COMMITTEE ON STRUCTURE AND ORGANIZATION

DIOCESE OF GEORGIA

December 18, 1967

The Rt. Rev. Albert R. Stuart, D.D.
Diocesan House
611 East Bay Street
Savannah, Georgia

Right Reverend and Dear Sir:

Enclosed is the final Report of the Committee on Structure and Organization, created by the 144th Annual Convention of the Diocese of Georgia. In 12 plenary sessions over 650 man-hours of work has taken place, not to mention travel time and numerous sub-committee meetings. We have sent an observer to investigate changes in other dioceses, we have invited experts in to advise us. We feel that we have accomplished the basic task assigned to us by Convention, and ask that we be discharged.

Early in our work we came to two conclusions. First, that there is a need for constant re-evaluation of the objectives and strategy of the Diocese, so in that sense our Report can never really be "final." Secondly, we discovered that probably the most important key to improving the ongoing life of the Diocese is communication, both from the grass-roots up and from the top down. We believe that in our recommendations we have made provision for both.

It has been a great pleasure to me to have been associated for the past two years with such fine, dedicated, and hardworking people as made up this Committee. I wish to thank you, Sir, for your continued interest, cooperation, and advice in our deliberations. Finally, the Committee joins me in thanking my former secretary, Mrs. June Martin, without whose untiring efforts in duplicating and mailing copies of minutes, reports and other correspondence, the Committee would not have been able to function.

Faithfully yours,

/s/ William H. Flowers

William H. Flowers, Chairman

COMMITTEE MEMBERSHIP

Mr. William H. Flowers, Chairman - St. Thomas', Thomasville; The Rev. Kenneth M. Gearhart, Vice Chairman - St. Michael's, Waynesboro.
The Rev. David G. Pritchard, Secretary-Treasurer - Calvary, Americus.
Mr. C.O. Hollis - St. Mary’s, Augusta; Mr. Mansfield Jennings, Jr. - St. Luke’s, Hawkinsville; Mr. Thomas M. Johnson, Sr. - Christ Church, Savannah; Mr. Harold Kammerer - Grace Church, Waycross; Mr. J. Ben Kyser - St. Paul’s, Augusta; Mr. John Pierson - St. Paul’s, Albany.

Mrs. Perry Brannen - Christ Church, Savannah; Mrs. George M. Williamson - St. Paul’s, Augusta.


Resource Persons

The Ven. Rudolph Devik, Archdeacon of the Diocese of Olympia; Dr. George Shipman, Professor of Public Administration, University of Washington.

PREAMBLE

The studies of this Committee over a two year period show beyond doubt that the Church in Georgia is at present unorganized for maximum functional efficiency and effectiveness. Many of the underlying reasons for this state have been uncovered. In seeking solutions, the Committee has drawn upon the best available resources. One of its members personally studied a once similarly stricken diocese and its methods of recovery. No less authorities than the Archdeacon of Olympia and a Professor of Public Administration at the University of Washington (an excellent example of interdependence) were invited by the Committee to study the problems of the Diocese and make recommendations. There recommendations reflect the successful reorganization of their own Diocese, now in its fifth year of renewal, and they are incorporated in this Report.

Therefore, this Committee recommends that the program herein set forth be adopted by the 1968 Diocesan Convention, and that the means for speedy implementation be provided.

However, the Committee cautions that the structures and reorganization of the Diocese must be a continuing process, re-evaluating itself constantly in a drastically changing society. The Committee recognizes that in order to survive, the Church must force itself to adopt open-ended thinking, and accept the new and unusual pressures of present-day society. It must work within these pressures, rather than recalling another era of Christianity.

In other words, we would call the whole Diocese to open its mind. We must emancipate ourselves from the notions of “Club-religion” and open the Church to ideas. We believe that the recommendations stated in this Report are the best means of reaching this goal at the present time.

INTRODUCTION

Discovering a growing sense of division, frustration, and stagnation in the Diocese, the report of the Committee on the State of the Church at the 1966 Convention called for the formation of a Select Committee to study the structure and organization of the Diocese, and to report with recommendations to the 1967 Convention. To insure that on one
could say that it was "the Bishop's hand-picked group," one lay and one clerical member was appointed from each Convocation by its Clericus; two women representing the Episcopal Churchwomen were also appointed. Since the organizing meeting in April 1966 there have been twelve plenary, and many sub-committee, meetings. Staff studies of the manifold aspects of Diocesan organization have been accomplished for almost every phase. Copies of the studies are on file at Diocesan House, and are available to anyone for inspection and study. We feel that we have come to the point where we have a view of the strengths and weaknesses of the present structure and organization, and are in a position to make some recommendations -- both general and specific -- to improve our functioning.

FINDINGS

DIOCESE IN GENERAL: We are operating on the principle of a loose (very loose, much of the time) confederation of some 23 separate, independent "parish" congregations, plus 39 separate "mission" congregations, dependent on the Bishop. There is little or no sense of "kinship" of belonging to one another, much less to a wider fellowship. Cooperation between parishes, or between parishes and missions, even in the population centers, is almost nonexistent. "We are not divided, all one body we," just is not so in South Georgia today. This division within the Body is contrary to the whole nature of the Church.

There appears to be a deep and serious division within the Body, causing resentment, suspicion, and inability to proceed harmoniously with the Work of the Church. It would seem that the Bishop and most of the clergy and laity are aligned in one camp, while a minority, some very local, oppose the first group. Some of the obvious symptoms of the trouble can be seen in the areas of race, alleged churclanship, the involvement of the Episcopal Church with the National Council of Churches of Christ (NCCC), and on social issues in general.

