

Diocese of Central Florida ZOOM



VESTRY TRAINING Part TWO

March 13, 2021
10:00a - Noon

Please note these trainings are being recorded and the links will be available on the Diocesan website: **cfdioocese.org**

You will also be able to download and print all resources shown in these presentations

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US (New York)

ZOOM VESTRY TRAINING – PART TWO

March 13, 2021 - 10:00a- Noon

- Outline for the Day 10:00a – Dealing with Rector-Vestry Conflict
- 10:45a – Clergy Compensation and Benefits
- 11:15a The Road to Recovery after COVID-19
– What we can learn from those who have grown and even flourished in this season of COVID-tide
- 11:45– Questions and Answers-

ZOOM norms

- Please keep your microphone MUTED unless you have been recognized by the speaker
- If you have a question, please use the CHAT feature located at the bottom of your screen



- During the QUESTION/ANSWER period you may UNMUTE your microphone to speak freely
- If you have technical questions about ZOOM, please email them to Erick Perez at eperez@cfdiocese.org who is monitoring this meeting



Scott T. Holcombe

Canon to the Ordinary

Diocesan staff since 19 - present

Rector of St David's by the Sea, Cocoa Beach 10-19

Rector Christ Church, Short Hills, NJ 09-10

Rector of St. Stephen's, Lakeland 01-09

Rector Christ Church, Clarksburg, WV 94-01

Rector All Souls, Miami Beach, FL 93-94

Rector, Christ Church, Kennesaw, GA 85-93

Assistant Rector, St Phillip's in the Hills, Tucson, AZ 81-85

Assistant Rector, St Andrew's, Greensboro, NC 78-81

Seminarian- University of the South, Sewanee, TN 75-78

The Lord be with you.

And also with you.

Let us pray together.

Dear Lord, we know that when two or three gather together in your name, you will be in the midst of them, and so will conflict. We know from scripture and our own experience that we can disagree about anything, from money management to institutional priorities, from who gets credit for a victory to who gets blame for failure. Power and money are especially difficult for us. Help us to manage our conflicts wisely, with more attention to fact than to rumor, with more desire to listen than to prevail, with open hearts and not closed minds. All this we ask in the name of one who was never fully understood, never fully accepted, never fully heard, our Savior Jesus Christ. Amen.



Dealing with conflict according to Matthew 18:15-17 (ESV)

“If your brother sins against you,

- **go and tell him his fault, between you and him alone.** If he listens to you, you have gained your brother. But if he does not listen,
- **take one or two others along with you,** that every charge may be established by the evidence of two or three witnesses. If he refuses to listen to them,
- **tell it to the church.** And if he refuses to listen even to the church, let him be to you as a Gentile and a tax collector.

CONFLICT is...

- active disagreement between people with opposing opinions or principles- Cambridge English Dictionary
- deliberate attempt to oppose, resist or coerce the will of another or others -A. W. Green
- a process of seeking to obtain rewards by eliminating or weakening the competitors.
- Conflict is the anti-thesis of cooperation.

ROOT CAUSES OF CONFLICT-

Social psychologist Daniel Katz (U. Michigan)

Conflict arises primarily due to one or more of these three:

- **Economic conflict** - created by limited resources or an attempt to attain disproportionate resources often resulting in hostile behavior
- **Value conflict** - comes about via varied preferences and ideologies or beliefs that they assert (often in an aggressive manner).
- **Power conflict** occurs when there are attempts to maximize influence in a social setting.

Primary ways of dealing with conflict

- **AVOID**
- **RESOLVE**
- **MANAGE**

BUT BEFORE WE CAN DO ANYTHING WITH CONFLICT

WE MUST ASSESS/ANALYZE IT

- WHEN DID IT START?
- WHO WERE THE CONTRIBUTORS?
- DO I HAVE ALL (OR MOST OF) THE DATA – PRO AND CON
- WHO IS THE BEST/MOST QUALIFIED PERSON TO ADDRESS IT?
- IS THIS THE RIGHT TIME TO DEAL WITH IT?
- WHAT DO I HOPE TO ACCOMPLISH IN THIS PROCESS?
- IF THE CONFLICT IS RESOLVED, WHAT WOULD THAT LOOK LIKE?

