

FUNDING THE VISION

FINANCES

- HISTORY
- 1999-2002 REPORT
- 2003 NEEDS BUDGET
- FAIR SHARE PROPOSAL

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PREFACE

He who supplies seed to the sower and bread for food will supply and multiply your resources and increase the harvest of your righteousness. You will be enriched in every way for great generosity, which through us will produce thanksgiving to God; for the rendering of this service not only supplies the wants of the saints but also overflows in many thanksgivings to God.
(2 Corinthians 9:10-12 RSV)

There is always a temptation to think that a discussion about finances, budgets, income and expenses is “just business.” But St. Paul reminds us that God is the source of all blessings that we enjoy, and He provides more than enough for us to provide for the work of the Church. The Apostle exhorts us to be greatly generous, and we, in turn, are greatly enriched by that act of giving. Our giving is a thanksgiving to God and supplies the wants of the “saints” (i.e., the believers).

This booklet presents a brief history of financial development and support for the Orthodox Church in America, the Report of our Treasurer, an examination of what it actually takes to do what we need and want to do to be faithful witnesses to Christ in our society today, and the “Fair Share” proposal, developed over the past three years, based upon the resolution and mandate of the 12th All-American Council.

Adequate funding has been a perennial problem for our Church. What is presented in this booklet is not the final step we need to take — it is not the complete Christian ideal — but it is an important step forward. I ask you to prayerfully consider what is presented in this booklet and what you will hear in presentation at the All-American Council.

With love in Christ,



†THEODOSIUS
Archbishop of Washington
Metropolitan of All America and Canada

INTRODUCTION

Goals

This book is designed to help prepare parishes and delegates for the 13th All-American Council. Reviewing the reports and proposal in this book should lead the reader to explore the commitment necessary to enable the Orthodox Church in America to provide the resources, talents and personnel to enhance and strengthen the life of the parish community. It is also a guide for understanding the OCA's commitment to fulfill its mission as the autocephalous Church in North America and the resources needed to fulfill that mission.

Use

This book is one of a number of preparatory documents prepared by the Preconciliar Commission to acquaint delegates attending the 13th All-American Council with the issues and challenges facing the Church today and in the future. Delegates are asked to familiarize themselves with the materials to facilitate informed discussion and decision.

For Whom?

All delegates to the 13th All-American Council, parish council members and those involved in parish administration would benefit from the use of this book.

Contents

This book is organized into four parts:

- A brief review of the mission of the OCA and the development of the assessment system.
- The Report of the Treasurer on the past triennium.
- An overview of the needs-based 2003 Operating Budget, mandated by the 12th All-American Council, being discussed by the Metropolitan Council.
- The Fair Share Proposal as mandated by the 12th All-American Council.

HISTORY

Mission

The Mission of the Orthodox Church in America, the local autocephalous Orthodox Church, is to be faithful in fulfilling the commandment of Christ to “Go into all the world and make disciples of all Nations, baptizing them in the name of the Father, and of the Son, and of the Holy Spirit, teaching them to observe all [things that He has] commanded” so that all people may be saved and come to the knowledge of the truth:

- * To preach, in accordance with God’s will, the fullness of the gospel of the Kingdom to the peoples of North America and to invite them to become members of the Orthodox Church

- * To utilize for her mission the various languages of the peoples of this continent

- * To be the body of Christ in North America and to be faithful to the tradition of the Holy Orthodox Church

- * To witness to the truth, and by God’s grace and in the power of the Holy Spirit, to reveal Christ’s way of sanctification and eternal salvation to all.

*(Adopted by the Holy Synod of Bishops
of the Orthodox Church in America–1990)*

Funding History

1794-1917

As a missionary diocese of the Russian Orthodox Church, the Russian Orthodox Greek Catholic Church (i.e., The “Metropolia”) received its primary financial support from the Mother Church.

1917-1930

Following the turmoil of the Russian revolution and the administrative chaos that followed, the administration of the Church was funded through various means, without a centralized system.

1930-1950

From the early thirties, the Metropolia funded its administration through a system of proportionate giving. Affirmed at the 6th All-American Church Sobor (1937), each parish was required to set aside 2% of its gross income from candles, collections, non-designated donations and annual parish dues for the support of the Metropolia's central budget.

