

## REPORT FOR THE PRESIDING BISHOP'S STAFF

The Presiding Bishop is committed to a collaborative approach for strategizing and decision-making. Besides his work as chair of the Episcopal Church's **Executive Council**, he also chairs that body's **Executive Committee** (ECEC), which meets between Council gatherings as needed.

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

The Rev. Gay Jennings, President of the House of Deputies and DFMS vice president;  
The Rev. Cn. Michael Barlowe, Secretary and Executive Officer of General Convention;  
Mr. Kurt Barnes, Treasurer and Chief Financial Officer;  
The Rev. Geoffrey T. Smith, 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 Rev. Cn. E. Mark Stevenson, Canon for Ministry Within the Episcopal Church.

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

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 three Canons, the CFO and COO, 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 his jurisdictional authority:

The Rt. Rev. Carl Walter Wright, Bishop Suffragan for the Armed Forces and Federal Ministries;  
The Rt. Rev. Mark D. W. Edington, Bishop in Charge of the Convocation of Episcopal Churches in Europe;  
The Rt. Rev. Robert L. Fitzpatrick (Bishop Diocesan of Hawaii), who on behalf of the Presiding Bishop provides oversight for the Episcopal Church in Micronesia.

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

## Ministry Beyond the Episcopal Church

### Ecumenical & Interreligious Relations

Support of dialogues with the [United Methodist Church](#), the [Presbyterian Church](#), the [Roman Catholic Church](#), and full communion partners ([Evangelical Lutheran Church](#) and the [Moravian Church](#)) in ongoing mission outreach and advocacy. The EIR office continues to hold active roles in conciliar bodies such as the [National Council of Churches](#), [Christian Churches Together](#), and the [World Council of Churches](#). We also work with the [Anglican Church of Canada](#), the [Evangelical Lutheran Church in Canada](#), and the Evangelical Lutheran Church in America—in what is now called “Churches Beyond Borders”—on seasonal devotions, advocacy, and issues of racial justice.

The EIR office is active in the NCC interfaith dialogues: Sikh, Buddhist, Jewish, Muslim, Hindu, and also with [Religions for Peace](#), [Shoulder to Shoulder](#), the [Anti-Defamation League](#), and the [National Religious Partnership for the Environment](#) in advocacy work, including initiatives against anti-Muslim and anti-Jewish bias. A General Convention Task Force is updating the Episcopal Church statement on interreligious engagement and [Guidelines for Jewish-Christian Relations](#).

During 2020, we have strengthened our Church’s public witness in the face of COVID-19 and racial injustice 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.

### Global Partnerships & Mission Personnel

[The Partnership Officers](#) have continued to focus on enhancing relationships and strengthening our diplomatic presence across the Anglican Communion. During the pandemic, we experienced significant growth in collaboration and networking across the Communion.

Mission Personnel continues to be a valued source of goodwill ambassadors with both [Young Adult Service Corps](#) (celebrating its 20<sup>th</sup> anniversary) and [Episcopal Volunteers in Mission](#). In addition to international placements already in place, as a creative response to COVID travel limits we recently developed a new “Border Mission” initiative, partnering with dioceses at the US-Mexico border.

[The Episcopal UN office](#) continues The Episcopal Church’s [75-year engagement](#) with the United Nations, actively representing the Presiding Bishop and the Church on priorities such as creation care, racial reconciliation, sustainable development, human rights, gender equality, migration, and indigenous peoples.

### Office of Government Relations (in DC)

Broad-based civic engagement in 2020 included partnership with the [2020 Census](#), election engagement, and ongoing work on [civil discourse](#).

Continued to serve as a resource for Episcopal leadership on all public policy and political issues. Continued to manage the [Episcopal Public Policy Network \(EPPN\)](#), the Church's grassroots network of Episcopalians committed to social justice advocacy, who sent more than 40,000 messages to Congress. Sent weekly [action alerts](#) based on General Convention and Executive Council resolutions, serving as a public witness for the Church.

Strategically built relationships with legislators, policymakers, and other key decision-makers to push for legislation and policies that protect the most vulnerable and the least of these. Conducted hundreds of meetings with Congressional offices each year and facilitated the passage of critical legislation.

### **Episcopal Migration Ministries**

EMM's Engagement Unit has created an Episcopal Immigrant [Detention Ministry Network](#) and Episcopal [Asylum Ministry Network](#). These ministry networks are composed of individuals across the country who are directly involved in immigrant detention visitation programs, asylum seeker sponsorship, pastoral care for those in detention, border service programs, and more.

