing churches for the sake of love for our neighbors. Church Planting – or [New Episcopal Communities](#) (or NEC) – offered grant funding, leadership discernment, training, and coaching resources for those exploring the idea of starting a new venture. Meanwhile, the Redevelopment wing – or [Genesis II: Re-Vision and Renew](#) – invited churches of all sizes to courageously explore new ways to “be” church in their community. Together with the Advisory Group on Church Planting and Redevelopment, we made these strides in the biennium:

- Launched the online Activator Course to assist with training of New Episcopal Community leaders.
- Published a Guide to New Episcopal Communities for diocesan leaders

- Worked with advisory group to review proposals and administer about \$1.5 million in New Episcopal Community grants, especially prioritizing under-represented groups in The Episcopal Church.
- Organized and hosted annual Genesis gatherings (for both New Episcopal Community leaders and Redevelopment leaders). The 2023 gathering – held at Saint Mary's in Los Angeles – was the most diverse and well-attended Genesis Gathering ever.
- Hosted three leadership assessment retreats for potential New Episcopal Community leaders as well as retreats for redevelopers.
- Launched a monthly online Ministry Incubator on 3rd Thursdays at 3 during which visionaries present their ideas to a discerning group of seasoned leaders in a process of mutual discernment known as pro-Action Café.
- Expanded our monthly offerings for New Episcopal Community and Redevelopment leaders in our monthly 2nd Tuesdays at 2 gatherings.
- Consulted and coached more than 75 diocesan leadership teams around the “Practicing Possibilities” church-wide learnings.
- Continued to develop extensive resources around the “Two Loops Model of Living Systems,” a compassionate look at the life cycles of faith communities.
- Companioned four dioceses through the Genesis2 “Pilgrimage in Transformation” 18-month process with additional dioceses preparing to join these, before General Convention 2024.

RECONCILIATION, JUSTICE & CREATION CARE (RJCC)

The Department of Reconciliation, Justice and Creation Care takes an intersectional approach to justice across the fields of race, creation care, domestic poverty. Throughout this biennium, we worked to challenge, equip, inspire, and empower the Church to create and become the Beloved Community and live in right relationship with all of God’s creation.

Racial Justice and Reconciliation: Our team continued to support and inspire Episcopalians for Becoming Beloved Community: the church’s long-term commitment to dismantle White supremacy and follow Jesus’s way of justice and love. In particular, we did the following:

- Major leaders and organizers for the [It’s All About Love Festival](#). Among other things, the gathering functioned as the church’s first Becoming Beloved Community Summit, with keynote speakers, transformative worship and a racial reconciliation track that included more than 30 workshops and speakers.

- The [Prophetic Voices Podcast](#) prepares Episcopalians to preach and teach courageously using a racial justice and antiracism framework. The podcast is one of the most popular produced by the Church.
- [Sacred Ground](#) created a robust space for Episcopalians of all races to reflect deeply on White supremacy and systemic racism in the United States. Since its launch in 2019, we have engaged at least 90 dioceses, 2,700 Circles, and 30,000 alums across the Church. More recently, we have worked to effectively equip alums to engage in justice, action and transformative relationship in their communities.
- The annual [Inventory of Racial Justice and Reconciliation Ministries](#) – sourced by a detailed survey available to all Episcopal dioceses – provides detailed info on how dioceses are addressing racism and helps groups to network and support one another for the movement.
- We continued to nurture the Church’s crucial partnership with the [Absalom Jones Center for Racial Healing](#) in the Diocese of Atlanta.