These are the issues which at least appear on the surface of the combined surveys of our various sub-committees. It is interesting to note that at the Diocesan Convention of 1967, where these subjects were dealt with in discussion groups, the broad general agreement, that we were not sufficiently informed to deal with these issues in the light of the teachings of the Christian Church, was the conclusion of the discussion. It would appear that most of our division is traceable to: (1) lack of knowledge (ignorance) of the teachings of the Church, and (2) a desire to go back to some unnamed time in the past to set the standards of Church life, rather than following the relevant and informed leadership of the present.

In this regard, the problem of "communication" -- having something to say, and getting it across to someone else so that he hears what the modern, relevant Church in the 20th Century is saying the way the Church wants it to be heard -- may well be the root of the division. As far as can be determined, the message has been going out "loud and clear" for some years now on all these subjects. The negative response indicates: (1) an unwillingness/inability to hear, (2) misunderstanding of the message, or (3) hearing, with a refusal to accept either the clear teaching of the Church or the leadership of the ecclesiastical authority by some clergy as well as some lay leaders. Recall the tensions culminating in the Conventions of 1965 and 1966.

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THE EPISCOPATE: To switch a phrase from the Prayer Book: "It is not evident to all men," that the Episcopate was given to the Church by Jesus Christ through the action of the Holy Spirit, to provide a center of unity within a portion of the Body; a focus, a representative of the whole Body to the portion, and of the portion to the whole Body. The Bishop has, by Canon Law and traditionally accepted theology, both biblical and developmental, a threefold function in the Church as Chief - Liturgical Officer, - Pastor and Teacher, and - Administrator.

In the first, he not only has the sole responsibility for confirmations and ordinations, but also sets the norm for public worship in his jurisdiction. As pastor and teacher, he is the guardian and defender of the Faith of the Church, and the reconciler of differences. He is Father In God by Prayer Book definition. He must, of necessity, administer the various resources of people and properties and things, but he should not act as a file clerk. A Bishop in his administrative function should be concerned for future planning, for broad movements, and not for: "What has happened to St. Swithin's insurance policies?"

DIOCESAN HOUSE AND STAFF: Diocesan House, 611 East Bay Street, Savannah (given to the Diocese by the Savannah Gas Co. 10 years ago), contains 4 officers, a workroom, lavatories, and the Chapel of St. George on the first floor, and a large conference room, an officer, a work/storage room, and an unused room on the second floor. It is in good repair, and well arranged for our present scale of operation. There is no room for expansion in any direction.

The staff consists of (at the time of filing of a staff-study in June 1966): the Bishop's secretary, who handles all of his correspondence, keeps the permanent record of confirmations, in slack times sorts through old records and files to retain important historical material, and handles as much of the Archdeacon's correspondence as time permits. The Financial Secretary receives, records and deposits all monies coming to Diocesan House. She keeps accounts for Diocesan Funds and special offerings, disbursing same according to budget allocations or designations, or on direction from the Bishop. She sends out premium notices to the clergy for their share of the group health insurance, prepares a monthly statement for the Department of Finance and an annual trial balance prior to auditing. She has nothing to do with the Corporation of the Diocese, except when funds are received from it. The Archdeacon divides his time between supervision of all the missions of the Diocese and performing some of the functions of an Administrative Assistant or Business Manager. He has compiled fairly complete dossiers on each mission congregation, as well as pinpointing several future sites for expansion. He is involved in developing Basic Parish Libraries, ordering, preparing and distributing them as funds allow. He is responsible for expediting insurance claims -- both for mission properties and clergy group health insurance. In connection with our M.R.I. relationship with the Diocese of Guyana, he has secured vignettes and photographs of each congregation in Georgia.

DIOCESAN CONVENTION: The Convention is a representative body made up of all the clergy canonically resident in the Diocese, plus elected lay delegates (3 from a parish, 1 from a mission), which meets at least annually. It considers the state of the Church in the Diocese (through reports presented at the time), enacts such legislation as is requisite for carrying out any plans or programs it chooses.
to adopt, together with a "line-item type budget to underwrite the programs, and may pass resolutions on matters of concern to the Church in Georgia.

Attendance for the past three years indicates that while the parishes have had 100% representation (mostly with a full delegation), 25% of the 39/40 missions have failed to send delegates.

There are no specific provisions for pre-convention presentation of reports and issues to the delegates; a few attempts along this line have been made, but on a voluntary basis, and mostly because of a crisis in 1965-66. In response to a questionnaire, the feeling was expressed that Convention is "cut and dried" or "railroaded" -- perhaps because the delegates generally do not know what is coming up. Some of the Rules of Order cause delay and boredom, e.g. calling the roll to see if a quorum exists, reading the minutes of the preceding day, reading interminable reports.

The Convention really does not make plans or establish priorities; it may, or may not, respond favorably to ideas presented by Bishop and Council, but usually with little or no debate or inquiry.

BISHOP AND COUNCIL: A body, partly elected by Convention, partly appointed by the Bishop (ratio of 2:1) for three year terms, consisting of 18 members (half clerical and half lay), plus several ex officio members, which is expected to act as the Convention ad interim to carry out the programs and policies set by Convention, with permission to initiate new work subject to Convention's review. It is presently organized into eight Departments -- Finance, Missions, Social Relations, Education, Promotion, Evangelism, Stewardship, Lay Ministry -- each chaired by a member of Bishop and Council appointed by the Bishop, and staffed by those clerical and lay persons whom the chairman chooses to serve with him.

