

2023 VESTRY TRAINING DIOCESE OF CENTRAL FLORIDA

LED BY THE REV. CANON SCOTT T. HOLCOMBE
CANON TO THE ORDINARY AND
CANON FOR CONGREGATIONAL DEVELOPMENT



CHURCH OF THE MESSIAH WINTER GARDEN, FL MARCH 4, 2023 10:00AM- 3:00P

Previous year's trainings are available on
the diocesan website- Cfdiocese.Org-
go to "for clergy",
then go to "educational events"

[2022 Title IV Training](#)

[2022 Vestry Training](#)

[Conflict Training](#)

[2021 Vestry Training - Parts One & Two](#)

[Vestry Warden Training 2/29/2020 Handouts](#)

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.

Norms for today

- If you have a question, please raise your hand
- Before asking a question, please state your name and church
- Not all questions are for public consumption
- Some questions are better asked privately at break or lunch time, or you may write it down on a sheet of paper- make sure that your email is legibly written and I will get back to you.
- Please avoid bringing up questions that may embarrass or ridicule what someone did or said

- ALL Vestry Training Events are available on the Diocesan website!
- Everything that you will hear this morning will be available in the handout or online on the Diocesan website.
- Feel free to take notes, but what is most important is the interaction with the content and each other
- Go to Diocesan website: **cfdiocese.org**
- Go to tab that says “**For Clergy**”
- Click on tab that says “**Educational Events**”- you will find the past 3 years Vestry Training Content- please feel free to look at prior years content to broaden your horizons. 90% of today’s content is new!
- **Vestry and Warden Training 2/29/20 handouts**
- **2021 Vestry Training Parts One and Two**
- **Conflict training** (Avoidance, Management, and Resultion)
- **2022 Vestry training**
- **2022 Title IV (Disciplinary Canon) Training**

Diocesan Canon XVII, section 6

It shall be the duty of the Vestry to

- take charge of the property of the church and keep the same fully insured,**
- to prepare a budget providing for the necessary requirements and expenditures of the Parish,**
- to regulate all temporal concerns,**
- to elect and with the approval of the Ecclesiastical Authority, call a Rector,**

- to provide for the Rector's maintenance,
- to keep order in the church during the celebration of divine worship,
- and in general to act as helpers to the Rector in whatever is appropriate to lay persons for the furtherance of the welfare of the church;
- it being understood always that the spiritual concerns of the Parish are under the exclusive direction of the Rector, in subordination to the Ecclesiastical Authority, and Constitution and Canons of the Diocese.

VESTRY ORGANIZATION	
All officers hold their offices until their successors are qualified.	DCanonXVII, Section 9
All regular vestry meetings are open	DCanon XVII, Section 8
Bishop may call a Vestry meeting at any time	DCanon XVII, Section 8
Bylaws must be consistent with Canons of TEC & DCF	AOI Article IX Bylaws
Closed meetings (personnel matters or Bishop's ok in advance	DCanon XVII, Section 8
How many members of vestry / Size of vestry (minimum of 5)	PBL Article 5, Section 1: DCanon XVII, Section 1
Members cannot serve two full consecutive terms without 1 year off	PBL Article 5, Section 1

NO DEBT without Approval of the Bishop and Standing Committee	Canon 7, Sec. 3.
One-third of vestry elected each year	PBL Article 5, Section 1
Organizational meeting of vestry (asap for wardens)	PBL Article VII, Section 1
Presiders at Vestry meetings (Rector or designee)	DCanonXVII, Section 5
Qualifications for vestry members	PBL Article V, Section 2,
Quorum definition (majority)	PBL Article VII, Section 4
Rector is a member of vestry	PBL Article 5, Section 1
Registered agent of the church (determine who this will be)	AOI Last of the Articles of incorporation
Regular vestry meetings- set date and times	PBL Article VII, Section 2

Replacing a vacancy on the vestry (rector w consent)	DCanon XVII, Section 11.
Requirements to serve as warden or vestryperson	DCanon XVII, Section 4
Senior Warden Appointed by Rector (1 yr term)	DCanon XVII, Section 1; PBL Article VI, Section 2
Special meetings of the parish may be called	PBL Article VII, Section 3
Special meetings of the vestry	DCanon XVII, Section 8
Special Parish meetings may be called with 30 days notice. The bishop may shorten this to 10 days	DCanonXVI, section 2 PBL Article IV.section 2,
Vestry acts as agents and legal representatives of the parish	Canon 14: Section 2. Of Parish Vestries
Vestry may ask Bishop to appoint a Priest in Charge	TEC Article 3, Canon 9b
Vestry meetings	DCanon XVII, Section 8

Vestry organization	DCanon 14: Sec. 1.
Vestry to elect a secretary (1 yr term)	DCanon XVII, Section 7
Vestry to elect a treasurer (1 yr term)	DCanon XVII, Section 7
Warden's terms may be for more than one year	DCanon XVII, Section 1
Wardens responsible for church property	DCanon XVII, Section 5
Wardens shall inform Bishop of vacancy	TEC Article 3, Canon 9, section 3a
Who may not serve on the vestry?	DCanon XVII, Section 4

No proxy voting allowed	DCanon XVII, Section 8
Nominations from the floor admissable	PBL Article V, section 3
Nominations presented at least 10 days prior to annual meeting	PBL Article V, section 3
One-third of vestry elected each year	PBL Article IV.section 1
Vestry continue in office until their successor has been qualified	DCanon XVII, Section 1

ANNUAL MEETING	
Annual meeting must be within/before 60 days of Jan 31 (Dec 2-Jan 31)	PBL Article IV.section 1
Bylaws may be amended	AOI Article IX Bylaws, PBL Article IX
Date of annual meeting set	DCanon XVII, Section 1
Notice of Annual Parish meeting 30 days in advance	PBL Article IV.section 1 Bylaws
Who can vote at an annual meeting	DCanon XVII, Section 3

REMOVALS	
Any vestry member removed from office shall turn over all parish records	DCanon XVII, Section 10d
Appointments to fill vacant terms last only until the next annual meeting	PBL Article V, section 5
Removal of Vestry member by members of the parish at annual meeting	PBL Article V, section 6
Removal of Vestry member by the Vestry, Rector or Bishop w 2/3 majority vote, consent of Rector and Bishop	DCanon XVII, Section 10
Removed vestry member cannot stand for re-election until next annual meeting	DCanon XVII, Section 10