1950-1967

At the 8th All-American Church Sobor (1950), the transition to a *per capita* system of funding began. In addition to the proportionate support mentioned above, each adult member was to be assessed \$1.00. In addition, parishes were regularly assessed for designated purposes, such as the support of the newly-acquired property in Syosset, New York, the military chaplaincy, and various charitable projects.

1967

The 13th All-American Church Sobor replaced all the different methods of financial support with a \$5.00 assessment on each adult member of the Metropolia, 18 years of age and above. This funded an operating budget of \$160,000 and included a subscription to the official publication of the Church, *The Orthodox Church*.

1973

A Special Task Force on Finances (the first of many between 1973-1991) was formed to address a financial crisis in the Church. The task force determined that the crisis was the result of unremitted assessments from parishes. The 3rd All-American Council raised the assessment to \$7.00 per adult member and levied a financial obligation on each parish, based on its size, to reduce the debt.

1977

The 5th All-American Council went on record in proposing that a "Fair Share" system of funding the operating budget of the Church be developed.

1980

The 6th All-American Council passed a resolution “recognizing that true financial stewardship is superior to our present but necessary system of membership assessment.” A feasibility study was sent out to determine parish support for a move away from the per capita system. Results were divided.

Also in 1980, in an effort to encourage a scripturally-based understanding of stewardship and support of the Church’s ministries, Metropolitan Theodosius founded the Fellowship of Orthodox Stewards.

1983

The 7th All-American Council discussed the feasibility study and determined that “the more stewardly system of support” was “a future possibility and not a present reality.”

1986

The 8th All-American Council received a report from the 1986 Task Force on Finances, which recommended numerous studies: demographics of parish membership, an analysis of the role and structure of the Church Administration, and the development of a long-range strategic plan for the administration of the Church.

1988-1990

The most severe financial crisis to hit the Church happened in 1988-89. Inflation, unforeseen legal expenditures, and unfunded mandates imposed on the Church by the All-American Council were the basic causes. A one-time special appeal was conducted by the Holy Synod of Bishops to help rectify this matter.

In 1989, the Holy Synod of Bishops established the policy, still in effect today, that per capita assessments based on actual membership at the beginning of the year would be forwarded from the diocesan treasuries monthly, with the diocese responsible for collecting arrears. Another Task Force was called, which made sweeping recommendations.

The 9th All-American Council adopted a resolution “On Financial Management,” which called for a gradual phase-out of the per capita assessment and a gradual implementation of a

proportional system. Studies later showed that this resolution would have jeopardized the financial stability of the Church. Financial information necessary in order to propose a true proportional system was requested from each parish. The study showed that the portion given from each parish's budget would need to be *double* that of the resolution passed at the All-American Council just to meet the current assessment income. Consequently, Holy Synod and Metropolitan Council affirmed that the Resolution "On Financial Management" as passed would destabilize the financial structure of the Church and simply raised the per capita.

1991

The Financial Task Force of 1991 was charged with preparing for the 10th All-American Council in 1992 four distinct proposals to fund the Church. The proposals developed were

- 1) to retain the per capita assessment, with an annual increase based on the Consumer Price Index (CPI);
- 2) to adopt a flat 12.6% of parish unrestricted income;
- 3) to retain the per capita assessment at \$15.00, plus 7.6% of parish unrestricted income; and,
- 4) based upon the annual budget approved by the Metropolitan Council, to adopt a diocesan assessment wherein each diocese would be expected to support a percentage of the budget based on its percentage of OCA membership.

The 10th All-American Council set the per capita assessment at \$45.00 and allowed for an annual increase based on the CPI. The Council also made the following recommendations:

- establish a comprehensive program of financial stewardship education to be implemented in at least 25% of the parishes of each diocese;
- renegotiate all financial agreements with those dioceses not currently supporting the budget of the Orthodox Church in America at the current level;
- establish a 'Parish Membership' category in the Fellowship of Orthodox Stewards;

- establish a \$5,000,000 General Purpose Endowment;
- require that all contributions to Orthodox Church in America appeals (mission, seminary, charity) be sent to the Central Church Administration directly; and
- develop and introduce uniform accounting procedures and standardized forms for reporting income to the Central Church Administration in order to analyze and monitor trends.