5 MAIN SOURCES OF CONFLICT

- **PERSONAL DIFFERENCES-** DIFFERENT EXPECTATIONS, PERCEPTIONS, VALUES AND BELIEFS (THIS HAS AN EMOTIONAL COMPONENT THAT MAKES IT CHALLENGING TO RESOLVE)
- **CONFLICTING OBJECTIVES**
- **LACK OF INFORMATION:** MISINFORMATION, MISREPRESENTATION, MISCOMMUNICATION
- **ROLE INCOMPATIBILITY:** PEOPLE'S GOALS AND RESPONSIBILITIES DON'T ALIGN WITH EXPECTATIONS OF VALUES (THIS IS DIFFICULT TO FORESEE!)
- **ENVIRONMENTAL CONFLICT:** LACK OF RESOURCES AND UNCERTAINTY, PEOPLE FEEL THREATENED SO THEY RETREAT AND PROTECT THEMSELVES

PERSONAL DIFFERENCES- DIFFERENT EXPECTATIONS: The Rector believes that he/she can be more effective in pastoral visits and sermon prep at home- **BUT** THE VESTRY WANT THE RECTOR TO HAVE STRICT OFFICE HOURS...THE PERCEPTION IS: THE RECTOR IS HARDLY EVER IN THE OFFICE!

CONFLICTING OBJECTIVES The Rector has an interest and willingness to serve on a Diocesan Committee that involves monthly travel to Orlando – **BUT** THE VESTRY RESENTS THE INCREASED MILEAGE COST AND TIME AWAY FROM THE PARISH.

LACK OF INFORMATION: The Sunday bulletin is wrong again- **BUT** IT'S THE RECTOR'S FAULT

ROLE INCOMPATIBILITY: VESTRY: DURING THE SEARCH PROCESS THE RECTOR SAID HE/SHE WAS A STEWARDSHIP LEADER...**BUT** WE DON'T SEE IT!)

ENVIRONMENTAL CONFLICT: THE BUDGET WAS TIGHT AGAIN SO WE CAN'T GIVE THE RECTOR A RAISE, **BUT** MAYBE IF WE DON'T SAY ANYTHING, HE/SHE WILL UNDERSTAND AND WON'T BRING THE SUBJECT UP!

Examples of clergy-vestry conflicts

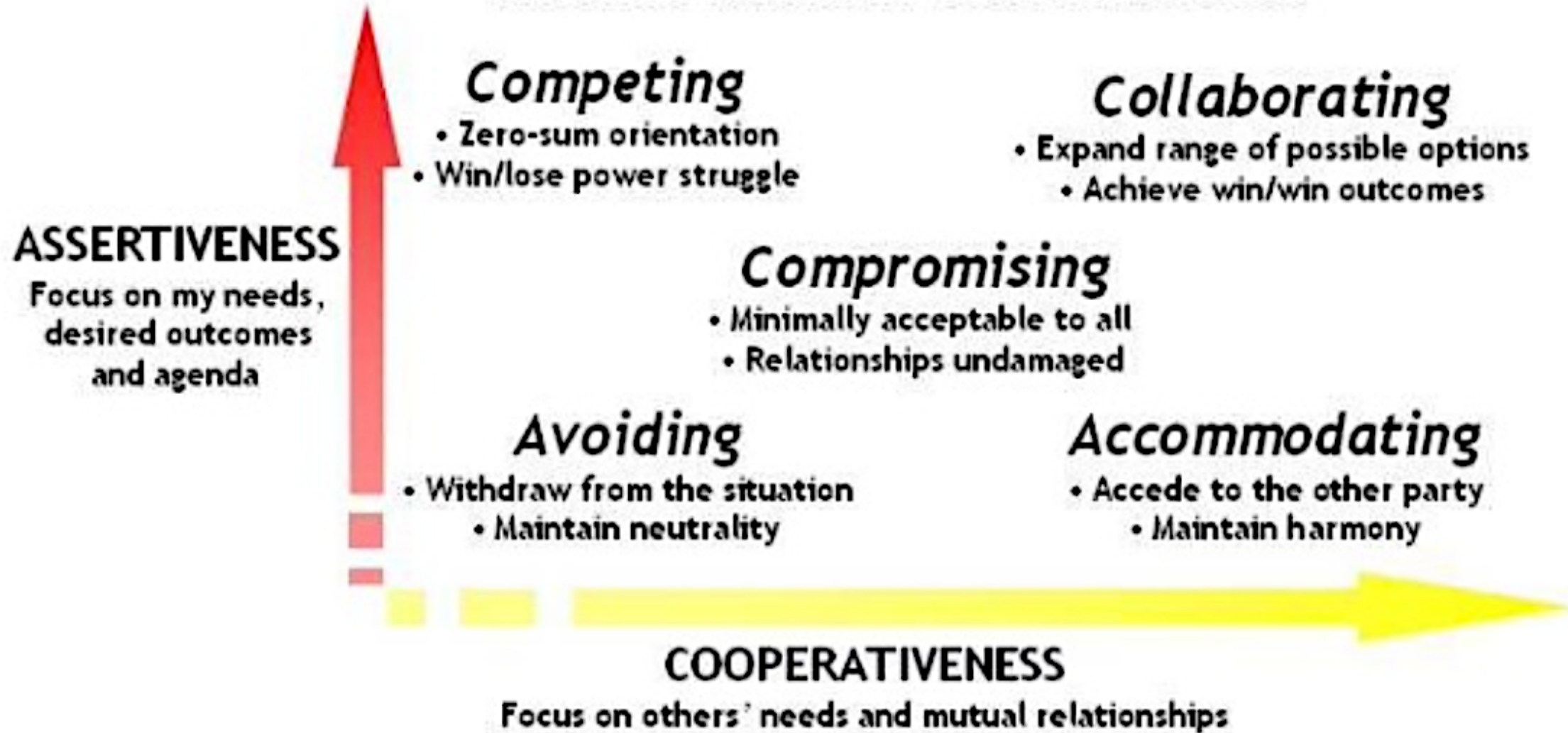
- Letter of agreement disagreements
- Differing perspectives about the Rector's job responsibilities
- Staff accountability and concerns
- Clergy have not received a raise other than COLA
- Vestry will not fund ideas and ministries the Rector wishes to start
- The Vestry or search committee were not honest with clergy
- The clergy misrepresented themselves in the search process
- Clergy spend too much time in/with _____X_____
- Clergy are operating outside of their gifting/bandwidth and are ill suited for the job that they currently have