RECTOR SEARCH	
Bishop's options during a clergy vacancy	DCanon XIX,
Vestry appoints search committee	Vacancy and Search Procedures p.2
Vestry must send names of potential clergy candidates to the Bishop	TEC Article 3, Canon 9, section 3a2
Written notice of the election of a Rector forwarded to Bishop	TEC Article 3, Canon 9, section 3

TASKS OF VESTRY	
Candidates support letters from the vestry	Canon 6, Section 1
Duties of the vestry	DCanonXVII, section 6
Letter of support for a person entering the Diaconate search process, or ordination to priesthood	Canon 6, section 2 a Canon 5, Sec. 2
Nominating Committee to start their work 3 months prior to Annual mtg	PBL Article V, section 3
Parochial Reports	Canon 6, Section 1.]
Vestry approval required for any new congregation or move of a congregation within 10 mile radius	DCanon XIV, Section 2

TASKS OF CLERGY related to VESTRY

Clergy shall arrange for supply clergy during any absence

DCanon XVI, Section 6

Commissions or ministries are appointed by Rector, subject to approval of Vestry

PBL Article VIII

If Rector is removed, the rector is no longer a member of the vestry

DCanonXVII, Section 12

Parochial Reports

DCanon 6, Section 1.

Presiders at Vestry meetings

DCanonXVII, Section 5

Rector is ex officio and has right to vote

DCanon XVI, Section 3,
PBL Article VI, Section 1

Rector shall preside unless it conflicts with the law

Canon 14: Sec. 3. Of
Parish Vestries

Replacing a vacancy on the vestry

DCanon XVII, Section
11.

VOTING	
Absentee Ballot requirements (inform w GOB+ consent)	DCanon 17. Section 3
Vestry elects secretary and treasurer (may be the same person)	PBL Article VI, Section 3
Challenges to voting	DCanon XVII, Section 3
Election shall be by ballot,	PBL Article V, section 4
Guidelines for election	DCanon XVII, Section 1
How are Vestry persons elected	AOI Articles of Incorporation Article IV
Junior warden elected by vestry (1 year term)	PBL Article VI, Section 2; DCanon XVII, Section 1
Majority vote required for election	Canon 5, Sec. 2
Must be present to vote	DCanon XVII, Section 8

Senior Warden Appointed by Rector	DCanon XVII, Section 1; PBL Article VI, Section 2
Spiritual concerns of the parish are under the exclusive direction of the Rector	DCanon XVII, section 6
Staff and employees serve under direction of the Rector. Rector may delegate this responsibility	DCanon XVI, Section 11

DIOCESAN CONVENTION DELEGATES	
Delegates to Diocesan Convention must be at least 18, confirmed communicants in good standing	DCanon II, Section 6,
Delegates to Diocesan Convention must include at least one vestry member	DCanon II, Section 5
Delegates to Diocesan Convention voted on by Congregation or Vestry	DCanon II, Section 6
Vacancy in convention delegates	DCanon II. Section 6

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Members cannot serve two full consecutive terms without 1 year off	PBL Article 5, Section 1

- **Risk Management**
- **Clergy Discretionary funds**
- **Sabbatical Planning**
- **Clergy Salary and Benefits**
- **Budget Planning**
- **Fundraising vs. Stewardship**
- **HR in a Small Church**
- **Dealing with Conflict**
- **Use and Abuse of Power**
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Manual of Business Methods in Church Affairs 2019

<https://cfdiocese.org/wp-content/uploads/2020/09/2019-Manual-of-Business-Methods-in-Church-Affairs.pdf>

- Risk Management- Chapter 7

Risk Management

is a disciplined process that promotes asset conservation.

- ***Identifying risk:***
examining operations and determining vulnerabilities;
- ***Assessing risk:***
evaluating potential financial and operational impacts of each risk;
- ***Avoiding or reducing risk:***
discontinuing practices/operations because of inherent hazards;
developing property maintenance, safety, accident prevention
programs to avert incidents or reduce severity;

- . ***Transferring risk:*** developing standardized procedures (i.e. hold-harmless agreements, requiring proper insurance) to screen out and deflect risk when contracting for services or entering into agreements with others;
- . ***Retaining risk:*** assuming financial responsibility for a limited amount of predictable, affordable risk through use of insurance deductibles or self-insured retentions;
- . ***Reevaluating*** the chosen techniques and adjusting them, as necessary, for maximum impact.

BEST PRACTICES:

- REVIEW INSURANCE COVERAGE ANNUALLY
All but 3 of our congregations are insured by the Church Insurance Company of Vermont (CIVT)
- DETERMINE BEST AFFORDABLE COVERAGE- ALL RISK property insurance provides broader coverage
- Make sure that you are INSURING TO VALUE
- Know your LEVEL OF COVERAGE (replacement, actual cash value, functional replacement cost, market value- especially if you have valuable art or furnishings!)
- Make sure that your policy covers DIRECTORS AND OFFICERS LIABILITY PROTECTION

- Each church has a duty to MAINTAIN ITS PREMISES FREE OF DEFECT and SAFE TO THE VISITOR, and to CONDUCT ITS OPERATIONS IN A MANNER THAT PROTECTS OTHERS FROM HARM.
- SEXUAL MISCONDUCT LIABILITY
- PASTORAL PROFESSIONAL LIABILITY
- CEMETERY LIABILITY protects against civil liability arising from negligence in the burial, cremation, disinterment, or handling of human remains
- EMPLOYMENT PRACTICES LIABILITY covers sexual harassment, wrongful termination, discrimination, and defamation, etc.
- Contact CIVT about any ADDITIONAL COVERAGE THAT YOU WOULD LIKE TO REVIEW or to review your existing coverage

RISK MANAGEMENT CONSIDERATIONS

- Follow your Sunday collection from the collection plate all the way to the bank- look for weaknesses in the transitions
- Follow the process of a church donation from the mail being opened to the bank- look for breaches in confidentiality, delay in posting, delay in depositing
- Does your church have a personnel manual?
- Have you reviewed your job descriptions, letters of agreement, personnel files and policies
- Have you taken a walk around the facility- every room and closet to determine, safety and concerns? Look for sidewalk trip hazards and especially transitions in floor surfaces
- Are you aware of the current SAFEGUARDING GOD CHILDREN AND PEOPLE requirements?

- Determine if your facility is ADA COMPLIANT?
- Is your facility a CHILD FRIENDLY FACILITY?
- Do you have a playground? Is it safe? Are things in good repair?
- Do you have a plan in place when a hurricane threatens in order to MITIGATE LOSSES
- Do you have a CURRENT INVENTORY (ITEMIZED LIST OR VIDEO)
- Take a tour around your church, look at it as a visitor would look at it, is the lawn cut, bushes trimmed, flower beds weeded? Does your facility reflect that the people who attend worship care
- Now pretend that you are a burglar. Try to break into the church? Are all entry doors locked, windows secured? What would you steal? How easy would it be to violate your “security”?