1995

The Treasurer noted to the 11th All-American Council that the current per capita assessment system allowed for only a maintenance budget, with no growth. It was noted that the responsibility of being the only autocephalous (self-governing) Church in North America put additional and extraordinary strains on the budget, involving the maintenance of relations with other Orthodox Churches in the world.

The All-American Council continued the per capita assessment system, but called for the Metropolitan Council to move towards establishing an operating budget that used the per capita assessments for the administrative work of the Church, and the income from the Fellowship of Orthodox Stewards, planned gifts and endowments for the program work of the Church.

1999-2002

At the 12th All-American Council, a resolution regarding the financing of the operating budget of the Orthodox Church in America was passed and subsequently approved by the Holy Synod of Bishops. The resolution dealt with four issues:

- 1) Establishing an interim system of financing for the triennium (1999-2002);
- 2) Establishing a standard financial reporting form for parishes to send to the Chancery;
- 3) Directing that all parishes and dioceses be incorporated into the support system for the operating budget; and
- 4) Developing a “fair share” system of support to be proposed at the 13th All-American Council.

The resolution mandated that the per capita rate for 2000 be set

at \$60 (raised by the CPI each subsequent year). It also mandated that a “Minimum Financial Support” figure be established for each parish each year. This “Minimum Financial Support” clause directed that assessment figures be the *greater* of the 1999 reported parish membership or the reported membership of each subsequent year. This established, for the first time, a baseline of support that would drop no lower than the amounts calculated in 1999. It also was an attempt to make parishes think in terms of a general “figure” or proportional amount of support rather than a “per capita” sum. “Minimum Financial Support” was never intended to be permanent and ends with the implementation of any fair share resolution that is passed at the 13th All-American Council.

The second measure established a “standard financial reporting form” for parishes. This form was meant to accomplish two things. First, it was an attempt to standardize parish budgeting in order to educate parishes in the art of Christian budgeting. Second, the reporting was to give the Office of the Treasurer the necessary data to calculate what portion of parish budgets would be needed to support the operating budget of the OCA should a proportional system be proposed at the 13th All-American Council. In January of 2001, a proposed Standard Parish Budget Reporting Form was sent to each parish of the Orthodox Church in America. Of 641 sent, approximately 100 were returned. The return was insufficient for serious data analysis in order to propose a proportional system of giving.

The third measure required that *all* parishes of the Orthodox Church in America be incorporated into a single financial support system by the year 2008. In the process of working on this resolution over the past triennium, the Holy Synod of Bishops has determined that any changes in the financial agreements made with the non-territorial dioceses is solely within the competence of the Holy Synod. Any work to integrate the non-territorial dioceses into full participation in the assessment system is solely the prerogative of the Holy Synod of Bishops.

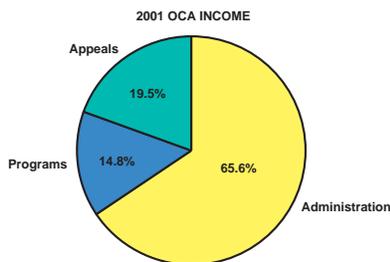
The fourth measure is the Fair Share Proposal.

REPORT OF THE TREASURER 1999-2002

Income 1999-2001

	2001	2000	1999
Assessment Income	\$ 1,810,875.36	\$ 1,723,502.97	\$ 1,534,554.60
Miscellaneous Income	467,535.69	651,309.57	235,927.39
ADMIN TOTAL	2,278,411.05	2,374,812.54	1,770,481.99
Designated Income	157,126.48	88,740.82	97,255.10
FOS Income	285,866.50	269,506.50	282,787.91
PROGRAMS TOTAL	442,992.98	358,247.32	380,043.01
Appeals/CWI	751,486.15	565,335.40	536,743.63
TOTAL INCOME	\$ 3,472,890.18	\$ 3,298,395.26	\$ 2,687,268.63

Treasurer's Comments:

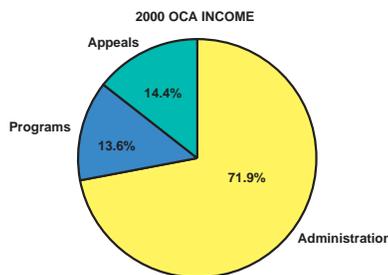


- The reported supporting adult membership showed an actual increase from 26,968 in 1999 to 27,197 in 2002. Despite that pleasant fact, the increase in assessment income can be traced to basically two factors:

- 1) the raise in the per capita amount due to the annual increase in the Consumer Price Index, and;

- 2) the Minimum Financial Support mechanism established at the 12th All-American Council, guaranteeing that parishes would forward assessments no less than the greater of the 1999 reported membership or the reported membership of each subsequent year. This has stabilized and even enhanced income over the past triennium.

- The miscellaneous income total for 2000 was enhanced by an unexpected bequest of \$568,249.31. Likewise, the miscellaneous income total for 2001 was enhanced by an unexpected bequest of \$373,154.25.

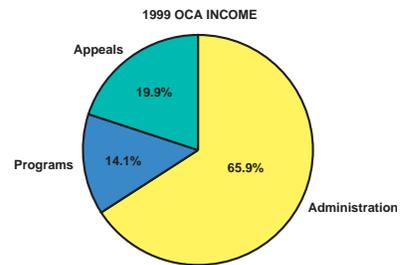


- Designated income for 2001 received a boost from endowments and the inclusion, for the first time, of income from St. Catherine Representation Church in Moscow (\$87,239.61). At the same time, the Metropolitan's Appeal

NOTES

Program received less income than in years past.

- Although the OCA Appeals are restricted for the uses publicized, it is important to note that the large increase for 2001 can be directly attributed to the response to the Emergency Relief Appeal after the 9/11 disaster.

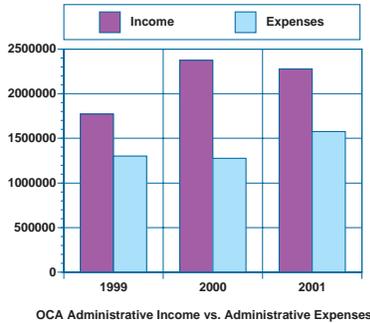


Expenses 1999-2001

	2001	2000	1999
<i>Administration</i>			
Executive Offices	\$ 261,491.57	\$ 188,991.29	\$ 247,909.71
Admin Offices	489,404.86	524,285.16	457,162.44
Staff Benefits	234,689.31	213,289.17	248,251.68
Property Support	358,625.50	173,917.64	176,644.81
Holy Synod	204,746.78	154,376.47	155,137.71
Lesser Synod	1,315.70	592.15	2,010.54
Metropolitan Council	21,767.32	18,045.20	13,495.21
Admin Committee	5,180.45	2,130.38	2,413.93
ADMIN TOTAL	1,577,221.49	1,275,627.46	1,303,026.03
<i>Program Units</i>			
Unit Meetings	\$ 0.00	\$ 91.41	12.90
Unit Benefits	147,379.89	110,503.26	104,766.00
Ed & Comm Life	95,665.84	91,056.38	117,777.05
Mission & Stewardship	181,842.75	120,813.01	165,948.67
Pastoral Life	13,702.18	22,241.48	8,741.66
Witness & Comm	888,959.32	587,647.82	392,806.73
Church Order	105,516.48	47,818.52	63,990.16
PROGRAMS TOTAL	1,441,605.76	971,632.58	854,043.17
Appeals/CWI	701,638.85	576,973.27	422,763.61
TOTAL EXPENSES	\$ 3,720,466.10	\$ 2,824,233.31	\$ 2,579,832.81
Gain/<Loss>	<\$ 297,423.22>	\$ 485,799.82	<\$ 6,544.20>

Treasurer's Comments:

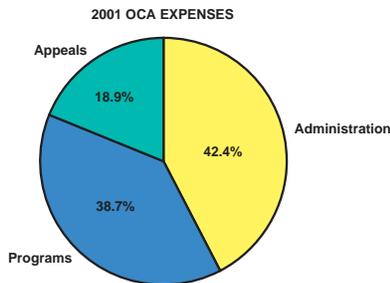
- Expenses for the Executive Offices in 2000 were substantially less than previous (or subsequent) years because of a change in full-time personnel during the year, saving salary and benefits during the year.



lected for programs than was actually spent.