- Some on the vestry/or in the church want the Rector removed but don't know how to initiate that discussion so they become antagonists
- The sheep are attacking (thanks to Dennis Maynard's "When Sheep Attack")
- Vestry are not supporting the clergy
- Any declines in attendance, giving, program, or participation are the Rector's fault
- Clergy/Vestry are unrealistic in their expectations of each other
- Vestry who have had conflicts with past clergy...tend to repeat
- Clergy who have had conflicts with past vestries expect the same!
- Seeing the truth can be painful, it is easier not to look
- Mutual ministries reviews are done the first year, but rarely are they done annually

CONFLICT reducers

- Annual Mutual ministry review which ends in clarifying goals and expectations of both clergy and vestry
- Review the letter of agreement- what needs to be addressed?
- Review compensation and benefits of similar clergy/congregations
- Are the clergy taking their regular days off? Vacation? Retreats? Self care?
- Remember the goal is not who is right/wrong or who wins- it is to work toward resolution and restore relationships
- Use a mediator if the conflict is long standing, intractable, lop-sided
- Determine if forgiveness is needed- from whom and to whom?
- Bring in the Bishop, Canon to the Ordinary or mediator at the beginning!

Thomas-Kilmann Conflict Modes



	Speed Lees Conflict Levels (individuals)	Successful response options /Goals		Systems		
Greater conflict	Intractable Situation	Just stop people from hurting one another	5	World War	Destroy one another Little or no language is exchanged	Someone is leaving
	Fight/Flight	Establish safe structures again- using shuttle diplomacy that carry thoughts from one group to another till they are able to de-escalate		4	Crusade	
	Contest	Accommodate (yield) ok for the short term Negotiate (not valid for values) Get factual data (gather data to establish facts)	3	Contest	Winning trumps resolving Language includes personal attacks	Outside help needed in level 3-5
	Disagreement	Support (empower the other to resolve the problem or Safety (collaboration games/re-grounding the team's shared values	2	Disagreement	Personal protection trumps collaboration Language is guarded and open to interpretation	Level 1-2 can usually be worked through if conflict doesn't become personal
	A problem to solve	Use collaboration- seek a win-win solution Or Consensus (arriving at a decision every team member can back	1	Problem to solve	Information sharing and collaboration Language is open and fact based	
Ostrich mentality	Depression (what problem?)	Is there a problem/conflict or not	0			

*The quality of our lives depends not on whether or not we have conflicts, but on how we respond to them - **Tom Crum***