The Council meets three times a year -- spring, fall, winter -- at which times each Department chairman reports for his Department's activities. Other than this, there is no official contact prescribed for interdepartmental liaison or planning. Each Department meets as often as its chairman chooses, defines its own purpose and goals, proposes its own programs, and fights all comers when it comes time to prepare a budget for the next year. Some Departments are almost totally inactive, and receive only a token budget item (less than 5%), others receive from 2 to 5% and have little effect. The Conference Center receives 9 - 10%, the Department of Missions 28 - 29% (add 5.5% for the Archdeacon). Support of the Episcopate has averaged 12.8 - 14.3% for the past three years, while Work Outside the Diocese has ranged upward from 24.5% to 31.5% in spite of the crisis of 1965-66. This latter is a commendable percentage, and continues to increase.

DEANS AND CONVOCATIONS: The Diocese is subdivided into six Convocations for purposes of fellowship, communications, and mutual activities. The Bishop appoints annually a priest in each Convocation as Dean (usually the man is reappointed for several years). During the past five years -- while we had an Archdeacon -- this was more an honorary title than a working position. About the only things a Dean was expected to do were given the Bishop names of persons for appointments to special committees, preside over the clerics meetings, and the occasional Convocation meetings. The Deans are ex officio members of the Department of Missions which meets two or three times a year.
CLERGY -- STIPENDS AND PLACEMENT: As of September 1967 there are 48 active clergy in the Diocese, 4 non-parochial, and 3 retired. Four have been in the Diocese more than 20 years, 11 at least 10. Twenty-one of the active, plus 3 of the non-parochial were ordained priest in this Diocese.

Among the 22 parishes, the salary range is from $4,800 (for a married priest with 3 children) to $9,000. The median is $6,000, the average is $6,281. One parish gives no car allowance, 2 give only $300; all the rest provide at least $600, with 1 as high as $1,500. Since January 1957, salary increases have ranged from $300 to $3,400. The median increase has been $1,650, the average $1,596. There are 5 Curates whose salaries range from $3,950 to $6,000. The mission clergy salaries have a median of $4,500, and an average of $4,446. The preponderance of salaries is below the national average of Episcopal clergy, which latter is no cause for rejoicing as far as cost of living is concerned.

In the past 10 years, 12 new rectories or vicarages, 9 new churches, 6 multipurpose (church/parish hall) buildings, and 4 parish halls or sunday school buildings have been built. In addition, there have been several major repair or renovation projects completed, and in 4 instances existing structures have been purchased and modified.

Some concern has been expressed that there is little opportunity for "advancement" -- that parishes look outside the Diocese for new rectors rather than calling a man already here -- and that we have lost a number of men as a result. Since 1963, 32 men have left the Diocese (including 3 by deposition and 1 by transfer to the Secretary of the House of Bishop's List), of which 14 were ordained priest in Georgia -- less than half of the losses. Six who were ordained in the Diocese out of the 48 currently active are now rectors of parishes, and 2 are vicars of missions about to become parishes. Eleven of the last 16 ordained are still with us.

It is true that several of the larger parishes have drawn on the rest of the Church outside Georgia for rectors in recent years. However, in some cases it is doubtful that any Georgia priest would have accepted the call if it had been offered, and it is possible that at the time there were no mission - or small-parish-clergy with the necessary maturity to be seriously considered who were ready or in need of a change. Placement problems need consideration throughout the Church.

STANDING COMMITTEE: This body of 4 clergy and 4 laymen elected by Convention for 4 year terms, carries out its canonical functions. It has not been subjected to a staff study.

EXAMINING CHAPLAINS: The Examining Chaplains are appointed by the Bishop, and carry out their canonical functions. They too have not been subjected to a staff study.

COMMISSIONS AND BOARDS: By resolution of different Conventions, there are 4 Commissions, appointed by the Bishop and confirmed by Convention. The chairmen are invited to sit with voice and no vote at meetings of Bishop and Council. The Commissions are: Music, Liturgical, Ecumenical, and M.R.I.

Conference Center Board of Managers: This group has had a checkered career; sometimes a function (reluctantly) of the Department of Christian Education, reporting to Bishop and Council through it, sometimes an independent body, reporting directly. Its size has varied, but currently it is composed of 9 persons -- 3 each, clergy, men, women -- elected by Convention. The Board sets policies for use of the Conference Center, coordinates use of the facility, and
operates the Center with a resident manager, from Diocesan allocations plus fees.

Trustees of the Episcopal Girls’ Home: After many years of dissatisfaction with the anomalous situation of supporting, both by Diocesan appropriation and annual special offerings, an institution labelling itself “Episcopal” over which the Convention had virtually no control or access, an addition was made to the Canons which was acceptable to both Convention and the Board of Lady Directresses of the Home. The Trustees meet occasionally with the Directresses, and report to the Bishop and Council through the Department of Christian Social Relations. The relationship represents a stage of administrative development which has not had enough time to determine its fruitfulness.

The Corporation of the Diocese: Seven laymen, nominated by the existing members of the Corporation to Convention, are elected to manage the trust funds and properties of the Diocese. The activities of the Corporation have not been subjected to a staff study.

Diocesan Bookstore Board: This group reports through the Department of Christian Education, but should be mentioned here. The Board is made up of: (1) 2 persons selected by the Vestry of the Church of the Good Shepherd, Augusta (whose facilities the bookstore uses rent-free), and (2) clergy and lay persons elected by Convention. The Board supervises the operation of the Bookstore, employs a manager, and stimulates interest in the Bookstore around the Diocese.

OTHER ORGANIZATION AND ACTIVITIES: “The Church in Georgia”: The Diocesan newspaper, published 11 times a year, is the primary activity of the Department of Promotion. In the past 10 years is has had no less than 3 editors or co-editors, 3 of whom are still in the Diocese. From time to time attempts have been made to supplement the Diocesan appropriation through advertising. Copies are mailed to each family in the Diocese from a mailing list kept at the publisher’s plant in Waynesboro. There is no regular, uniform procedure to keep the lists up-to-date. Each priest is supposed to send additions or deletions to the circulation manager, who is resident in Dublin, on 3 x 5 cards whenever changes occur. A current copy of a congregation’s mailing list may be purchased for correcting by applying to the publisher.