- The large difference in Administrative Offices expenses in 2000 was due to unanticipated legal expenses.

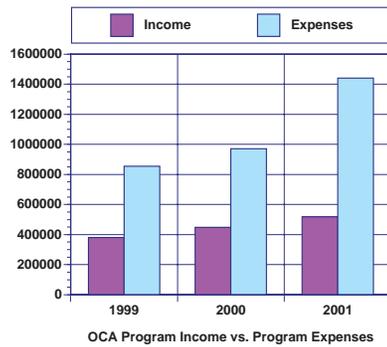
- Property Support expenses in 2001 were much higher than normal due to major renovations at the Chancery (paving of parking lot and road, new windows and a lighting system). However, it must be noted that those expenses were not unexpected and were included in the operating budget.



- Many of the more modest increases in administrative expenses were due to higher travel costs over the past triennium (Metropolitan Council, Administrative Committee, Preconciliar Commission).

- One expense increase that the central administration has been dealing with, as have all others in the Orthodox Church in America, is that of staff benefits. Health insurance costs have increased every year over the past triennium and show no sign of stopping. We try to anticipate these increases in the development of each year's budget.

- The charts show that the funds expended for administration were far below the amounts collected in the assessment for administration, allowing more to be used for programs. Likewise, much less was collected for programs than was actually spent.

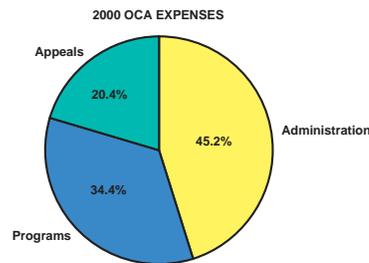


- Holy Synod expenses in 2001 were substantially higher due to unexpected travel costs associated with the consecration of a new bishop and meetings dealing with internal diocesan problems.

NOTES

- The Mission & Stewardship expenses for 1999 included grant writing assistance, and the expenses for 2001 included travel to mission planting sites and substantially increased mailing costs. These expenses were not incurred in 2000.

- The largest increase in expenditures by the Orthodox Church in America is in the Program Unit on Witness and Communication, which includes public relations, publications, history and archives, and international church relations. An in-depth look at this unit may be useful. In 1999, the Church spent



\$21,251.42 on “Information and Public Relations.” This included salaries, printing, travel, and internet expenses. The Greek Orthodox Archdiocese budgets \$700,000 per year for these same purposes. It was obvious that we were not diverting enough resources to this most important area in the “information age.” Therefore, we made a concentrated effort to bolster our efforts. In 2000, we had a modest increase in expenses, mostly geared towards

internet development. But in 2001, the Church added another staff member in this area and has greatly enhanced the OCA web site. This led to an almost fourfold increase from 1999. This ministry needs still more investment to be really effective.

- After a huge increase in postage, addressing and printing from 1998 to 1999, *The Orthodox Church* newspaper actually decreased costs associated with these areas in 2000 and 2001 because fewer (but larger) issues were published.

- The costs associated with History and Archives increased \$20,000 from 1999-2001 primarily because the salary for our archivist was brought more in line with his experience and education, and travel costs associated with this work substantially increased.

- The area of International Church Relations has seen the largest increase in spending in the Orthodox Church in America budget. Salaries are minimal for this ministry, but expenses for other factors which are essential to the life of an autocephalous Church have increased.

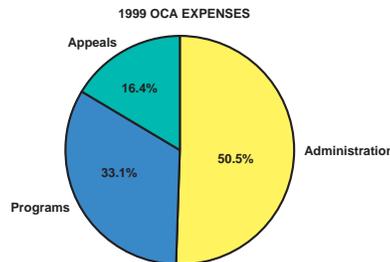
Travel costs have risen in connection with inter-Orthodox affairs, SCOBA affairs and ecumenical affairs. There were necessary trips to Russia, Serbia, Bulgaria, Romania, Ukraine, Finland, Czech Republic, and Slovakia. The OCA also sponsored the SCOBA Conference in Washington, DC. In addition, the Church received numerous visitors and delegations from various countries.