- WHAT ABOUT CYBERSECURITY OF CHURCH OWNED COMPUTERS
- SOCIAL MEDIA AND INTERNET EXPOSURE
- CLERGY DISCRETIONARY FUNDS
- AUDITS – ANNUAL AUDIT REQUIRED
- Again I highlight HURRICANE PREPAREDNESS
(<https://cfdiocese.org/disaster-plan/>)
- What is your insurance deductible for various losses?
- Do you have access to enough funds to cover your deductible?
If not, Missions- consider “the Slemaker Fund”
If Aided Parish or Parish consider “Church Expansion Fund”

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CLERGY DISCRETIONARY FUND

The Rector/Clergy Discretionary Fund is **NOT** to be used

- As a means for Individual and/or personal gifts to the Rector
- in any way that would benefit the Rector or Rector's immediate family
- For purchasing books or supplies for the church or the Rector
- to benefit any Seminary or college
- for Clergy Continuing Education or travel
- for anything that could be included in the budget (vestments, clergy shirts, maintenance, special projects)
- for business meals or entertainment

OPERATIONAL GUIDELINES

- Make sure that all checks/payments from the General Fund Account have been deposited to the CDF (Get a list of these transactions from the church treasurer)
- Review payees of all checks and ensure that the purpose of the expenditure is noted on the check register (rent, utility/food, etc.)
- Review all notes/receipts and file them
- Reconcile the CDF account monthly and file the reconciliation report
- Files and/or folders (paper or digital) of the CDF Bank Statements and reconciliation reports should be maintained by someone other than the clergy and kept in the “cloud.”
- All paper copies of CDF records should remain in locked filing cabinets with limited access.
- The CDF check register should be kept current

- The Vestry should adopt a written policy that the balance of the CDF remains in the parish when the clergy departs.
- If possible, the CDF checks should not be written to individuals. (to vendors is ok (mortgage company, management company, FPL or utility, etc)
- The Vestry should adopt a written policy that emergency cash assistance should be limited to a fixed amount. Any Cash disbursements over the fixed amount should be cleared in advance by the Sr. Warden. The policy should include that anyone receiving cash should sign a receipt (see above) that is to be filed with the vendor records
- If clergy need to be reimbursed for cash given to a person in need, then someone other than the Rector/clergy should write and sign the reimbursement check.

- Disbursements from the CDF that may be out of the ordinary or raise a question during an audit should be communicated to the Sr. Warden as soon as possible when the gifts are made.
- There should be a written Vestry policy that any passwords or user names associated with this CDF account are known to all signers on the account and password protected in the cloud.
- It should be communicated to authorized signers on the CDF account that any contributions made to the CDF for the direct benefit of a named individual (“pass through” gifts) are not charitable gifts and should not be accepted or funneled through the CDF.
- No church employees may receive funds from the CDF. If this does happen any funds from the CDF given to an employee must be added to the employee’s W-2 wages.

- Before the departure of any clergy the Senior Warden must complete a review of the CDF 30 days before the departure of the Rector/clergy. If this CDF audit is not completed in a timely manner, the Bishop reserves the right to delay sending a Letters Dimissory to your new Diocese.
- The Rector should maintain confidentiality regarding the identity of the person receiving assistance.
- The Vestry or finance Committee may impose additional guidelines, but these guidelines should be seen as the minimum standards for fiduciary oversight of the CD
- All donations from individuals to the CDF are to be deposited in the general fund, and recorded on donor's statements, and then transferred to the CDF

St Swithin's CASH ASSISTANCE DISBURSEMENT

TO: _____

from: _the Rev. _____

Date: _____ Amount: _____

For: (check all that apply)

Food Gas help with rent/utilities

help with travel, bus ticket, etc. other _____

RECEIVED BY:

Please have the person who received the cash sign on this line

This document (Part B) contains all of the above CDF policies in a checklist format for accountability:

Rector's Discretionary Fund Policy CHECKLIST (Part B) <i>The preferred answers are noted with a light gray "X" - Any answers that are in the non-preferred box should be answered/noted on the reverse of this sheet, with reference to the # at the far left. If there are specific questions, please contact the Canon to the Ordinary, Scott Holcombe at 321-525-2366 or sholcombe@cfdiocese.org.</i>			
It is suggested that each vestry adopt the Rector's Discretionary Fund (CDF) Policy checklist as the guidelines for Rector's Discretionary fund use, accountability, and operating policies of the Clergy/Rector's Discretionary Fund for _____ Episcopal Church.		YES	NO
This document also provides a checklist/outline to be used for vestry/warden oversight of this important Parish ministry and is a checklist for compliance.			
General information	The purpose of the Rector (or Clergy) Discretionary Fund (CDF) is to provide funds for the Rector/clergy to use for pious and charitable purposes. Has the fund been used for any purposes that are not pious/charitable? <i>(If yes, list all check numbers, dates, payees and amounts at the end of this checklist!)</i>		X
	<ul style="list-style-type: none"> Have these funds been used exclusively to aid the needy or for uses that are consistent with the parish's mission? 	X	
Setting up the account	<ul style="list-style-type: none"> Is it clear to all that the CDF Account belongs to the Church not the Rector? 	X	
	<ul style="list-style-type: none"> Is the account in the name of the Church? 	X	
	<ul style="list-style-type: none"> Was this account opened using the Church's FEIN number? 	X	
	<ul style="list-style-type: none"> Is the Bank statement sent to the church address, and reconciled by a trusted person other than the Rector/clergy? 	X	
	<ul style="list-style-type: none"> Is the CDF located at the same bank as all other church operating funds? <i>(This simplifies transactions and accessing records!)</i> 	X	
	<ul style="list-style-type: none"> Is there a debit card tied to this CDF account? <i>(This is strongly discouraged!)</i> 		X
Authorized signers	<ul style="list-style-type: none"> Are the Rector and/or all other clergy of the parish designated as signers on this account? 	X	
	<ul style="list-style-type: none"> Are there at least two other persons designated signers on this account? 	X	
	<ul style="list-style-type: none"> Does the Vestry update the Signature privileges on this account annually? 	X	
	<ul style="list-style-type: none"> Are any clergy spouse or clergy family members authorized signers 		X
Source of funds	<ul style="list-style-type: none"> Is the CDF funded from an undesignated "loose" offering once/month (either option is ok) 	X	X
	<ul style="list-style-type: none"> Is the CDF funded from a line item in the monthly church budget (either option is ok) 	X	X
	<ul style="list-style-type: none"> Are donations from individuals for the CDF deposited in the general fund, and recorded on donor's statements, and then transferred to the CDF? 	X	
	<ul style="list-style-type: none"> If there are funds available from a designated endowment For the CDF, do the clergy have access limited only to the interest from the designated endowment fund? 	X	
Operational guidelines	<ul style="list-style-type: none"> Are the CDF Bank statements opened by a person of trust, reconciled, and filed by someone other than one of the clergy? 	X	
	<ul style="list-style-type: none"> Are files or folders (paper or digital) of the CDF Bank Statements and reconciliation reports maintained by someone other than the clergy and kept in the "cloud" ? 	X	