Care of Creation: The team advances [Creation Care](#) by drawing on diverse approaches for our diverse contexts, and equipping and inspiring Episcopalians to commit to form and restore loving, liberating, life-giving relationships with all of Creation. We did this in several ways:

- Curriculum and Formation Tools: In addition to providing a hub for faith-based and Episcopal Creation Care and Environmental Racism tools and resources, we developed and launched "[Love God, Love God's World](#)," a new film-based, small group curriculum.
- Grants and Creation Care Network: In partnership with the Task Force on Creation Care and Environmental Racism, we funded and spotlighted local innovations in creation care in every province, and we grew the network of ministry leaders who encourage and challenge one another to greater climate ambition.
- [Episcopal Renewable Energy Nonprofit](#): Partnered on the creation of a new Episcopal nonprofit that assists churches and dioceses with environmental adaptation.
- Eco-Justice Fellows: Built vibrant young adult program that provides training, mentoring and resources leaders focused on environmental racism
- Local and International Advocacy: Consulted with diocesan and regional leaders fighting environmental injustice and equipped local leaders to champion change in environmental laws. Represented the Presiding Bishop in various Anglican Communion and United Nations convenings on environment and climate, and trained Episcopalians to be effective advocates at home and abroad. [Click this link](#) to view a

video about the Episcopal delegation to the UN's 26th Conference of Parties on Climate Change (COP26).

Domestic Poverty, Social Justice and Engagement: The department also supports the Church's work around economic and social justice, including leading the hiring of a new Staff Officer for Gender Justice, in response to [GC80 resolution Ao63](#), which called for a staff person to address women's and LGBTQIA+ ministries:

- [Poor People's Campaign leadership](#), supporting Episcopalians engaged in the ecumenical struggle for economic justice, providing movement strategy and infrastructure for justice leaders
- Trainings on community organizing and Asset Based Community Development for dioceses, parish, and regional staff
- Jubilee Ministry funding, paired with teaching about equity-based approaches to community projects
- Episcopal Justice Assemblies and Bible training
- From the Pew to the Public Square resource and webinars
- Protest Chaplains resource and webinars to equip Episcopalians for faithful witness at public demonstrations

OPERATIONS

These areas come under the purview of the Chief Operating Officer. In December of 2022 Geof Smith retired as COO, and in February of 2023 Jane Cislucis was appointed to fill the role.

FACILITIES & REAL ESTATE

The Church Center at 815 2nd Avenue has been the headquarters for The Episcopal Church since 1961, the year in which it was built. DFMS operations and departments occupy several floors, in addition to affiliated Episcopal Church entities, like Episcopal Relief & Development and the National Association of Episcopal Schools. Other not-for-profit and for-profit tenants use the balance of the space. It is expected the entire building (approximately 127k square feet) will be fully occupied by mid to late 2024.

Rental income generated for 2023 was \$2.5 million, which offsets \$2.7 million in utility and facility management costs. Capital improvements to the building are estimated to cost an additional \$500K

per year. As we look towards the coming triennium, Church Center building repairs and capital improvements—to the façade, sidewalk and sub-basement—will be required, estimated to cost about \$1.5 million.

The 5th floor conference room, which was installed in 2020, has seen a lot of use this past year as more departments and ministries are meeting together again. The space has accommodated numerous gatherings hosted by affiliated groups meeting at the United Nations.

Office facilities are also leased by the DFMS in Washington, DC and Austin, TX. Their needs as tenants are met through support from our operations and facilities staff as required.

HUMAN RESOURCES

Department leadership changed in 2023 with the retirement of director Raphaele Sondak. After a prolonged process, and with the support of a search firm and an ad hoc advisory committee comprised of staff and an Executive Council member, Michael Walsh was selected as the new department head. Mr. Walsh is a well-respected HR professional who has worked on the benefits side of HR for the DFMS for over two decades. He has begun listening sessions about staff needs and input to inform his building out of the department in the coming year.

The all staff in-house was held at the Maritime Institute outside of Baltimore in September 2023. This was the first time that such an in-person gathering had taken place since 2019. It was the first time that many staff hired during the pandemic had ever had the opportunity to meet face to face. The event was designed to allow employees and departments to meet together and across department over several days. Feedback told us that being away from New York City was a welcome change. The next in-house will be after the election of a new Presiding Bishop.

With the lifting of pandemic restrictions in early 2023 Church Center staff began returning to office life. Having learned to work in many ways through the pandemic period, the DFMS has more formally incorporated hybrid and remote work as a complement to our traditional in-person work arrangements. At the end of 2023 employees signed new hybrid and remote work agreements, thereby committing to the same expectations and working standards regardless of their work location.