+

*Conflict is inevitable but combat is optional - **Max Lucado***

+

*You can't shake hands with a clenched fist – **Indira Gandhi***

Collaborating

With the collaborating approach, the parties work together to develop a win-win solution. This approach promotes assertiveness (rather than aggressiveness or passiveness). **This style is appropriate when:**

- The situation is not urgent
- An important decision needs to be made
- The conflict involves a large number of people, or people across different teams
- Previous conflict resolution attempts have failed

This style is not appropriate when:

- A decision needs to be made urgently
- The matter is trivial to all involved

Competing

The competitive approach, the person in conflict takes a firm stand. They compete with the other party for power, and they typically win (unless they're up against someone else who is competing!) This style is often seen as aggressive, and can often be the cause of other people in the conflict to feeling injured or stepped on.

This style is appropriate when:

- A decision needs to be made quickly (i.e., emergencies)
- An unpopular decision needs to be made
- Someone is trying to take advantage of a situation

This style is not appropriate when:

- People are feeling sensitive about the conflict
- The situation is not urgent

Compromising

With the compromising approach, each person in the conflict gives up something that contributes towards the conflict resolution.

This style is appropriate when:

- A decision needs to be made sooner rather than later (meaning the situation is important but not urgent)
- Resolving the conflict is more important than having each individual “win”
- Power between people in the conflict is equal

This style is not appropriate when:

- A wide variety of important needs must be met
- The situation is extremely urgent
- One person holds more power than another

Accommodating

The accommodating style is *one of the most passive* conflict resolution styles. With this style, *one of the parties in conflict gives up* what they want so that the other party can have what they want. In general, this style is not very effective, but it is appropriate in certain scenarios.

This style is appropriate when:

- Maintaining the relationship is more important than winning
- The issue at hand is very important to the other person but is not important to you

This style is not appropriate when:

- The issue is important to you
- Accommodating will not permanently solve the problem

Avoiding

One last approach is to avoid the conflict entirely. People who use this style tend to accept decisions without question, avoid confrontation, and delegate difficult decisions and tasks. Avoiding is another passive approach that is typically not effective, but it does have its uses.

This style is appropriate when:

- The issue is trivial
- The conflict will resolve itself on its own soon

This style is not appropriate when:

- The issue is important to you or those close to you (such as your team)
- The conflict will continue or get worse without attention

If the Rector has to go...

- Title III. Sec. 14-15 Reconciliation of disagreements affecting the Pastoral relation
- Vestry or Rector (after majority vote of Vestry) may petition in writing for the Bishop (EA) to intervene and assist to resolve disagreement
- Bishop (EA) may appoint a consultant or licensed mediator
- No rector may resign without consent of Vestry, no Rector may be removed against the Rector's will (except as provided Sec 15)
- Mediation and consultant services may be involved. Bishop may appoint one clergy and one lay person to interview Rector and Vestry- fact finding
- Bishop may issue a godly judgment after consulting with the Standing Committee
- Conference held with SC to review all and make recommendations
- If clergy are non-compliant with Bishop further penalties and sanctions may ensue- National Canons p. 149-153



Clergy
Compensation
Guidelines

2021 CLERGY COMPENSATION GUIDELINES

Diocese of Central Florida

Credited Years of Service	Average Attendance					
	up to 100	100-150	151-200	201-250	251-300	301-350
0	66,000	69,000	72,000	75,000	78,000	81,000
5	70,000	73,500	77,000	80,500	84,000	87,500
10	74,000	78,000	82,000	86,000	90,000	94,000
15	78,000	82,500	87,000	91,500	96,000	100,500
20	82,000	87,000	92,000	97,000	102,000	107,000
25	86,000	91,500	97,000	102,500	108,000	113,500
30	90,000	96,000	102,000	108,000	114,000	120,000
35	94,000	100,500	107,000	113,500	120,000	126,500

<https://cfdiocese.org/wp-content/uploads/2020/10/2021-Clergy-Compensation-Guidelines.pdf>

These numbers include stipend/salary + housing + SECA (self-employment compensation adjustment)

These numbers are GUIDELINES and not guarantees. These figures are for rectors.

FYI- WE HAVE 90 CLERGY WITH ACTIVE PENSION PAYMENTS-

24 are < 66,000, 10 get between 60-65k, 3=66k, 21> 100k, 2 rectors make more than Bishop Brewer!