THERE IS A TWO PAGE FORM ON THE DIOCESAN WEBSITE (PART B) THAT PROVIDES A CHECKLIST FOR THE AUDIT OF THE RECTOR'S DISCRETIONARY FUND

- Risk Management
- Clergy Discretionary funds
- Sabbatical Planning**
- Clergy Salary and Benefits
- Budget Planning
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SABBATICALS

- Are intended for clergy and key lay leaders that are under constant pressure and are designed to get one off of the treadmill for a season to recharge, renew, and recommit.
- Sabbaticals are not automatic, but rather tied to need and potential
- Generally sabbatical leave is appropriate for Bishops, clergy and key lay employees who have executive responsibility who are often "on call" in the fulfillment of their responsibilities.
- As a standard, seven years of service is expected before granting sabbatical leave for (typically) three months. However, readiness for sabbatical leave is more important than years of service in determining when a sabbatical should be considered.

- No two sabbaticals will be exactly alike, but they will typically include time for study, spiritual discipline and reflection, travel and rest. It is important to alter established routines and the person granted leave is not to be available for their normal duties except in extreme circumstances.
- Vestries should consider setting funds aside for the clergy for the sabbatical time, if at all possible. These funds should be available to the clergy 3 months prior to the scheduled sabbatical so that they may determine their plans and budget.
- Sabbaticals are included in every Letter of Agreement for clergy in the Diocese of Central Florida, yet few vestries fund this important benefit annually!

- So called “terminal sabbaticals” are strongly discouraged. The purpose of the sabbatical is to return to the parish with renewed vigor and refreshment, not to gain an additional 3 months of income upon departure or retirement.
- The vestry should make additional plans for clergy coverage of Sunday and midweek services and pastoral situations during the clergy sabbatical. They should also connect with nearby clergy to see if they are available for supply for the services and/or pastoral care. The vestry should be prepared to compensate these assisting clergy who are stepping in to help out during a sabbatical!

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2023 RECTOR 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	75,450	78,450	81,450	84,450	87,450	90,450
5	79,450	82,950	86,450	89,950	93,450	96,950
10	83,450	87,450	91,450	95,450	99,450	103,450
15	87,450	91,950	96,450	100,950	105,450	109,950
20	91,450	96,450	101,450	106,450	111,450	116,450
25	95,450	100,950	106,450	111,950	117,450	122,950
30	99,450	105,450	111,450	117,450	123,450	129,450
35	103,450	109,950	116,450	122,950	129,450	135,950

1. The figures include salary, housing (including utility allowance), and Self-Employed Contributions Act (SECA) tax offset, which are elements used in calculating the Pension Fund assessment and developing Church Deployment Profiles.

		Single	Employee + Spouse	Employee + children	Family	
A	Compensation (Stipend + SE offset + housing (from chart- new Rector < 50 ASA)	75,450	75,450	75,450	75,450	
	Benefits					
B	Health Insurance (single level coverage)	11,268	11,268	11,268	11,268	
C	church pays 85% of the difference versus single level coverage	-	9,549	7,637	19,098	
D	Pension 18% x LOA (a+c)	13,581	15,300	14,956	17,019	
E	Diocesan group term Life Insurance	360	360	360	360	
F	dental insurance (single)dental insurance (single)	648	1296	1164	1944	
G	Accountable reimbursement for business miles driven (320mi/mo)	2400	2400	2400	2400	
H	Continuing education	500	500	500	500	
I	Total benefits	28,757	40,673	38,285	52,589	
J	Total compensation and benefits	104,207	116,123	113,735	128,039	
K	If greater than single health insurance coverage is provided, the clergy pays 15% of the difference versus single level coverage- this amount is normally deducted from the clergy pay each month)	0	1719 (143/mo)	1375 (115/mo)	3438 (287/mo)	
	Annual health coverage cost b+c+k	11,268	22,536	20,280	33,804	

Denominational health plan canon requires parity for all lay employees starting 1/1/2016 in regards to health benefits for all who work 1500 hrs/mo (30 hrs /week or more)

If clergy live in a rectory, the value of that to the clergy person is quoted at 30% of the wages received (a) But now lets look at what the clergy person actually brings home!

	Single	Employee + Spouse+ children
	75,450	75,450
Less standard deduction in 2022	12,950	25,900
Taxable income	62,500	49,550
12 % income Tax bracket	-7500	-5946
Social Security 15.3% of a	11,544	11,544
subtotal	56,406	57,960
Less health insurance paid by clergy (15%)		-1719 to -3438
This does not include tithe to church, car payment or car insurance, family savings		

SUBJECT	Where do I find this? CFDIOCESE.ORG
Generic clergy housing allowance for vestry to pass Each year at December/January vestry meeting	https://cfdiocese.org/wp-content/uploads/2015/02/HOUSING-ALLOWANCE-RESOLUTION-Generic.pdf
2023 Rector Compensation Guidelines	https://cfdiocese.org/wp-content/uploads/2022/10/2023-RECTOR-Compensation-Guidelines.pdf
2023 Minimum clergy cost guidelines	https://cfdiocese.org/wp-content/uploads/2022/10/2023-RECTOR-Compensation-Guidelines.pdf
2023 Health insurance guidelines and rates	https://cfdiocese.org/wp-content/uploads/2021/09/MASTER-Plans-Rates-Sheet-original.pdf
Annual Audit required <u>DCanon XIX, Section 4</u>	<p>All such accounts shall be audited at the close of each year by an independent certified public accountant or independent licensed public accountant, or such audit committee created and authorized by the Vestry. If an audit committee performs the audit, the audit shall be conducted according to guidelines provided by the Ecclesiastical Authority. A certificate of audit shall be forwarded to the Diocesan Treasurer no later than September 1 of each year covering reports of the previous calendar year.</p>

9. In the final analysis, the two most important elements in determining clergy compensation are the welfare of the clergyperson's family and the congregation's ability to pay.