The emphasis, coverage, and journalistic skill have varied with each editor. Since different people are looking for the paper to provide a variety of emphasis, it would be difficult to determine under which editorship or co-editorship the paper has been most successful.

Episcopal Churchwomen: For many years, the Episcopal Churchwomen were organized into a completely paralleled structure, with Diocesan Secretaries for each of the comparable Departments of Bishop and Council. At the 1967 Annual Meeting the ECW discussed steps which would virtually eliminate both Diocesan and Convocational structures, leaving officers in place. This is not a proposal to do away with local organizations, but to free each chapter to discover its Mission and carry it out in connection with the total life of the individual congregation. Assistance and guidance for programs would then come from the appropriate Department of Bishop and Council, which will, It is hoped, include women in its membership.

Youth and College Work: There is a Diocesan E.Y.C. organization and annual convention. E.Y.C.s exist in most of the parishes and some of the missions. Except for 3 or 4 of the larger parishes, the work
is haphazard and generally weak. There is little direction or assistance from the Youth Division of the Department of Christian Education and most local guidance is provided by well-meaning, but untrained volunteers (some of whom view their role as that of a baby-sitter).

With the exception of the Medical College of Georgia in Augusta, where we have begun a chaplaincy in the last 2 years, all college work in the Diocese is done a part-time, catch-as-catch-can basis by the priest of the town. It depends very much on his interest and time available. There are 7 four year and 5 two year state-supported colleges in the Diocese, plus several private institutions, all quite small. The College Work Division of the Department of Christian Education has tried to encourage local priests to take as much interest in these essentially "suitcase" colleges as they can.

RECOMMENDATIONS

1. The Diocese needs to learn and accept the true meaning of "the Church" and "the Diocese", and to work from that understanding. This is a problem of education and communication which exists no matter what the structure and organization.

2. The Diocese needs to understand the historic Office of the Bishop, and his relationship to the on-going life of the Church -- we have too many congregationally oriented Episcopalians -- and to be prepared to accept and follow his leadership in faith.

3. DIOCESAN HOUSE AND STAFF: We are pleased to observe that: (1) there is a new Financial Secretary, who could be available to carry out further responsibilities if assigned, and (2) since the resignation of the Archdeacon the Bishop and Council has authorized the Bishop to employ a Business Manager. We would recommend that such a person be given definitely prescribed duties and areas of responsibility so that he will know just what he is to do and how far to go.

the Diocese should begin thinking and preparing for the day, not too many years hence, when the Bishop will call for Episcopal assistance.

4. DIOCESAN CONVENTION:

A Steps should be taken to see that:
1. Delegates are elected at least 90 days prior to Convention.
2. All reports are duplicated and distributed to Delegates 30-45 days prior to Convention, and are filed by title at Convention.
3. Convocational meetings of Delegates and Alternates are held 15-30 days prior to Convention to discuss the reports and issues.
4. Delays for roll-calling and minute reading are eliminated: (a) by registering Delegates officially to assure the Chair that a quorum is present, and (b) by providing a mimeographed copy of the rough minutes of the first day's proceedings to the Delegates at the start of the second day.

5. An agenda should be provided by the Committee on Dispatch of Business in conjunction with the Bishop and should be adhered

B Convention is the policy-making, program-responsible body for the Diocese. As such, it needs to operate from a statement of philosophy, which will indicate definite objectives, which should culminate in a program or programs. Convention needs first of all to accept and establish such a philosophy and objectives. On the basis of this, Bishop and Council can then go about preparing long-range program strategy to present to Convention for its consideration.
Some of the questions which Convention should ask itself are:
1. "What does God expect of us?"
2. "What are we going to do about it?"
3. "What are the priorities?"

It would be far better for Convention to have presented to it a "program budget" rather than a "line-item budget." Such a budget would state the planned outlays in relation to the program objectives and would emphasize the "output," i.e., what is expected to be accomplished, rather than the "input," i.e., specific types of expenditures authorized. Appropriations would be made for programs and sub-programs on a lump-sum basis.

Progress toward long-range goals would be reviewed initially by Bishop and Council (through its Program Planning Committee), and reported to Convention with recommendations for revision of goals.

5. BISHOP AND COUNCIL:
   A. Revise Canon 31 "Of Bishop and Council" so that:
      1. Voting members shall consist of:
         a. One priest and two laypersons elected by each Convocation Council for three year terms;
         b. Three persons elected at large by Convention for three year terms (one rotating off each year).
      2. Persons entitled to seat and voice, but no vote:
         a. The President of the Standing Committee.
         b. The President of the Episcopal Churchwomen.
         c. The Chancellor.
         d. The Deans of Convocations.
      3. Persons invited to be present as advisors:
         a. Program Area Chairmen.
         b. Commission and Board Chairmen.
         c. The Treasurer.
   
   7. Eliminate canonical provisions of administrative functions, i.e., Sections 5, 8, 9, 10 of Canon 31 which specify the number and work of the several present Departments. This will provide for flexibility in administration.

   B. Since it is mainly custom which dictates that all Chairmen be drawn from members of Bishop and Council (with the exception of the requirement in Canon 32, Section 3 regarding the Department of Finance), we recommend deletion of the Section, and that the Bishop be allowed to appoint Chairmen for the several Program Areas from among the best-qualified persons in the Diocese, letting them remain Chairman at his pleasure. After all, this would establish the proper distinction between the executive and legislative phases of Diocesan organization.