EMM's Engagement Unit has provided valuable [educational and advocacy resources](#) this triennium including: *Supporting Asylum Seekers: A Toolkit for Congregations*, *Hometown* podcast, *Love God, Love Neighbor: Education & Advocacy Training*, Webinars, and Book Discussion Guides.

EMM's government-funded [refugee resettlement program](#), administered by NYC program staff and carried out by local affiliates and volunteers, assisted 5,117 refugees with a safe and hopeful beginning in the U.S.

## **Ministry Within the Episcopal Church**

### **Department of Faith Formation**

Works to teach, train, and mentor leaders throughout the church by convening young adult leaders, campus ministers, youth ministers, and Episcopal Service Corps Program Directors for leadership development, networking, discernment, and support. Collaborates with people across the church to build and sustain relationships within the networks of leaders and possible partners, as well as advocates for and maintains the visibility and importance of youth and young adults. Partners with ministry leaders to curate and create resources. During the pandemic of COVID-19, creatively adapted how this work is done and how to best support the formation networks as ministry and mission continues.

Organized all aspects of several events, such as [Episcopal Youth Event](#), [Evento de Jóvenes Episcopales](#), annual [Young Adult & Campus Ministries Leadership conference](#), and [General Convention Official Youth Presence](#). Facilitated all aspects of nationwide recruitment, outreach, application, and network coordination for [Episcopal Service Corps](#).

Coordinated with, and provided counsel to, task forces and working groups on the following resolutions from General Convention 2018: 2018-A048, 1028-C014, 2018-A087, and 1028-C054.

### **Office for Transition Ministry**

Worked with Board for Transition Ministry for implementation of relevant General Convention resolutions.

Supported hosting of meeting for church-wide Diocesan Transition Ministers (DTMs) in March 2019, who had not met together as a whole since 2007.

Supported bishops, diocesan staff, regional and provincial groups, clergy, lay leaders, seminaries and others on matters related to transition ministry. Keynote leader/speaker for multiple workshops and seminars. Provided specific COVID-19 support and training.

Continued work on updating user interface for Portfolio database; delayed released for pastoral reasons due to COVID-19.

### **Liaise with Bishop and Dioceses**

Continuous collaboration for events including, but not limited to, consecrations, conventions, clergy conferences, revivals, and other official visits of the Presiding Bishop, allowing him to experience God's mission in the world, whether in a virtual or in-person capacity.

Coordinate regular weekly or bi-weekly resource-providing video conferences with the Bishops and Canons of the Church.

Successful implementation of a listserv for Canons to the Ordinary, to share resources and information and build relationships across the Church.

### **Liaise with Governing Bodies and Management Teams**

Execution of virtual gatherings of the House of Bishops, including official meetings of the House of Bishops meetings and unofficial conversations with the Presiding Bishop and/or persons of interest.

Partner with the leadership of the House of Deputies and the General Convention Office to appoint members of Interim Bodies of General Convention (such as Standing Committees and Task Forces), and to provide counsel and resources for their appointed ministry.

Seek ways to integrate the Presiding Bishop's calling to The Jesus Movement and The Way of Love in the work of the wider staff of the DFMS.

## Evangelism, Reconciliation, & Creation Care

### Discipleship and The Way of Love

In 2018, during the 79<sup>th</sup> General Convention, we launched [The Way of Love: Practices for a Jesus-Centered Life](#), a path and resources for Episcopal individuals, congregations and dioceses to intentionally grow disciples. The initiative has captured the energy and imagination of the whole church. Together with a working group, we continue to curate resources and efforts for the movement:

multiple curricula pegged to liturgical seasons, constituencies, and pandemic

an intentional small groups guide, webinar, and videos with Anglican partners

two video series ("[Traveling the Way of Love](#)," "[Explore the Way of Love](#)")

a podcast ("[The Way of Love with Bishop Michael Curry](#)")

webinars, [digital invitation kits](#), and many print and digital resources

Sharing the Way of Love, a campaign with the Development Office that has raised more than \$400,000 to support a set of initiatives that more effectively and broadly share the good news of God's love

### Evangelism

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:

[Embracing Evangelism](#), a six-week video course on evangelism created in partnership with Virginia Theological Seminary

Nine [Episcopal Revivals](#) from Western Massachusetts to Wisconsin, and also "Holding on to Hope," a national prayer service at Washington National Cathedral on Nov. 1, 2020 "attended" by more than 100,000

Coaching and training for dioceses, organizations, and congregations, including special sessions on digital welcome and incorporation; our flagship conference, [Evangelism Matters](#), joined forces with the Rooted in Jesus conference in 2019.