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	11,268	9,420	11,268	9,420	11,268	9,420	11,268	9,420
Compensation Adjustment*	-	-	9,549	7,984	7,637	6,387	19,098	15,966
Pension on Comp Adjustment		-	1,719	1,436	1,375	1,149	3,438	2,874
Employer contribution to HSA	-	1,848	-	3,696	-	3,324	-	5,450
Total Cost	11,268	11,268	22,536	22,536	20,280	20,280	33,804	33,804

* The compensation adjustment is based on the difference between the cost of the single coverage premium and the cost of the family coverage premium. The compensation adjustment is based on the difference between the cost of the single coverage premium and the cost of the family coverage premium.

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Manual of Business Methods in Church Affairs 2019

<https://cfdiocese.org/wp-content/uploads/2020/09/2019-Manual-of-Business-Methods-in-Church-Affairs.pdf>

- Church Budget Planning- Chapter 1

Incremental Budgeting

Incremental budgeting (line item / traditional budgeting) uses this year's budget as the basis for next year's budget and adjusts each line item. It is an easy method to use and to understand, but problems can arise if the budgeted amounts become routine. Prior programs and costs may not be re-evaluated. The budget and programs become reliant on the past and may not incorporate new ideas.

Program Budgeting

- Costs are identified with the specific programs (activities/ministries)
- All committees and groups identify each program it conducts along with needs and objectives of each program.
- Each program chair and/or staff member examines his/her own program in terms of how well it is achieving its goals and determines an estimate of the resources needed to operate the program for the next year.
- Each program chair then compiles the data into a program budget format that includes a statement on the purpose of the program, a description of the services provided, program goals and objectives, the amount of money needed, and the benefits and costs of any requested program change.

Zero-Base Budgeting

(e.g., once every five years). Each program chair and/or staff member is asked to assume the program is new and has received no funding previously. This means that program groups must take an in-depth look at their programs and how their activities are conducted.

Scenario Budgeting – involves the creation of multiple versions of a budget by making variations to a base (or the most likely budget). The most frequent variations are **optimistic**, **realistic (base)** and **pessimistic** scenarios. The different budget scenarios enable you to test and analyze the alternatives before adapting a final budget;

- Effective communication and explanation of the budget require different techniques designed to address the different ways that people learn.
- Some people learn through pictures. For them, a graphic presentation of the budget is useful; pie charts, bar graphs and line graphs are helpful.
- Other people love numerical detail; a line by line presentation of the numbers along with a brief narrative description of each line could be ideal.

- Any budget presentation should include amounts and sources of income, line item expenditures with narrative descriptions, a summary page or chart, a timeline of the budget process, and a roster of finance committee and Vestry members.
- The budget presentation goal is to have the congregation consider and embrace the budget as its own – not the Vestry’s budget or the rector’s budget.

- The approved budget should be incorporated into the monthly financial statements presented to the Vestry. (Budgeted versus actual receipts and expenditures)
- An approved budget serves as authorization to expend funds for the purposes allocated within it.
- Individuals or committees responsible for line items should not exceed the budgeted amount without the Vestry's approval.
- Adjustments during the year may be necessary due to unanticipated costs, changes in income and new programs.
- All modifications to the budget should be approved by and included in the Minutes of the Vestry.
- The budget should be a flexible document, which reflects the sources and uses of resources in order to accomplish the mission and ministry of the congregation.

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FUNDRAISING

VS

STEWARDSHIP

- A way of raising money
- Repetitive, short term activities
- Expects the same people to generate income from new ideas, plans or projects
- Expects no sacrifice
- The “giver” often gets something in return
- Is not sustainable in the long run for funding the mission of the church.

- A way of life
- Living a grateful/generous lifestyle
- Giving without expecting anything in return
- From our first fruits- our best sacrificial- trusting God’s provision
- Proportionate to what God has given us
- Is about nurturing and developing our gifts for ministry
- Is sustainable for life!

FUNDRAISING

VS

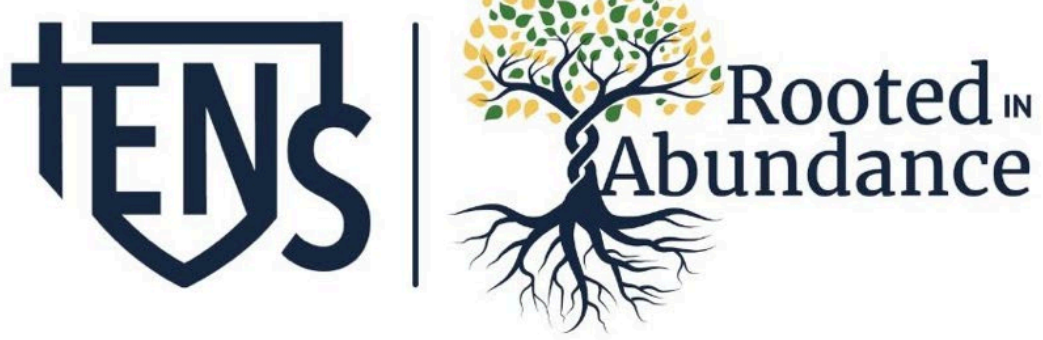
STEWARDSHIP

- Requires a great deal of time and effort from a small group of people to be successful
- Generates new income usually from people outside your church
- Stretches over-committed people to take on more and more work for a limited return
- Will eventually burn people out
- Often depends on pressure or guilt ...to buy...or to sell...

- Focuses on the need of the giver to give- not on the church to receive
- Is a year round ministry of education and spiritual growth
- Doesn't ask those outside the church to pay for normal church expenses
- Is about joyfully returning to the Lord our tithes and offerings
- Matures our faith, individually and corporately!

STEWARDSHIP ESSENTIALS

- Clergy and lay leaders will pave the way as tithers/proportionate givers:
- Clergy are willing to witness publicly about their own practice of Stewardship and invite members of the parish to examine their own beliefs and practices of Stewardship
- Vestry members are committed to proportionate giving (leading to the tithe) and give encouragement to others to do the same
- The rector and vestry commit to increasing the percentage of parish income devoted to mission outside of the congregation
- Parishioners are given opportunities to talk to others parishioners about their personal giving goals
- Have a plan that provides Stewardship education year round (not just for the fall only)



Rooted in Abundance - New Password

The Episcopal Network for Stewardship's theme for 2023 campaign resources is "Rooted in Abundance."