   C. Authorize the Bishop to enter into contracts with congregations for extended use of their priest on Diocesan assignments; the contract to be reviewed and renewed annually at the Bishop’s pleasure.

   D. Provide for cooperation, planning, and liaison between program areas through meetings of Program Chairmen at times other than meetings of Bishop and Council.

   E. Establish a Program Planning Committee of 5 or 7 members of Bishop and Council to evaluate operation of programs, clarify possibilities for new programs, and work on long-range planning. Utilize the planning process outlined in The Planning Process, by Perry L. Norton: Patterns for Action Series, Joint Urban Program, Executive Council of PECUSA, as adapted by the DIOCESE OF Olympia.

   F. Provision should be made for more frequent meetings, and of longer duration, of Bishop and Council. We recommend 5 or 6 meetings
per year, lasting if necessary overnight — what is really only a full
day's work, but without the psychological pressure of trying to get
done quickly in time for everyone to get home before too late in the
evening.

G. If the Every Member Canvass is held in October, individual
parish pledges to the Diocese could be in the Diocesan office by
December 1st, making it possible to have a proposed dollar budget
to include with the reports mailed to Delegates prior to Convention.

6. DEANS AND CONVOCATIONS:

A. The relationship of the Deans to the Bishop should be somewhat
analogous to that between battalion commanders and a regimental
commander. We request the Bishop to define more clearly what is
expected of his Deans, in order that the Deans positions may be streng-
thened as his chief field subordinates. We are happy to note that
already their official position has been recognized by including in the
Missions budget an item for their Convocational expenses. Through
periodic consultations with the Bishop and his staff (Program Area
Chairmen), they can better assist in coordinating the carrying out of
Diocesan programs.

B. Provision should be made for a Convocation Council to consist
of the clergy, wardens, ECW Presidents, and Delegates and Alternates
to Convention, to meet two or three times a year, to provide a channel
of communication (in both directions), and to promote carrying out
programs in individual congregations. One of these meetings would be
the pre-Convention "reports and issues" meeting.

7. CLERGY STIPENDS: When one considers their training — almost
all have had at least 3 years in seminary after completing college —
and responsibilities, as well as the amount of time they spend at their
"job,” it is unrealistic to offer salaries which range from only $4,800
to $9,000 (plus allowances) to rectors with up to 35 years experience
in their vocation, and even less to vicars (see Charts pp. 24f). The
clergy have not answered their call in order to make a lot of money,
and by and large they are uncomplaining, but no man should be in the
position of not being able to do his best work in his vocation because
of a constant gnawing worry about finances.

We recommend that the Diocese increase mission stipends,
commending the existing plan of having a slightly fluid upper range, to
be awarded for experience and proven ability in mission fields.

We recommend the addition of a Canon requiring (a) the Program
Planning Committee of Bishop and Council to review annually the
stipends of all Diocesan officials, beginning with the Bishop, and (b)
the Senior Warden of each parish to review annually (and report to
the Vestry) the stipends of all parish clergy and salaried employees.

8. STANDING COMMITTEE: It should act more freely as a council
of advice both to the Bishop and to the Convention.

We recommend that the Rules of Order of the Convention (Rule
XII) be amended, so that nominations for election both to Standing
Committee and to Deputy or Alternate to General Convention come
from the floor (the latter is true at present, although in conflict with
Rule XII.

9. COMMISSIONS AND BOARDS:

A. Delete from the Rules of Order of the Convention #3 of Rule
V (Committee on the State of the Church), and add a new Canon creat-
ing a permanent Commission on the State of the Church. At its
pre-convention meeting, each Convocation Council would elect one
priest and two laypersons in rotation for three year terms to be
confirmed by Convention. The Commission would be able to advise
the Diocese on the continuing needs in structure and organization; it would be process-evaluative, a sort of "conscience of the Diocese." Provision should be made for coopting additional persons for specific tasks, and membership should not be restricted to Episcopalian (outsiders often have needed skills, or fresh viewpoints, or willingness to call a spade a spade).

B. Combine the Music and Liturgical Commissions into one, with adequate representation of musically skilled persons.

C. Let the Ecumenical Commission and the M.R.I. Commission continue as they are now, until further amendments.

D. We would recommend that the Corporation of the Diocese prepare, duplicate, and distribute widely a history of its existence, together with its philosophy of investment policies, and its methods of operating. At present very little is known about this most important aspect of our Diocesan life.

E. We recommend the creation of an Architectural Commission, composed of clergy, architects, builders, engineers, and realtors. The Commission would give direction, and advice on, any plans for construction of any type of building for mission or parish.

10. OTHER ORGANIZATIONS AND ACTIVITIES: "The Church in Georgia"

A. Since this periodical is mailed into the home of each family in the Diocese it should:

1. Present and promote Diocesan policies and programs as fully as possible.
2. Include national, internation, and ecumenical news, and;
3. Provide a forum for airing differences of opinion.

B. There is an urgent need to change the procedure for maintaining the mailing list up-to-date. It is just too frustrating to write one place for the current list, make separate cards for each change, send them back to a different place, and then wait to see how many issues will pass by before the changes creep in.

Episcopal Churchwomen: We commend the ECW on its proposed integration into the Diocesan structure, and expect that the presence of women in the various program areas will add to their effectiveness. At the same time, we urge the Churchwomen not to lose their identity as a group on the Diocesan or congregational level, but to find ways to use the talents of women in new and broader patterns. In so doing, they will seek to learn what God expects of them, and what are the places of action and forms of expression through which they may be most effective.

Youth and College Work: We recognize that both of these groups of young persons are as difficult to work with as they are important to the continuing life of the Church. We would urge that greater thought be given to defining goals and developing programs which will be effective in reaching the E.Y.C. age-group in each congregation. We would encourage the College Work Division to consider greater use of ecumenical and Interdependent approaches to ministering to our "suitcase" students.