Evangelists network with thousands of members and newsletter

### Racial Reconciliation

Our team worked with interim bodies, the [Mission Institute](#), and the [Center for Racial Healing](#) to inspire and facilitate engagement with [Becoming Beloved Community](#), the Episcopal Church's comprehensive, long-term commitment to racial healing and justice:

Tell the Truth about Our Churches and Race: Conducted Racial Justice Audit of Episcopal Leadership with 1,300 leaders in key church-wide bodies and 23 dioceses to learn leaders' experiences of race and racism. See report here: [www.episcopalchurch.org/racial-justice-audit](http://www.episcopalchurch.org/racial-justice-audit).

Proclaim the Dream of Beloved Community: Launched [Sacred Ground](#) film-based race dialogue program, which as of December 2020 had organized nearly 1,400 circles and gathered 400 facilitators for training; also supported local church and civic partnerships and public witness.

Practice the Way of Jesus's Healing Love: Convened providers of [anti-racism/dismantling racism training](#) to share best practices and online strategies; improved communication about training opportunities across church.

Repair the Breach: Inventoried and creating network around diocesan racial justice engagement efforts [www.episcopalchurch.org/racial-justice-audit](http://www.episcopalchurch.org/racial-justice-audit); convened Criminal Justice Ministries Roundtable

Ongoing work: Strategic coaching and workshops with dioceses, cathedrals, seminaries, and other organizations; [Prophetic Voices](#) preaching podcast; regularly updated [online resource hub](#); critical support to Presiding Officers' Advisory Group on Beloved Community Implementation (including [webinar series](#) and grants program), Executive Council Committee on Anti-racism and Reconciliation, House of Bishops, and other bodies.

Highlights from the [Absalom Jones Center for Racial Healing](#):

Dismantling racism workshops, racial healing conversations, memorials and services to remember the lynched, justice pilgrimages, programs with local HBCUs, an International Women of Color and Wellness conference

Founded the Bishop Barbara C. Harris Justice Project, began Reimagining Policing initiative, formed partnerships with three seminaries to enhance dismantling racism curricula, developing culturally appropriate curricula for Latinx and young peoples

### **Reconciliation, Justice and 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. In addition to Racial Reconciliation and Creation Care ministries, we did the following:

Built strong Episcopal presence within the [Poor People's Campaign](#); convened and encouraged leaders – especially [Jubilee Ministries](#) – engaged in hunger and anti-poverty work amid COVID-19 pandemic

Launched online version of [Called to Transformation](#), the Asset Based Community Development curriculum; includes trainer training with Iona School.

Developed [social justice engagement tools and networks](#) to strengthen Episcopal public witness and advocacy during 2020 uprisings and election season.

## Care of Creation

The [Creation Care team](#) includes staff across several departments, and partners in the [Task Force on Creation Care and Environmental Racism](#) and the Diocese of California. Together we promote formation and advocacy, so churches, dioceses, and individuals grow in love for God's creation and live humbly on the earth. Here are just a few triennial highlights:

Developed Episcopal strategy, messaging, and covenant for creation care.

Engaged more than 1,400 people through Creation Care Pledge and Covenant.

(Diocese of California) Launched [carbon tracker](#) and supportive network via "Sustain Our Island Home."

Supported regional networks with provincial calls and newsletter, launched "[Good News Gardens](#)" (with Evangelism), and expanded online resource hubs.

Offered important witness and advocacy with [federal government](#), United Nations, Anglican Communion, and other ecumenical and civic forums.

## Church Planting and Congregational Redevelopment

Our [ministry team](#) provides church-wide consulting and guidance to dioceses and congregations, with special attention to innovative congregational responses to pandemic and systemic racism.

Migrated all trainings and consultations online, totaling nearly 1,400 individual and group sessions in 2019-2020.

With Task Force, administered [grant program](#) that awarded nearly \$3 million.

Partnered with Task Force, Executive Council, seminaries, and ecumenical partners to develop the [Genesis II](#) network and processes supporting congregational redevelopment for the sake of launching new ministries.

## Ethnic Ministries

In the midst of pandemic, the Offices for [Latino](#), [Black/African Diaspora](#), [Asiamerica](#), and [Indigenous Ministries](#) have led the way with virtual church-wide conferences, webinars, training events, coaching, network gatherings and formational programs.