"Our generosity is informed by the simple theological truth that God has blessed us infinitely with all of the gifts of Creation. Our lives, our labor, our love is devoted to the mission of the Church when we take stock and realize that our lives and our response to God's generosity are Rooted in Abundance." - TENS.org

[Click here to download](#) campaign logos and artwork, seasonal reflections and the campaign timeline in English and in Spanish. **Your new TENS password to access the resources for 2023 is Jeremiah17:8. Please note, the password is case sensitive, and there are no spaces.**

They will be like a tree planted by the water that sends out its roots by the stream. It does not fear when heat comes; its leaves are always green. It has no worries in a year of drought and never fails to bear fruit."

Password: **Jeremiah17:8**

Case sensitive, no spaces!

What comes in an Annual Pledge Campaign

TENS members are able to view and download complete pledge campaign packages for use in congregational stewardship. Each year, the TENS members and our extensive network help us to create a theme around which our stewardship campaign materials revolve. This theme is a common point we can use to highlight a particular nuance of our stewardship theology.

We organize our annual campaign resources by liturgical year, beginning Advent One and continuing through Christ the King. Resources are added as they are created, and **the entire pledge campaign package will be ready by mid-June**. As a member you will find:

- A theological statement about the annual theme and how it can be used
- A timeline and instruction guide for the annual campaign resources
- Sample letters from the clergy and wardens / stewardship committee
- Prayers of the People for use during your pledge campaign
- Logos for use in marketing and materials in English and Spanish
- Sample pledge cards – customizable and ready for use
- Seasonal reflections, available in .doc and .pdf which relate the theme of the season to stewardship perspectives
- Weekly reflections on the October and November Sundays which tie to the lectionary readings and highlight stewardship themes



If you need help forming a Stewardship Committee, or need help training your stewardship committee or just want to meet the most passionate person about stewardship that I know...

contact **La Nora Holcombe** at LHHmom@gmail.com and arrange a time that she can come and meet with your vestry about launching a Stewardship Committee or adopting Year-round Stewardship in your church!

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Grace Church in Port Orange has crafted what I believe to be one of the most comprehensive Operating Policies and Procedures Manuals in use in our diocese for small-medium sized churches. They have graciously agreed to provide access to their WORD doc.file so that you may edit it for your particular church and use. If you would like a copy of this please send me an email and I will forward it to you! (here is a brief outline of their manual:

Articles of Incorporation

Bylaws

Job descriptions for Rector, Assistant Rector, Deacon, Music Minister, Youth Minister, Parish Administrator, sexton and bookkeeper

Vestry officer job descriptions

A list of all standing committees and their responsibilities

A list of all ministries

Personnel Policies, employment practices, general employment guidelines, employee benefits, code of ethical conduct, workspace emergency medical procedures, inclement weather policies, risk management, use of alcohol, tobacco and illegal chemicals on church property, sexual and other prohibited harassment

Building and grounds

Business policies

Financial polices

Each Congregation should have some sort of written policy that covers

- The **role of the Rector** in hiring and terminating employees
- The **role of the vestry** in establishing and approving personnel policies
- Is there a **personnel committee** to review personnel matters or is that up to the Vicar/Rector?
- **Job descriptions and salary ranges** shall be determined by the Vestry
- Must include **non-discrimination clauses**
- The Church as an **alcohol and drug free workplace**
- **Risk management policy** consistent with Diocesan policy
- A **90 day probationary period** is advised
- **LOAs for clergy only**, all other lay employees- a signed job description
- All employees will receive an **annual performance evaluation**
- **Days off, sick leave, and National holiday policy**

- **Vacation** should be requested a minimum of ten days in advance to the Rector, except for an emergency which must be approved by the Rector. Annual leave is intended to afford time off with pay. Cash will not be paid in lieu of or for unused annual leave. A maximum of four weeks' vacation time may be accrued.
- **Personnel files are the property of the Church and shall be considered confidential.** Information in these files will include: job description, letters of reference, W-4 forms, I-9 forms, employee application and resume, employee evaluations, and records of any disciplinary action.
- **Paid sick leave shall be earned at a rate of one day per month in accordance with the employee's current work schedule. Employees may accrue up to twelve days of paid sick leave.** There shall be no paid sick leave for temporary employees. Paid sick leave is only intended to cover personal illness and other emergencies, and **cash will not be paid in lieu of or for unused sick leave.**

- **Funeral Leave-** Any employee may be granted up to three days of administrative leave for a death in the employee' s immediate family (defined as spouse, parent, sibling or child).
- **Leave Without Pay-** Leave without pay may be granted by the Rector when no other type of leave is available or appropriate. An employee on leave without pay shall not earn sick leave credits, and shall be responsible, when applicable, for paying their own insurance premiums during this period.
- **Maternity/Paternity Leave** -Maternity/paternity leave is defined as a period of up to thirteen (13) weeks that the employee is away for the birth or adoption of a child. The employee's position will be guaranteed during this period of time. Vacation and sick leave will not accumulate during this period. Any absence in excess of accumulated annual vacation and/or sick leave will be attributed to leave without pay and must be approved by the Rector.