CONCLUSION

No structure or organization, whether simple or complex, new or old, can be effective if it simply remains on a sheet of paper and is conveniently forgotten. We do not hold that what we propose is the last word, or even necessarily the best one. Nor will it automatically produce instant "mutual fellowship, encouragement, and understanding."

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We have found that at the root of our problems is the basic need of objectivity man has always had. God's will must be done, on earth (now) as in heaven. We are the only agents He has to see that His will (not ours) is done in His Church in our day. We, quite apparently from the results surveyed, have left His will undone. Do we lack dedication, conviction, resolution? What of self-reflection, self-examination, self-discipline? And what has happened to the proud past of unity, so evident in our tradition? We so often come so close to being great (so many of our people are community leaders), yet we fail to attain this witness in our Church life. Do we know what we are here to do, so that we may do it?

The Committee has no desire to dodge any of the issues or minimize any of the problems confronted by our Diocese. However, after a long and careful survey of the reports at hand, a summary of the areas of work for our Church in the Diocese of Georgia now, and for the immediate future, indicates careful consideration for the following:

1. A rededication of our people to the fundamental principles of the Christian religion as expressed by the teachings of the Episcopal Church. Any worthy change must come with a renewal of our faith.

2. A willingness and objectivity to carry out these teachings into the world today, in spite of the revolutionary character of society and culture. We thus baptize the secular world for Christ.

3. We must emancipate ourselves from the notions of "club religion" and open our Church to the idea that God has made of one blood all nations of men to dwell in the earth. This includes all men in South Georgia. To these is our Mission.

No revision or alternation of structure and organization is valid without a primary consideration of these three points.

We would call the whole Diocese to open its mind and heart to our Bishop; to learn from him devotion and faithful service to Jesus Christ, to follow in faith where he leads us, and to join the rest of the Church in giving thanks for his ministry.

SPECIFIC CHANGES

The Report of the Committee on Structure and Organization contains a number of recommendations for change. Some of these require the action of the Convention, some that of Bishop and Council, some are administrative decisions for the Bishop alone. Since they are interlaced throughout the recommendations section of the Report, we have attempted to isolate them here. The specific canonical and rules changes are presented here for referral to the Committee on Constitution and Canons of the Convention.

FOR CONVENTION ACTION

CANON 2, SECTION 2 of the Canons is hereby amended by the following changes:

Delete the first sentence, and substitute the words: "At the opening of Convention the Secretary shall present to the Ecclesiastical Authority a list of those clergy who are registered as attending Convention, from a list of the clergy entitled to seats therein prepared by the Ecclesiastical Authority. All absentees shall be required to give reasons for their absence to the Ecclesiastical Authority."

So as to read as follows:

Sec. 2. At the opening of Convention the Secretary shall present to the Ecclesiastical Authority a list of those clergy who are register-
ed as attending Convention, from a list of the clergy entitled to seats therein prepared by the Ecclesiastical Authority. All absentees shall be required to give reasons for their absence to the Ecclesiastical Authority. No Clergyman shall take his seat until all Canonical Reports required of him shall have been made, unless sufficient reasons be given for the failure.

CANON 3, SECTION 1 of the Canons is hereby amended by the following changes:

(a) In line 1, after the word “Convention” add the words: “shall be elected at least 90 days prior to the meeting of Convention, and”
(b) In line 4, in place of the word “thirty” substitute the words: “one hundred twenty”

So as to read as follows:

Section 1. Lay Delegates to the Convention shall be elected at least 90 days prior to the meeting of Convention, and shall be given their seats upon presenting to the Secretary of the Convention certificates or other satisfactory written evidence that they have been duly elected as authorized by Article III of the Constitution. It shall be the duty of the Secretary of the Convention, at least one hundred twenty days before the time for the meeting of the Convention, to furnish the Rector, Senior Warden or Secretary of the Vestry or Congregation electing such delegates, a form of certificate as follows: (and the rest as at present)

CANON 26, SECTION 1 of the Canons is hereby amended by the following changes:

End the second sentence at the word “Convocations.” and add a new sentence: “Their term of office shall be for one year, and they may be reappointed for three consecutive terms.”

So as to read as follows:

Section 1. For the purpose of association and administration the Bishop may, in his discretion, divide the Diocese into areas that shall be known as Convocations, the boundaries of which may, from time to time be changed by the Bishop. In his discretion the Bishop may appoint Deans in the several Convocations. Their term of office shall be for one year, and they may be reappointed for three consecutive terms.

CANON 26, SECTION 2 (a) - In each Convocation there shall be a Convocation Council consisting of:
1. The Clergy of each congregation.
2. The Senior and Junior Wardens of each congregation.
3. A representative of the Episcopal Churchwomen, elected or appointed, of each congregation.
4. The Delegates and Alternates to Diocesan Convention of each congregation.
5. The elected lay members of Diocesan Council of the Convocation.

If a lay person shall qualify to be a member under more than one of Items 2, 3 and 4, the congregation which he represents will be entitled to elect a delegate to fill the position that would be vacant due to the dual qualifications.

The Convocation Council shall meet at least three times a year, of which one shall take place fifteen to thirty days prior to the meeting of Convention. The Convocation Council shall discuss and plan executive of the programs of the Diocese within the Convocation.

SECTION 2 (b) - INSERT “at the Convocation Council meeting immediately preceding Diocesan Convention” between the words ‘elect’ and ‘three’ years, one for two years, and one for one year. Their successors shall be elected for terms of three years each.
(c) The Convocation Council shall elect, for confirmation by Convention, at the Convocation Council meeting proceeding Convention, one Clergyman and two lay persons, for three year terms on the Commission on the State of the Church; one person shall be elected for three years, one for two years, and one for one year. Their successors shall be elected for terms of three years each.