Widened and strengthened relationship with churches outside the U.S., especially in Provinces 2 and 9, and expanded our working relationships with institutions, seminaries, and organizations; also fostered collaborative relationship with DFMS partners in Faith Formation, Church Planting, Government Relations, Global Partnerships, Reconciliation, Justice & Creation Care, and more.

Continued to offer consultations on church-wide, diocesan, and congregational levels around church planting, evangelism, congregational vitality, advocacy, racial injustice, and inequality.



## Operations

### Facilities & Real Estate

100% of the vacant office and retail space at 815 Second Avenue has been successfully leased, generating in 2021 \$3.4 million in rental income that will more than offset \$2.8 million in utility and facility management costs.

With the leasing of the retail space on the ground floor and mezzanine of 815 Second Avenue, the DFMS is constructing large conference space and a video production studio on the 5<sup>th</sup> floor that will be ready in 2021.

We continue to improve building efficiency and reduce our carbon footprint, raising our EPA energy star rating from 72 to 78, securing fixed bulk electricity rates for 100% green energy. and performing energy audits to identify and steadily improve efficiency.

With Corona virus lockdowns in New York City, Washington, DC, and Austin, Texas, the DFMS offices are closed until further notice. Appropriate steps have been and continue to be taken to ensure all facilities comply with local and state health regulations and codes, and proper screening and contact tracing protocols are in effect both for the DFMS and our building tenants.

With the Seminary of the Southwest closing its library in mid-2021, the COO has been authorized to secure an interim home for the Archives of the Episcopal Church main site in Austin, Texas. Competitive negotiating is underway with landlords to secure a site that meets the requirements set forth by the Archives Board and the Executive Council.

### Human Resources

Development of an annual performance appraisals system for all DFMS employees. This system is updated every year with new questions related to current environment.

Provided management and supervisory training to all managers, directors, chiefs and canons. The training provides all a base-line approach to conducting performance reviews, setting goals and objectives, handling the “difficult” conversations, and other approaches to effective management.

Prepared and completed a comprehensive welcoming video describing the role and functions of the DFMS, GCO, and House of Deputies to staff and new hires as part of their orientation. This video is critical in times when physically gathering and meeting is impossible.

### Information Technology

The Information Technology Department reduced IT spending for the 79<sup>th</sup> General Convention by more than 40% vs. the 78<sup>th</sup> convention while providing a level of service which was noted as “much improved” by the General Convention Office.

The IT department rebuilt the IT network for our main office facility in New York as well as all other remote offices operated in the Washington and Virginia areas. This included installing new firewalls



and security devices, increasing network bandwidth, installing reliable Wi-Fi equipment for 100% coverage, improving interdepartmental communications through Microsoft 365 & Teams.

IT Support Service has improved dramatically over the last 3 years by training help desk staff as well as implementing a help desk ticketing solution to ensure all issues are followed up and resolved in a timely manner.

Application development has improved with changes to our development methodology, faster development cycles and more secure rollouts of applications.

IT has partnered with the Office of Communications to lead the organization for web hosting, infrastructure, web technology strategy and security, allowing Communications to focus on design and content. We are in the process of upgrading the [episcopalchurch.org](http://episcopalchurch.org) website to allow for faster development, changes to look and feel and upgrades to existing web sites. This change will also result in significant cost savings in managing and maintaining these sites. This work is 85% complete.

## **Communications**

The Episcopal News Service has grown its website audience from 612,000 in 2019, to over 1.6 million through September 2020, and now has over 21,000 daily news email subscribers, over 20,000 subscribers on Facebook, and over 20,000 on Twitter. ENS serves both a core Episcopal audience, and increasingly serves as a source of accurate information cited by religious and secular media, including CNN, MSNBC, and Fox News.

The Public Affairs staff's role is to consult and implement a communications strategy, acting as a trusted advisor to the Presiding Bishop and Church staff. Since Presiding Bishop Curry's preaching at Royal Wedding in 2018, they have successfully managed a high media interest from the religious and secular press. Bishop Curry has been an often-requested presence on national media through the coronavirus pandemic and during the early days of the BLM movement when his message of love and calming presence have been especially needed.

As churches were forced to close their doors during the pandemic, the production of video, podcast, and website content has become a critical communications link throughout the Episcopal Church. The Creative Services team that does this work has seen its audience grow exponentially, to 3.6 million video plays, 11,000 podcast listeners per month and 192,000 podcast downloads in 2020.