Charitable assistance given to international causes rose due to emergency situations such as the devastating earthquake in Turkey and crises in Eu-

rope and Africa.

Finally, although we now receive income from our representation parish in Moscow, it is more than offset by expenses incurred for the parish. With the transfer of a priest and the assignment of a new priest, moves were funded and a salary had to be budgeted for the first time. A new automobile was purchased for use at the representation church.

- Finally, although we incurred some expenses in preparation for the canonization of St. Raphael, the vast majority of expenses incurred in the area of Church Order Ministries was for the Preconciliar Commission. In 1999, the preparation for the 12th All-American Council and some wrap-up work accounted for the expenses. In 2000, preparatory work began for the 13th All-American Council and 2001 saw the work expand greatly. We have tried to limit some of the expenses by having most of the planning and discussion take place within a Project Team of five people, but the whole Preconciliar Commission must meet twice a year. Travel and meeting expenses cost substantial sums despite our efforts to limit it.



Conclusion

The past triennium was an eventful one for the Office of the Treasurer. In 2000, His Eminence, Archbishop Herman, was appointed Acting Treasurer of the Church. In September of that year, I became Assistant to the Treasurer, and then, in January 2001, was appointed Treasurer of the OCA, working on a part-time basis. The intention of the central administration was to outsource much of the work of this Office. Even though some of that has been done, in light of the numerous responsibilities and duties now required, it is clear that a full-time Chief Financial Officer of the Church is needed. Every effort is made to craft and then follow realistic budgets that address the needs of the Church and the obligations of the only autocephalous Church in North America. Financial development is currently a priority for the Church. In the future, we will offer more attention to this area. Like personal and parish budgets, sometimes events happen that derail the best intentions. There are areas that need more attention and those that can be better disciplined. We are making every effort to do that. Regular reporting is also made to the Administrative Committee, the Lesser Synod of Bishops, the Holy Synod of Bishops and the Metropolitan Council.

NOTES

2002 BUDGET

Income

	Actual 2001	Budget 2002
Assessment Income	\$ 1,810,875.36	\$ 1,862,496.00
Miscellaneous Income	467,535.69	765,401.00
ADMIN TOTAL	2,278,411.05	2,627,897.00
Designated Income	157,126.48	170,400.00
FOS Income	285,866.50	300,000.00
PROGRAMS TOTAL	442,992.98	470,400.00
Appeals/CWI	751,486.15	490,000.00
TOTAL INCOME	\$ 3,472,890.18	\$ 3,588,297.00

Treasurer's Comments:

- The miscellaneous income for 2002 includes \$360,000 for All-American Council income.

- The Appeals income should return to "normal" levels after a large spurt caused by the outpouring of support after 9/11. Likewise, the CWI pledges made at the 12th All-American Council are nearly fulfilled.

Expenses

	Actual 2001	Budget 2002
<i>Administration</i>		
Executive Offices	\$ 261,491.57	\$ 217,157.00
Admin Offices	489,404.86	542,251.00
Staff Benefits	234,689.31	259,587.00
Property Support	358,625.50	267,994.00
Holy Synod	204,746.78	166,497.00
Lesser Synod	1,315.70	3,000.00
Metropolitan Council	21,767.32	21,000.00
Admin Committee	5,180.45	6,000.00
All-American Council		360,000.00
ADMIN TOTAL	1,577,221.49	1,843,486.00