CANON 31 of the Canons is hereby amended by the following changes:

Delete all sections of the Canon, and substitute the following sections:

So as to read as follows:

CANON 31 - Of The Diocesan Council

Section 1. The Bishop and Council of the Diocese, as hereinafter constituted, shall be known as “The Diocesan Council,” and shall carry out the duties of Convention between meetings thereof in regard to the unification, development and prosecution of the work committed to it.

Section 2. The Diocesan Council shall consist of:

(a) Voting members - The Ordinary one Clergyman and two lay persons elected by each Convocation Council; and three persons, clergy or lay, elected at large by Convention for three year terms; one at-large member shall be elected for a three year term, one for two years, and one for one year. Their successors shall be elected for terms of three years each.

(b) Members entitled to seat and voice only - The President of the Standing Committee; the President of the Episcopal Churchwomen; the Chancellor; the Dean of each Convocation.

(c) Persons entitled to attend as advisors - The Treasurer of the Diocese; the Commission and Board Chairmen; the Program Area Chairmen.

Section 3. The Ordinary shall be the President of the Council. The Council shall organize and elect such officers other than the President, and appoint such agents as it deems appropriate.

Section 4. An elected, voting member who has served for three consecutive years shall not be eligible for re-election for at least one year. The Diocesan Council shall have power to fill vacancies resulting from death, resignation or removal of Diocesan Council members, to serve until the next meeting of Convention. No Program Area Chairman or paid staff person shall be eligible for voting membership on the Diocesan Council.

Section 5. (a) The Diocesan Council shall be the program planning body of the Diocese.

(b) The Diocesan Council shall elect five of its members to be the Program Planning Committee. The Program Planning Committee shall:

(1) Develop long range plans in each program area for the Diocese.

(2) Review annually the stipends and allowances of the Bishop or Bishops, and all other Diocesan officials, and make recommendations to the Diocesan Council for inclusion in the Diocesan Budget.

(c) The Ordinary of the Diocese shall be responsible for the administration of all Diocesan Programs and policies. To this end, the Ordinary shall have authority, with the advice and consent of the Diocesan Council, to designate as his administrative staff suitable persons, who will be given the title of Program Area Chairmen. Their tenure shall be at the pleasure of the Ordinary. He shall further have authority to enter into agreements with Vestries or Mission Councils for the added time and services which such duties may require of the
individuals, making monetary supplements to their parochial stipends at his discretion, within the budgetary limits of the program area within which they are to work.

Section 6. The Ordinary shall, with the advice and consent of the Diocesan Council, present a proposed budget to Convention. Copies thereof shall be presented to the members of the several Convocation Councils at their meeting next before the meeting of Convention. The Diocesan Council shall review and recommend to the Ordinary such changes in the budget adopted by Convention as it shall find expedient and necessary throughout the year.

CANON 32 of the Canons is hereby amended by the following changes:
Delete all sections of the Canon and substitute the following section:
So as to read as follows:
CANON 32 - Of Diocesan Institutions
Any home, school, orphanage, hospital or similar institution seeking extraparochial support, financial or otherwise, or using the name "Episcopal" must first petition the Ordinary or the Diocesan Council for recognition as a Diocesan Institution; and if so recognized must further allow that at the following Diocesan Convention said Convention shall elect clerical and lay Diocesan members to its governing board in a ratio of not less than one to two (1:2); and further that the Chairman of the Board shall report regularly to the Diocesan Council not only matters of primary importance but also submit its Annual Financial Report. This Canon does not apply to parochial institutions, and nothing in this Canon shall be construed to alter the situation of any institution existing prior to its adoption.
The CANONS of the Diocese of Georgia shall be amended by the addition of the following Canon, to be numbered 36:
CANON 36 - Of Diocesan Commissions and Boards
Section 1. Annually at the Convention, the Ordinary shall nominate, with the Convention's consent, not less than six members to the following Commissions:
(a) The Liturgical Commission: to provide a channel between the Diocese and the Standing Liturgical Commission for comment, criticism, and guidelines regarding liturgical revision and trial use; to assist in the preparation and distribution of any additional services authorized by the Ordinary, and to provide leadership in good liturgical and musical practice.
(b) The Ecumenical Commission: to maintain and foster relations with other Christian churches.
(c) The M.R.I. Commission: to encourage and foster interdependence both within the Diocese and throughout the Anglican Communion, especially with our companion Diocese of Guyana.
(d) The Architectural Commission: to give direction to, and advice on plans for any construction in mission or parish congregations.
Section 2. Annually at the Convention, the Convention shall elect members to the following Boards:
(a) The Board of the Corporation of the Diocese: seven laymen.
(b) The Board of Managers of the Conference Center: three persons, one Clergyman, one lay man, one lay woman for three year terms.
Section 3. Annually at the Convention, the Convention shall confirm the elections of persons from each Convocation to the Commission on the State of the Church. Such Commission shall elect from its membership such officers as it deems necessary. It shall
meet from time to time at the call of its Chairman, or on the request of the Ordinary or five of its members. Membership on the Com-
mission shall not be restricted to Communicants of this Church, and
the Commission shall be authorized to co-opt additional persons
temporarily for specific tasks. The Commission is especially charged
with reviewing the status of the structure and organization of the
Diocese, and advising the Convention and the Diocesan Council of
any changes which it considers necessary.

CANON 20 of the Canons is hereby amended by the following changes:

Add two new sections, to be numbered 5. and 6. respectively:
So as to read as follows:

Section 5. Every pledge for the support of the Diocese or any
other purpose approved by the Convention shall be payable monthly
to the Treasurer of the Diocese.