The construction of a video production studio at 815 Second Avenue will enable the Creative Services team to greatly improve its video production schedule at a lower cost, and (once the pandemic is behind us) enable the staff to train and share this resource with congregations and dioceses looking to improve their video and podcast production capabilities. This studio will be ready for use in early 2021.

## Finance and Development

### **Treasury**

Majority of payment transactions done without paper checks.

Regularly assisted parishes seeking confirmation of tax-exempt status.

### **Controller**

Clean audits of financials in each year.

Virtually paperless operations in view of pandemic disruptions.

### **Investments**

Increased number of parish and diocesan co-investing in the trust funds.

Continued top-tier performance of the trust funds with annual long-term performance exceeding 8% after all fees and expenses.

### **Development**

Annual Appeal exceeded goals each year.

Increased mailing list from 20,000 names to nearly 100,000.

Successfully completed campaigns to support Cuba clergy pension funds; Sharing the Way of Love.

Assisted campaigns to support Episcopal Migration Ministries; Historically Black Colleges; Navajoland; Sharing the Way of Love.

## Office of Pastoral Development

### **Episcopal Transitions**

Assisted Bishops and Standing Committees in developing and executing plans for bishop transitions.

Coordinated group of 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 extensively during this triennium with General Convention Task Force to Assist the Office of Pastoral Development to enhance the work in bishop transitions. This work included enhancing medical and psychological assessments of bishop nominees, developing online materials for individuals discerning a call to the episcopate, developing a database of discernment coaches and program offerings, and suggested canonical changes.

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 bishops.

Coordinated responses, with Chancellor to the Presiding Bishop, Title III reconciliation and/or dissolution processes between bishops and dioceses.

Continued to explore with lay and clergy leaders across the Church, movement toward more broad-based restorative justice practices.

### **Pastoral Care**

Worked with House of Bishops Committee on Pastoral Development, under the leadership of the Rt. Rev. Gayle Harris (Suffragan, MA).

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.

## **Office of Armed Forces and Federal Ministries**

### **Administration of Chaplaincies**

Provide administrative support and pathways of discernment of chaplaincy to postulants, seminarians, and priests as they apply for chaplain positions within the Department of Defense Institutions.

Administrative support for current chaplains to keep professional credentials current and to assist in times of ministry transition, such as returning to parish ministry or retirement.

Disaster Preparedness – *Episcopal Federal Chaplain Support*: Distributed to all Episcopal dioceses the names of Episcopal Federal Chaplains (i.e. Active duty, Reserves, National Guard, 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 125 chaplains on our roster. There are eighteen individuals at various stages in the application process who are seeking endorsement for Federal Chaplaincy by the Bishop. In 2020 we

have interviewed 15 individuals and endorsed 14. We have had ten chaplains access onto either active or reserve status. We have had three retirements and one death of a Reserve Chaplain.

### **Pastoral Support of Chaplains**

Visits to chaplains in their duty stations. Much like parish visits, these provide opportunities for the Bishop to better guide chaplains in their careers and encourage them in their ministry. The Bishop also gains insight of the current issues and trends in DoD facilities.

Regular Episcopal pastoral letters and sermons are sent out to chaplains and partners in ministry.

The 2020 global COVID-19 pandemic severely curtailed Bishop Wright's movements. Most visitations were done remotely by phone calls, emails, ZOOM meetings. During this reporting period, Bishop Wright had telephone contact with more than one hundred of our chaplains. More were contacted by email.

### **Training and Professional Development**

Constable Grant Award, Standing Commission on World Mission – *Military Chaplains Just War Education Project*: Fulfills resolution General Convention Resolution 2015-A048, "Study the Application of Just War Principles to the Current Practice of Warfare" to advance the study of Just War principles. Materials developed will be used in formation of The Episcopal Church's military chaplains for meeting the pastoral needs of current members of the Armed Services and veterans, including those coping with moral injury and other forms of combat-related trauma.

Virtual Training Symposium on September 25<sup>th</sup>, 2020. Gathered 80 chaplains for a day of training and collegial opportunities.

Twice annual mandatory ministry reports from chaplains keep our office apprised and in touch.

### **Episcopal Responsibilities with the National Church, National Profile**

Participation in national events, such as Memorial Day, Veterans Day, military celebrations, and state funerals.

Clergy participation in Washington National Cathedral Veterans Committee and for special services, like the "Blessing of the Bikes" for Rolling Thunder each Memorial Day Weekend.

Maintain high visibility with the professional chaplains organizations: NCMAF, MCA, and endorsing peers.