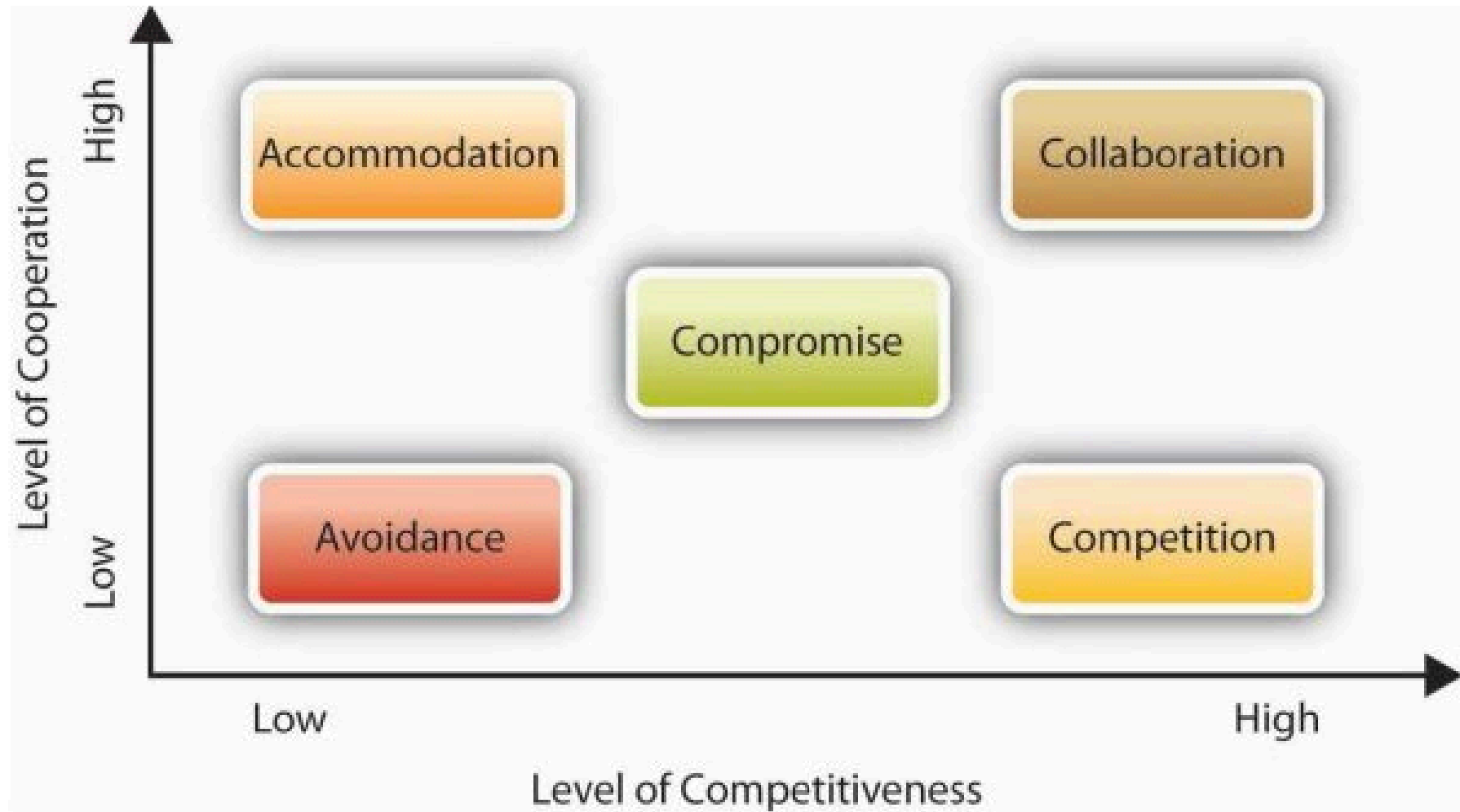
- **Health Insurance** - Group medical insurance plan to all full-time regular employees. The cost of the plan is paid by the Church; dependent coverage may be purchased by the employee at his/ her expense and payroll deductions will be made accordingly. Health insurance begins at the end of the probationary period. Clergy health insurance coverage will be provided in accordance with diocesan guidelines.
- **Pension** The Church makes available a group pension plan to all full-time regular employees. The cost of the plan is shared by the Parish with the employee according to guidelines established by the diocesan group plan. Ordained employees' pensions are provided in accordance with diocesan guidelines.
- **Workers' Compensation** The Church participates in a workers' compensation and employees' liability insurance policy to cover employees on official duty in accordance with the compensation laws of the State of Florida. All incidents/injuries must be reported to the Rector immediately.

- **Disability Leave-** A disability leave of up to ninety (90) days based upon the employee's regular work schedule will be considered upon presentation of appropriate medical documentation. The position will be held for a current employee until ninety (90) days have passed, at which time the position may be declared "vacant".
- **Unemployment Insurance-** In Florida Churches are exempt from requiring Unemployment Insurance. This benefit is not available to church employees.

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Conflict is a process in which people disagree over significant issues, thereby creating friction.

- Opposing interests, thoughts, perceptions, or feelings
- Existence of different points of view
- Ongoing disagreement -not a one time event
-
- People with opposing views who try to prevent one another from accomplishing their goals



the Thomas-Kilmann conflict management theory

	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	Protecting one's own group becomes the focus Language is ideological	
	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	
Lesser conflict			0			
Ostrich mentality	Depression (what problem?)	Is there a problem/conflict or not				

Antagonist attack behaviors: (from *When Sheep Attack*- by Dennis Maynard)

- Approach is to share a few of their concerns- always framed in the “best interest of the parish”
- Try to convince those in authority that they are speaking for a larger group- always anonymous
- We are conducting an investigation into what is going on (we are putting the rector under a microscope)
- Blackmail- cancelled financial support or promise of a major gift AFTER the rector is gone
- Email campaigns to stir up support
- secret meetings sometimes disguised as bible studies or prayer groups
- offering a slate of people for the vestry (for greater control)
- hostile parish meetings, or stacking them with former inactive parishioners

- triangulation- will attempt to meet with the Bishop or denominational leader against the clergy
- anonymous letters, abusive phone calls, intimidation, rumor mongering
- physical abuse or threats
- confronting pastor face to face demanding that they resign-
- offers to “buy out” or threaten career ending repercussions if they don’t
- many attacks happen at Christmas/Easter or Nov-Jan time frame when clergy tend to be exhausted
- watch out for prayers that are weapons against the clergy

(for discussion at a future Vestry meeting!) Vestry oath of office

I do declare my belief in the Christian Faith and do declare that I accede to the doctrine, discipline and worship of the Episcopal Church, and that in obedience to the same, I will execute the office of member of the vestry without prejudice, favor or affection, according to the best of my skill and knowledge.

I do further declare that I will not engage in any negative 3rd party conversation which has the Rector (or any member of the parish) as the object of concern without him/her being present. I will not accept phone calls, emails, or visits from anyone with complaints about the Rector (or any member of the congregation) without including the Rector (or parish member designated) in the conversation. If anyone brings to my attention a concern about the Rector (or another member of the parish) I will not be their messenger.

In the spirit of Matthew 18, I will direct the person to take their concern directly to the Rector (or parish member) so that in private they may together reconcile their differences. This I pledge for the purpose of preventing triangulation and for the health of the congregation.

I do further declare that I will treat all anonymous rumors, letters or emails as nothing more than malicious gossip. Such forms of communication are never to be accepted as fact and therefore are never repeated. Phrases such as “people are saying”, “I can’t tell you who”, or “I promised that I wouldn’t reveal their names” are out of order.

So help me God. Amen.

Signature

Date

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Power is a person's capacity to influence the actions of others.

Power can result from both personality traits and acquired abilities.

One may derive their source of power from confidence, ego, or years of experience.

Power may work its way into social groups, with one friend better able to convince others to participate in group activities.