INFORMATION TECHNOLOGY

IT Director Darvin Darling has been hosting all staff meetings to inform and train in areas of Microsoft Office 365 and Teams, with an aim to get 100% participation. There is a continual review by IT of systems and products used by staff to ensure security of operations. That said, our IT team takes very

seriously its work in protecting the DFMS through strong cyber security practices in an ever riskier digital workplace.

IT, Archives, and Legal have been meeting to review the Data Retention policy and retention schedule. It appears a good time to review and renew this important practice which assures the retention of important denominational and corporate data, and addresses matters of data security as well. In addition, IT has worked with the Church Archives staff to more fully integrate the Archives into the DFMS systems.

COMMUNICATIONS

The Episcopal News Service (ENS) serves both a core Episcopal audience, and increasingly serves as a source of accurate information cited by religious and secular media. They report on the life of the church, dioceses congregations, General Convention, Executive Council, and the Anglican Communion and beyond, following stringent journalistic standards.

The Episcopal News Service has grown its website audience in 2021-23 to over 1.2 million (which is down somewhat from the height of the lockdown), and now has over 29,000 daily news email subscribers, continues a strong following on Facebook.

The Office of Public Affairs works to consult and implement a communications strategy, acting as a trusted advisor to the Presiding Bishop and Church staff. The Public Affairs Officer acts as a liaison between secular and religious media outlets, assuring access to requested information is appropriate and transparent.

The Communications Department includes Creative Services supporting the work of the DFMS and the wider church through graphic design, film and audio production and web development. Project Management oversees the planning and execution of department newsletters, social media posts, videos, seasonal all parish mailings, Sermons That Work (in English and Spanish), podcasts, and special projects like the series *Traveling the Way of Love*. In 2023 the team additionally supported the Episcopal Youth Event, and the It's All About Love Festival.

Lastly, Language Services makes possible translations of materials produced by the departments of DFMS and works in conjunction with the General Convention Office to provide language interpretation for the Interim Bodies of the church.

FINANCE AND DEVELOPMENT

TREASURY

- Virtually all payment transactions done without paper checks.
- Regularly assisted parishes seeking confirmation of tax-exempt status.
- Provided banking transactions for Episcopal Relief & Development, ECW, UTO.
- Created and monitored the General Convention triennial budget.

CONTROLLER

- Clean audits of financials in each year.
- Virtually paperless operations.
- Provided accounting transactions for Episcopal Relief & Development, ECW, UTO.

INVESTMENTS

- Increased number of parishes and dioceses co-investing in the trust funds.
- Continued top-tier performance of the trust funds with annual long-term performance of nearly 8% after all fees and expenses.

DEVELOPMENT

- Bless Appeal exceeded goals each year.
- Increased mailing list from 80,000 names to nearly 200,000.
- Expanded repeat giving.
- Successfully completed campaigns for Cuba clergy pensions & Sharing the Way of Love.
- Ongoing campaigns to support Episcopal Migration Ministries; Historically Black Colleges; Good Friday Offering.

ARMED FORCES & FEDERAL MINISTRIES

Administration of Chaplaincies

Provide administrative support and pathways of discernment to priesthood and chaplaincy for candidates, postulants, seminarians, priests, and Armed Forces non-episcopal chaplains discerning calls to the Episcopal Church as they apply for chaplain positions within the Department of Defense Institutions and Federal agencies.

Administrative support for current chaplains to keep professional credentials current, record sacramental actions and to assist in times of ministry transition, such as deployment, retirement or return to parish ministry or retirement.

Disaster Preparedness – Episcopal Federal Chaplain Support: Distribute to all Episcopal dioceses the names of Episcopal Federal Chaplains (i.e. Active duty, Reserves, National Guard, Coast Guard Auxiliary, Civil Air Patrol, Federal Prisons, Veterans Affairs, et.al.) who are assigned and serving within the boundaries of each diocese. The list will be updated annually.