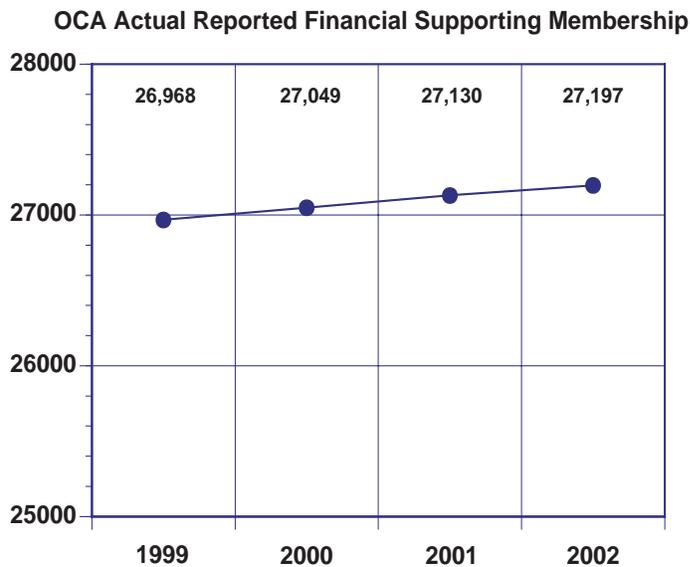
Program Units

Unit Meetings	0.00	500.00
Unit Benefits	147,379.89	162,517.00
Ed & Comm Life	95,665.84	116,500.00
Mission & Stewardship	181,842.75	189,987.00
Pastoral Life	13,702.18	29,300.00
Witness & Comm	888,959.32	717,460.00
Church Order	105,516.48	38,547.00
PROGRAMS TOTAL	1,441,605.76	1,254,811.00
Appeals/CWI	701,638.85	490,000.00
TOTAL EXPENSES	\$ 3,720,466.10	\$ 3,588,297.00

2003 NEEDS BUDGET

At the Spring Session of the Metropolitan Council, in accordance with the mandate of the 12th All-American Council, a fair share budget was proposed for 2003.

This discussion centered around the establishment of a budget that would show healthy and necessary growth, with the normal needs of an autocephalous Church being addressed. If enough financial support were provided, the Metropolitan Council agreed that the following would be a budget that addressed those needs.



Membership has increased over the past three years. If we can continue the trend, the share of each diocese will decline and a real needs budget is possible.

Income

	Budget 2002	Needs 2003
Fair Share	\$ 1,862,496.00	\$ 2,771,700.00
Miscellaneous Income	765,401.00	486,438.00
ADMIN TOTAL	2,627,897.00	3,258,138.00
Designated Income	170,400.00	103,500.00
FOS Income	300,000.00	470,000.00
PROGRAMS TOTAL	470,400.00	573,500.00

Appeals/CWI	490,000.00	400,000.00
TOTAL INCOME	\$ 3,588,297.00	\$ 4,231,638.00

Treasurer's Comments:

- The fair share was determined by taking the actual (as of April 2002) reported financial supporting membership of the dioceses fully participating in the assessment times \$100.00. The current per capita assessment is \$64.00.

- FOS Income was budgeted with a \$70,000 increase in individual memberships and a \$100,000 increase in parish memberships. The goal would be to increase this section of income in order to reduce the dependence on fair share.

Expenses

	Budget 2002	Needs 2003
<i>Administration</i>		
Executive Offices	\$ 217,157.00	\$ 280,675.00
Admin Offices	527,251.00	648,050.00
Staff Benefits	437,104.00	691,258.00
Property Support	267,994.00	327,010.00
Holy Synod	169,497.00	189,675.00
Metropolitan Council	21,000.00	23,000.00
Admin Committee	6,000.00	6,000.00
All-American Council	360,000.00	0.00
Preconciliar Commission	38,547.00	21,201.00
Standing Commissions	0.00	0.00
ADMINISTRATIVE TOTAL	2,044,550.00	2,186,869.00
<i>Development/Fund Raising</i>		
Fellowship of Orthodox Stewards	104,932.00	106,870.00
Financial Development/Planned Giving	0.00	101,254.00
DEVELOPMENT TOTAL	104,932.00	208,124.00
<i>Departmental Expenses</i>		
Department Coordination	500.00	16,000.00
Christian Education	14,000.00	110,290.00
Youth & Young Adults	86,500.00	119,152.00
Lay Ministries & Comm Life	35,761.00	42,449.50

NOTES

Missions	35,000.00	39,000.00
Church Growth & Evangelism	30,294.00	33,062.00
Stewardship	0.00	19,000.00
Pastoral Life	25,300.00	213,850.00
Liturgical Worship	4,000.00	4,000.00
Communications	285,324.00	308,072.00
History & Archives	67,066.00	113,144.00
External & Ecumenical Affairs	365,070.00	418,625.50
DEPARTMENTAL TOTAL	948,815.00	1,436,645.00
Appeals/CWI	490,000.00	400,000.00
TOTAL EXPENSES	\$ 3,588,297.00	\$ 4,231,638.00