Within an organization, those lower on the totem pole might be able to use the power of charisma to sway the decision-making of higher-ups.

I am here this morning in a position of power-

Teacher

have led Past 3 Vestry Trainings

ordained clergy 44yrs

prepared this talk/handout

Canon to the Ordinary

on Bishop's staff

I have the microphone

to share important information

to enhance your vestry experience

equip the saints for the work of ministry!

What Is Authority?

Authority is the legitimacy of power; this often manifests as one's appointed or elected right to power. Police officers are hired for their jobs, politicians are voted into office, and managers rise through the ranks of their jobs: All of these titles give people authority.

As Canon to the Ordinary, on the Bishop's Staff, I have a responsibility and an authority to relay certain information-

- to explain the Canons of the Church
- to share with you where to find answers
- help you understand your power and authority as wardens/vestrypersons
- To let you know where to go for answers to your questions
- To let you know where your boundaries are, where your clergy boundaries are and to advise you when you are outside the limits of faith and practice

Examples of an abuse or misuse of power

(all of these I have dealt with this year!)

- A rector uses a Discretionary fund for other than Pious and charitable uses
- A senior warden engages an architect and project manager without vestry approval or a budget
- A rector hires a public adjuster to try to pressure the Church Insurance Co.
- A rector had solo discretion in determining investment strategy for a parish portfolio
- A major project was initiated without proper funding or permission from the Diocese
- 40 of our 81 congregations have not turned in their audits for last year
- Parochial reports were due March 1st- _____ have been returned.

- Several churches engaged in shared use agreements with others without the involvement or input from the Diocesan Real Estate Committee
- Several rectors acted singularly when the Canons clearly required “ with the consent of the vestry”
- Multiple rectors requested revised parish bylaws that were not in synch with the Diocesan Canons
- Meetings of the vestry were held without the Rector’s knowledge or consent
- A congregation renegotiated a mortgage 11 times without Diocesan knowledge or consent
- **And these are just a few of those situations where Rectors overstepped, vestries were not held accountable, and diocesan Canons and policies were disregarded.**

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Additional Diocesan Resources:

Canon to the Ordinary Scott T. Holcombe sholcombe@cfdiocese.org
mobile: 321-525-2366

Anything related to Deacons- contact Archdeacon Kristi Alday at
kalday@cfdiocese.org

Anything related to the Diocesan Real Estate Commission
contact Tom Alday at tom@interlachen.net

Also available on the Diocesan Website

Policies for Clergy and Congregations

Alcohol Policy

Church Expansion Policies

Counseling Assistance to Clergy and Families

Deanery Accounting Standards and Guidelines

Clergy Discretionary Fund Policy

Clergy Discretionary Fund Policy Checklist

Guidelines for Clergy Discretionary Funds

Sabbatical Leave Guidelines

Vestry Certification for Risk Management and Anti-Racism

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The stress and strains of ministry means that clergy are presented with many personal and professional challenges

- Financial
- Vocational
- Physical
- Marital
- Spiritual
- Emotional
- Aging parents
- Dealing with vestries or problem parishioners
- Clergy not functioning at 100%
- Affording college for children
- Health and Aging
- Family stressors
- Planning for Retirement
- Time management
- Meeting expectations of parishioners
- (For some) alcohol / addiction issues
- Clergy being pressured to retire or leave their current job

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St. Swithin's in the Swamp Vestry
MINUTES / AGENDA for 3/18/2021:5:00p

Almighty and ever living God, ruler of all things in heaven and earth, hear our prayers for this parish family. Strengthen the faithful, arouse the careless, and restore the penitent. Grant us all things necessary for our common life and bring us all to be of one heart and mind within your holy Church; through Jesus Christ our Lord. Amen.

2022 Late arriving Lucy, Perfect-Polly, Why-me-Wally, My-way-Mike

2023 Used-to-Eunice, Boisterous Bob, Financial Frank, Meek-Molly

2024 Talkative Tony, Complaining Carl, Seconding Sue, Absent Ann

Fr. Talks too much, Deacon-do-it-my-way

Treasurer of Disbursements **Johnny Cash**

Treasurer of Receipts: **Penny Wise** (BOLD/color those PRESENT at meeting))

1	HOT TOPICS
	A. Major event planned for Maundy Thursday with Seder and foot washing- help still needed for dinner and clean up
	B. Easter services- will be adding a new Sunrise Service- need to think through special set up and final publicity
	C. Cash flow is tight- any ideas for additional income?
	D. Palm Sunday procession will begin in the garden, need some vestry assistance with keeping things going and lining up procession
	E. We have received a letter from a parishioner about a lack of pastoral care to the homebound- lets explore what we are doing and how it can improve
2	Rector's Report
3	FYI: Active Committees: Any updates?

Stewardship/ Finance Committee/ Building and Grounds- Administration/ Personnel/Compensation Committee-

Worship Committee-
Evangelism committee
Education Committee
Pastoral Care/ Funeral /Bereavement/ Parish Life-
Social ministry / Outreach Committee-

4 I move that we accept the Minutes of 1/18/2023, as presented/ as amended. Moved by 2nded by Vote:

5 I move that we accept the February 2023 Treasurer’s report for audit , as presented/ as amended. Moved by 2nded by Vote:

	Name of project/decision	Passed at what vestry meeting	Person responsible	Date of completion
a	Get bids for new sprinkler system	11/20/2022	Jr Warden	
b	Pressure wash slippery sidewalk	10/19/2022	Steve Z.	
c	Memorial Garden walkway needs to be smoothed out	11/20/2022	Jr Warden	12/20/2022
d	Men's Bathroom in narthex has Broken toilet	10/19/2022	Mark S.	
e	New chairs ordered for parish hall	7/10/2022	Sr. Warden	arrived 12/10/2022

6. List of ongoing concerns/decisions made/ HOT TOPICS for consideration of next month's meeting

- A** Expect update on pastoral care concerns
- B** Vacation schedule for all staff for summer + supply clergy needs
- C** Decide on new sprinkler system bids, make sure toilet fixed!
- D**
- E**
- F**
- G**

Email your list to the Senior Warden the week before the meeting
To mywaymike@gmail.com

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Four Principles Every Church Leader Should Know

1. As organizational responsibilities increase, rights decrease.
2. The Fire Brigade – Leaders must only throw water on church fires (hurt feelings, conflict), especially when tempted to throw gasoline.
3. Triangulation – the favorite game in church. Establish ground rules (see confidentiality statement).
4. Always communicate upstream (vestry or staff) it avoids water pollution in town (congregation).

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.**