Section 6. It shall be the duty of the Wardens of every Parish
and Mission to review annually the stipends and allowances of the
Clergy of the congregation, and all paid staff persons, and to make
recommendations to their Vestries or Mission Councils. The Wardens
shall report any changes in stipends or allowances to Diocesan Council at the time of reporting their Congregation's pledge to the
Diocese for the succeeding year.

RULE III of the Rules of Order of the Convention of the Diocese
is hereby amended by the following changes:

Delete the first two sentences and substitute: "The Secretary
of the last Convention, or in his absence, some other person appointed
by the Ordinary or the officer presiding, shall then present to the
officer presiding an official list of those clergy and lay delegates
entitled to seats who are registered as attending Convention.

So as to read as follows:

The Secretary of the last Convention, or, in his absence, some
other person appointed by the Bishop or the officer presiding, shall
then present to the officer presiding an official list of those clergy
and lay delegates entitled to seats who are registered as attending
Convention. The list of Delegates made by the Secretary shall be
prima facie evidence of their right to a seat in the Convention.

RULE V of the Rules of Order of the Convention of the Diocese is
hereby amended by the following changes:

Delete #3, and renumber #s 4 through 8 as #s 3 through 7.

RULE X, #1 and #2 of the Rules of Order of the Convention of the
Diocese are hereby amended by the following changes:

Delete #1. and substitute: "Presentation of a list of names of
clergy and lay Delegates now in attendance who were not on the
previous day's list."

Delete #2. and substitute: "Correcting and approving Minutes
of preceeding day; this may be done from duplicated copies distributed
to each Delegate."

So as to read as follows:

On the second and every succeeding day during the sitting of the
Convention, after suitable devotions, the order of business, which
shall not be departed from without the consent of two-thirds of the
members present, shall be as follows:

1. Presentation of a list of the names of clergy and lay delegates
now in attendance who were not on the previous day's list.
2. Correcting and approving Minutes of preceeding day; this may
be done from duplicated copies distributed to each Delegate.
(And the rest as at present)  

RULE XII of the Rules of Order of the Convention of the Diocese is hereby amended by the following changes:  
Add to the end of the sentence the words: "except for the Standing Committee and Deputies and Alternates to the General Convention."

So as to read as follows:  
There shall be appointed a Nominating Committee of three Clergy-men and three laymen at the opening session of each Diocesan Convention to make nominations for all elective offices to be filled by that Convention, except for the Standing Committee and Deputies and Alternates to the General Convention.

FOR DIOCESAN COUNCIL ACTION

1. Begin making long-range plans -- 5, 10, 15, 20 year projections of where the Diocese ought to be -- and then develop programs to meet the goals, utilizing the Planning Process outlined in the book mentioned in the Report in conjunction with the Program Planning Committee.

2. Plan for longer (preferably overnight) and more frequent (5 or 6 times a year) meetings, at least for the next three or four years to get the planning process well underway.

3. Check out the concerns and needs of the Diocese both through the representation from the Convocations on the Diocesan Council, and by asking Convocation Councils to express themselves on their concerns and needs at a spring Convocation Council meeting.

4. In preparing a proposed budget for consideration by the Convention, let it reflect the program priorities which have been established, rather than trying to fit the programs to the budget. This should manifest itself in a "program-type" budget instead of a "line-item-type" one.

5. Insure that there is cooperation and coordination within the several program areas.

FOR THE BISHOP'S ACTION

1. At the earliest opportunity, hire a competent Business Manager (as already authorized by Bishop and Council), clearly defining and publishing his duties and responsibilities.

2. Define and publish the duties and responsibilities of the Deans of Convocations.

FOR THE COMMISSION ON THE STATE OF THE CHURCH

During our deliberations, we touched on several questions which we either did not have the time to explore fully or felt were beyond our scope. We refer them to the Commission on the State of the Church (if it is established by Convention as we have recommended) as its first order of business.

1. The terms: "The Church," "Diocese," and "the Office of a Bishop" need to be thoroughly defined, debated, and the results published as widely as possible.

2. An objective investigation of the relation of the Episcopal Church to the N.C.C.C. (particularly in regard to the latter's political involvement) should be made and published.

3. A question of having proportional representation at Diocesan Convention has been raised; the pros and cons could be discussed and published.

4. A question has been raised about having something more of socializing at Convention, e.g. a banquet. Is this desirable?
COMMITTEE ON STRUCTURE AND ORGANIZATION
DIOCESE OF GEORGIA
FINANCIAL STATEMENT

RECEIPTS
From Diocese of Georgia $  1,050.00
From Refund 20.00

$ 1,070.00

DISBURSMENTS
Secretarial Salaries $  152.50
Office Supplies 123.57
Postage 39.35
Phone 34.11
In Diocese Travel 261.50
Out of Diocese Travel 400.36
Miscellaneous 2.43

$ 1,013.82

Balance 12/18/67

$  56.18

Bank Balance 12/18/67 $  41.18
Petty Cash 15.00

$  56.18

Note: The balance of $56.18 plus an amount of approximately $63.85 from the Diocesan budget item not yet drawn on should take care of all remaining expenses of this Committee.
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Total Communicants 8,274
### MISSION CLERGY STIPENDS FOR 1966

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**Total Communicants**: 2,428

**Total Local Salary**: 51,358

**Total Diocese Salary**: 59,761

**Total Local Travel**: 11,145

**Total Local Pension Premiums**: 16,370
ORGANIZATION OF THE DIOCESE OF GEORGIA
JUNE 1967
PROPOSED REORGANIZATION OF THE DIOCESE OF GEORGIA

DECEMBER 1967