- There is also an expanded version by single years of CPG credited service.

Diocese of Central Florida 2021 Clergy Compensation Guidelines

Credited Years of Service	Average Attendance					
	up to 100	100-150	151-200	201-250	251-300	301-350
0	66,000	69,000	72,000	75,000	78,000	81,000
1	66,800	69,900	73,000	76,100	79,200	82,300
2	67,600	70,800	74,000	77,200	80,400	83,600
3	68,400	71,700	75,000	78,300	81,600	84,900
4	69,200	72,600	76,000	79,400	82,800	86,200
5	70,000	73,500	77,000	80,500	84,000	87,500
6	70,800	74,400	78,000	81,600	85,200	88,800
7	71,600	75,300	79,000	82,700	86,400	90,100
8	72,400	76,200	80,000	83,800	87,600	91,400
9	73,200	77,100	81,000	84,900	88,800	92,700
10	74,000	78,000	82,000	86,000	90,000	94,000
11	74,800	78,900	83,000	87,100	91,200	95,300
12	75,600	79,800	84,000	88,200	92,400	96,600
13	76,400	80,700	85,000	89,300	93,600	97,900
14	77,200	81,600	86,000	90,400	94,800	99,200
15	78,000	82,500	87,000	91,500	96,000	100,500
16	78,800	83,400	88,000	92,600	97,200	101,800
17	79,600	84,300	89,000	93,700	98,400	103,100
18	80,400	85,200	90,000	94,800	99,600	104,400
19	81,200	86,100	91,000	95,900	100,800	105,700

- HDHP = High Deductible Health Plan

10. Compensation Adjustment for Health Insurance above the single level of coverage:

Annual Figures	Single		Employee + Spouse		Employee + Child(ren)		Family	
	Dio Std Plan	HDHP Plan	Dio Std Plan	HDHP Plan	Dio Std Plan	HDHP Plan	Dio Std Plan	HDHP Plan
Single Coverage Premium	10,296	8,616	10,296	8,616	10,296	8,616	10,296	8,616
Compensation Adjustment*	-	-	8,725	7,302	6,976	5,837	17,451	14,603
Pension on Comp Adjustment		-	1,571	1,314	1,256	1,051	3,141	2,629
Employer contribution to HSA	-	1,680	-	3,360	-	3,024	-	5,040
Total Cost	10,296	10,296	20,592	20,592	18,528	18,528	30,888	30,888

Minimum Compensation packages for FT Clergy by insurance coverage

<https://cfdiocese.org/wp-content/uploads/2020/12/2021-Minimum-Clergy-Comp-Benefits-Analysis.pdf>

Diocese of Central Florida - 2021 Minimum Package Analysis (using Diocesan Std Health Insurance Plan: Cigna Open Access Plus PPO 80)

	Insurance Level			
	Employee Only	Employee + Spouse	Employee + Child(ren)	Family
Compensation:				
Compensation (Stipend+ SE Employment Offset+ Housing Allowance)	66,000	66,000	66,000	66,000
Benefits:				
Health Insurance - Single Level Coverage on Dio Std Plan: Cigna Open Access Plus PPO 80	10,296	10,296	10,296	10,296
Health Insurance Adjustment for Coverage above Single Level (85% of diff vs single level premium) ¹ (Optional)	-	8,725	6,976	17,451
Pension: 18% on Compensation + Health Insurance Adjustment ²	11,880	13,451	13,136	15,021
Diocesan Group Life/AD&D Insurance ³ (Optional)	360	360	360	360
Dental Insurance - Cigna Basic Dental PPO (Optional)	648	1,296	1,164	1,944
Accountable Reimbursement budget for Business miles driven ⁴ (Negotiable)	2,400	2,400	2,400	2,400
Continuing Ed (Negotiable)	500	500	500	500
Total Benefits	26,084	37,028	34,832	47,972
Total Compensation & Benefits	92,084	103,028	100,832	113,972

- <https://cfdiocese.org/wp-content/uploads/2016/03/Compensation-of-Supply-Clergy.pdf>

Compensation of Supply Clergy – Advisory Guidelines

An item frequently overlooked in the budget process is the compensation of supply clergy. If a budget allowance for this is included up front, you won't be pushed to provide this compensation when vacation time rolls around.

Mandatory fee schedules for supply clergy are inappropriate. Such fees should remain subject to negotiation based on individual circumstances. The following advisory guidelines are a frame of reference for both clergy and congregation.