We currently have 75 active chaplains on our roster, as well as 10 military chaplain candidates and there are 9 individuals at various stages in the application process who are seeking endorsement for Federal Chaplaincy by the Bishop. In 2023 we have interviewed 17 individuals and endorsed 15. We have 4 military chaplains from other denominations currently in the formation process with our formation partner, the Diocese of the Rio Grande. 2 of our active chaplains were ordained and endorsed in the Episcopal Church this year following formation in the Diocese of the Rio Grande. 3 chaplains have moved from reserve duty to active status. One Chaplain retired in 2023 to parish ministry and is serving as a military missionary. The church currently has a military missionary in 4 Dioceses.

Pastoral Support of Chaplains

Much like parish visits, episcopal visits to chaplains in their duty stations provide opportunities for wide spiritual and pastoral care, confirmation and reception of military members, as well as guidance and encouragement to chaplains in their careers and ministry. The Bishop also gains insights on current issues and trends in DoD and Federal facilities as well as challenges and opportunities for chaplains and the wider church. Regular Episcopal pastoral letters and sermons are sent out to chaplains and partners in ministry.

The Office of AFFM was without a Bishop during 2021 and 2022 and half of 2023. The new Bishop was elected in March, started work as Bishop-elect and endorser, and was consecrated on September 30th. Prior to the onboarding of the Bishop, Canon Steffenson attended graduations and represented AFFM at endorser conferences and was the acting endorser for 2022/2023. Chaplain selection and

visitations were done remotely and by phone. 100% of our chaplains were contacted by telephone or email and 67 of our chaplains attended in-person annual training in 2023. In 2023 the new Bishop instituted monthly zoom calls with chaplains.

Training and Professional Development

Materials will continue to be developed or identified for the ongoing formation of all Armed Forces and Federal Ministries chaplains for meeting the pastoral needs of current members of the Armed Services and veterans and the incarcerated, including those coping with moral injury and other forms of combat or violence related trauma.

Annual Training Symposium occurred in March, 2023 at Kanuga retreat and Conference Center. Chaplains gathered for training and collegial opportunities. Twice annual mandatory ministry reports from chaplains kept our office apprised and in touch.

There was participation in national events, such as Memorial Day, Veterans Day, military celebrations, and state funerals.

Clergy participated in recorded Morning Prayer at the Washington National Cathedral as well as Veterans Events, Worship support and for special military and veterans services, including Service Anniversaries and Rolling Thunder “Blessing of the Bikes” each Memorial Day Weekend.

Maintain high visibility with DOD, VA, and BOP as well as the professional organizations for chaplains: NCMAF, MCA, and endorsing peers.

PASTORAL DEVELOPMENT

Episcopal Transitions

- Assisted Bishops and Standing Committees in plans for bishop transitions.
- Coordinated group of thirteen trained Episcopal Transition Consultants with key assistance from Judy Stark, senior consultant.
- Jointly facilitated consent process for bishops with General Convention Office and Presiding Bishop’s Office.
- Worked with dioceses in discerning individuals to be called as Bishops Visiting, Assisting, Assistant, or Provisional.
- Counseled retired bishops on opportunities for continued service to the Church.

- Served on faculty of College for Bishops programs: New Bishops & Spouses Conference and Orderly Transitions Conference.

Reconciliation and Conflict Transformation

- Served as Intake Officer for Title IV matters concerning bishop through June 2023.
- The Rev. Barbara Kempf assumed responsibilities as Intake Officer on a contract basis in July 2023 and began full responsibility in August 2023.
- Coordinated responses, with Chancellor to the Presiding Bishop, for Title III reconciliation and/or dissolution processes between bishops and dioceses.
- Served as Presiding Bishop's liaison for Diocese of Haiti matters.
- Continued to explore with lay and clergy leaders across the Church, movement toward more broad-based restorative justice practices, including formal interactions with the Standing Commission on Structure, Governance, Constitution and Canons.

Pastoral Care

- Worked with House of Bishops Committee on Pastoral Development, under leadership of the Rt. Rev. Gayle Harris (former Bishop Suffragan, MA; current Assistant Bishop, VA).
- Served on House of Bishops Planning Committee.
- Served as Presiding Bishop's liaison to Spouses of Bishops Planning Group.
- Continued to develop chaplain corps for retired bishops, spouses, and families.