Treasurer's Comments:

- The executive offices in the needs budget includes a full-time Chief Financial Officer of the Church. The demands placed upon the CFO in coordinating investments, accounting, procedural matters such as taxes, and the implementation of financial resolutions preclude a part-time Treasurer.
- All benefits in the needs budget have been grouped together under an Office of Staff Benefits.
- The needs budget includes a new computer network and project developer and a new full-time secretary.
- Property Support in the needs budget includes the purchase of a new automobile for the chancery.
- The Office of Financial Development/Planned Giving would be established with a full-time person, whose primary responsibility is to develop new and future sources of funding for the Church, including bequests and trusts.
- The ministries of the Church would now be budgeted and coordinated under individual departments. The departments would report to a Departmental Coordinator.
- The Department of Christian Education budget includes a full-time Director of Christian Education with funding specifically for curriculum and teaching development.

- A new assistant for the Department of Youth & Young Adults is budgeted. After training, he will be a replacement for the present director.
- The re-establishment of the Department of Stewardship is funded in the needs budget to begin developing projects and education to promote the awareness of Christian stewardship and to develop a consistency in vision and method in the Orthodox Church in America.
- The Department of Pastoral Life includes the continuation of the Seminarian Internship Program and \$125,000 in scholarship assistance to the seminaries — funds that were at one time a regular part of the operating budget, but were eliminated from the operating budget in 1987.
- A new Assistant Archivist is included in the needs budget, who will be trained in grant writing as well as the preservation and restoration of historical documents. A new building to house the archives is being proposed in the future to preserve and protect these documents.
- The need for a full-time secretary for the Department of External and Ecumenical Affairs is addressed in the needs budget.

FAIR SHARE PROPOSAL 13TH ALL-AMERICAN COUNCIL

Upon adoption by the Metropolitan Council of the operating budget of the Orthodox Church in America::

1) The Office of the Treasurer shall apply the estimated income from the Fellowship of Orthodox Stewards, planned gifts, endowment funds, miscellaneous contributions, and those dioceses not fully participating in the assessment system (i.e., all income other than the fair share support) to the adopted expenditure side of the budget.

2) Take the remainder of the income budgeted and divide it by the number of actual reported adult membership (as of September 1st of each year) from all the territorial diocesan parishes of the OCA to determine a per capita basis.

3) The Office of the Treasurer shall then forward to each territorial diocese of the Orthodox Church in America, with the exception of the Diocese of Alaska and the Diocese of Canada, its fair share amount of expected budget support. The fair share shall be equal to that portion of total OCA membership the diocesan reported membership represents. *For example, if a specific diocese comprises 17% of reported OCA adult membership, the "fair share" for that diocese would be 17% of the budgeted income excluding other applied income sources described in paragraph 1. Likewise, if a diocese were 8% of membership, or 12% of membership, etc.*

4) Each diocesan bishop and council shall then decide which method of collection used in the diocese would best meet local needs and education levels.

5) The financial support as apportioned by the diocese is to be established as a line item in the annual operating budget of the parish, and each parish shall remit one-twelfth of its fair share support to the diocesan office by the 15th of every month.

6) The diocese has the responsibility of forwarding, from the diocesan treasury, one-twelfth of the total diocesan fair share to the central administration by the last day of the month. The

diocese remains responsible for collecting the current and delinquent fair share support from the individual parishes within its jurisdiction.

7) The Metropolitan Council is authorized to make such additional regulations regarding the computation and reporting of the fair share support, on the recommendation of the Central Church Administration, as may be necessary for the efficient collection of the funds due, and for the solvency and financial stability of the Orthodox Church in America.

8) The Metropolitan Council shall report annually to each parish on the operating budget of the Orthodox Church in America, highlighting the expenditures and income of the Church. This may be done through *The Orthodox Church* newspaper.

9) All efforts are to be made to increase the voluntary financial support of the Orthodox Church in America, to educate the local faithful and parishes in matters of stewardship and biblical giving.