One Sunday Service with sermon	\$175
Two Sunday Services with sermons	225
One Midweek Service, no sermon	75

General practice has included, in addition to the above amounts, the payment of mileage to the supply priest at the current IRS business mileage reimbursement rate. The current rate is published in the Administration & Policies section of the Diocesan website under IRS Standard Mileage Rate Allowance. [CLICK HERE](#) and scroll down.

Total Compensation

- Salary/stipend
- Housing allowance
- SECA – self-employment compensation adjustment
- Travel IRS business rate 2021=0.56/mile
- Health Insurance
- Health insurance compensation for spouse/family (optional)
- Church Pension Fund (CPF) Assessments (18% of Salary, housing, SECA)
- Continuing Education
- Reimbursed business expenses, including travel: Other: Cellphone (optional)
- Tuition for children to church sponsored school
- Housing equity allowance for clergy living in a rectory
- Any other forms of compensation? (reimbursed moving costs-now taxable!)

How this gets reported on the financial sheets

Budget Example #1

	Annual Budget
REVENUES	
Operating	\$211,930
Other	<u>20,543</u>
Total Revenues	<u>\$232,473</u>
EXPENSES	
General Ministry	56,271
Property	33,679
Office	10,850
Staff	78,468
Clergy	<u>90,924</u>
Total Expenses	<u>\$265,192</u>
NET TOTAL	(\$32,719)

Budget Example #2

Account #	Description	Annual Budget
	Wages	
5001	Rector's Salary (including Housing Allowance)	\$61,770
5002	½ SECA Tax Reimbursement	<u>5,117</u>
	Total Wages	<u>\$66,887</u>
	Benefits	
5051	Health Insurance	10,997
5052	Pension Assessments	12,040
5053	Continuing Education	<u>1,000</u>
	Total Benefits	<u>\$24,037</u>
	Total Wages & Benefits	\$90,924

The Road to Recovery after COVID-19- What we can learn from those who have grown and even flourished in this season of COVID-tide

After Covid...

- The Church will be different...but we still have the same mission!
- Our congregations will be comprised of some folks who have connected online...that we have NEVER met in person!
- Our members are hungry to rejoin worship, fellowship, outreach and educational ministries... but they will need our direction how to do this safely!
- ZOOM has introduced us to a new world of technology that enables us to connect with people across town, across state or on the other side of the world- the challenge will be to STAY CONNECTED with them
- The Post-Covid church will require greater creativity and imagination and not just doing the same old things we used to do

- Technology is not going away. If your congregation has not developed a tech team or hired someone to handle this- you are behind the curve. You must include technology in the budget!
- Some people may never return to in person worship.
- Masks will be with us for an uncertain length of time.
- Some people will need to learn how to communicate again in person.
- Churches that have experience in small groups have a definite advantage.
- Churches that have not invested in video equipment will need to do so to be competitive in a post Covid world.
- Unfortunately some churches that have not been flexible during the pandemic, may no longer exist.
- Ministry to the homebound will need to be significantly increased.

POST- COVID GUIDELINES

- Bishop Brewer is committed to providing cautious COVID-19 safeguards for all God's people throughout the Diocese of Central FL.
- We will continue to offer updated Covid guidelines as long as necessary.
- This is not the time to drop our guard or to be inconsistent in ensuring the safety and health of our worshipers and those who visit our churches.
- We continue to monitor the guidelines of the CDC, the Presiding Bishop's office, the Florida Department of Health, and the Episcopal Camp and Conference Center guidelines during this Covid season.

QUESTIONS

????????????

Thank you for joining our VESTRY TRAINING PART TWO

- If you have additional ideas for vestry training, or wish to share comments, questions, or concerns:
 - Please contact Canon Scott Holcombe at sholcombe@cfdiocese.org

The Lord be with you.

And also with you.

Let us pray.

Dear Lord, it is time for us to anticipate transitions. Before us lay difficult tasks: like drafting a budget, evaluating others and ourselves, and raising up new leadership. Help us to give these tasks our best energies and intentions, lest we wound in our haste, and fail to see the people within the processes. Inspire in us a servant's heart. Inspire in us both candor and compassion. Inspire in us trust in you that can infect our congregation with hope. Help us to be efficient, but even more, help us to be effective, and even more than that, help us to be faithful. All this we ask in the name of one who chose common clay for disciples and then molded them into a glorious company of Saints. Amen.