Authority and Leadership in the Episcopal Church
The Episcopal Diocese of Spokane

The Four Main Tasks of Congregation Leadership:

- Spiritual Discernment
- Planning and Leading
- Organizing and Working
- Fiduciary and Legal

Important questions for all of these tasks:

- Why is this a vital task?
- What key pieces of information are most vital?
- What key practices are most vital?
- What are measurable outcomes?

Spiritual Discernment

_After Jesus dismissed the crowds he went up the mountain by himself to pray._ Matt. 14:23

_Stay awake and pray that you may not come into the time of trial; the spirit indeed is willing, but the flesh is weak._ Matt. 26:41

Examples of how you might answer these questions:

*Why is this a vital task?*
- We are called to follow Christ!
- To ask: what is God calling us to do in this place at this time requires open and honest listening – this takes practice.
- Prayer keeps our work grounded in God and our faith.

*Key pieces of information*
- Discernment doesn’t come in with questions already answered.
- Prayer is not wasting time!
- Formation and transformation are our key tasks.

*Key Practices*
- Intentional prayer and study.
- Story sharing/witnessing.
- Scripture reading/study.
Measureable outcomes
• Members of vestry/BC feel more connected to God and each other
• Deeper lives of prayer
• Each meeting begins and ends with prayer

Planning and Leading

For which of you, intending to build a tower, does not first sit down and estimate the cost, to see whether he has enough to complete it? Luke 14:28

Where there is no vision the people perish. Proverbs 29:18 (KJV)

Examples of how you might answer these questions:

Why is this a vital task?
• Essential connection between vision and action.
• Provides clarity about context.
• Establishes a system of accountability.

Key information
• Who are we: Does our mission statement accurately reflect our current understanding of ourselves? Why or why not? (mission and values)
• Where are we: How is the congregation living out our current mission statement? (assessment)
• Where are we going: What barriers exist that hinder the fulfillment of the stated mission of our congregation? (vision and priorities)
• How are we going to get there: Imagine and share how those barriers might be overcome. (planning and goals)

Key Practices
• Gather-Transform-Send (G-T-S), Sources of Transformation, and other models.
• Tools for Planning Process.
• Think about group dynamics, congregational size dynamics, etc.

Measurable outcomes
• Projects of congregation are planned in advance and seen how they fit with mission statement.
• Clear by-in by members of congregation to ministry projects.
• Members of congregation believe their opinion has been heard and valued.
• Members of congregation see the need for the ministry project in their context.
Organizing and Working

*A shared vision, even a God-sized vision, is unlikely to come to life if a congregation lacks structures and processes through which they communicate and carry out a vision.*

*The Kingdom of God requires our participation.*

*Faith without works is dead.*

*Tangible results generate enthusiasm, participation, visibility.*

*How much will it cost? (budgeting)*

*Did we do it? (evaluation)*

*Vestry meeting/retreat that includes reflection on successes/failures of the last year and developing measurable goals for the coming year.*

*Differentiate items that folks need to know as information versus that which needs to be discussed.*

*The ministry/project started and has developed momentum to sustain it.*

*There are transition plans in place for the next group of workers/leadership for the project/ministry.*

*There is a regular system of review and revision as needed.*

*Members of the congregation are regularly invited to participate, and know how to engage the ministry.*
Fiduciary and Legal

Jesus said to them the kings of the Gentiles lord it over them; and those in authority over them are called benefactors. But not so with you; rather the greatest among you must become like the youngest, and the leader like one who serves. Luke 22:25-26

Examples of how you might answer these questions:

Why is this a vital task?
• Basic Corporation responsibilities
• Canons
• Code of Conduct Policies
• Ethics

Key pieces of information
• Actions such as encumbrance and sale of property require Standing Committee and Bishop's approval.
• Articles of Incorporation, By-laws, local policies and procedures, filing responsibilities, etc.

What is the essential information?
Q: Where can The Episcopal Church’s Manual of Business Methods in Church Affairs be found?

Or you may request a hard-copy be sent to your congregation by contacting Paulsen House at 509-624-3191 or 800-359-2587.

Key Practices
• Requirement for Annual Audit.
• Where are titles, deeds, etc.?
• Periodic review of bylaws.
• Follow approved accounting procedures.
• Insurance and risk assessments.

Measurable outcomes
• Annual audit completed.
• Congregation in compliance with business manual for church affairs.
• Bylaws up-to-date.
• Letter of agreement between congregation and cleric up-to-date.
• Photos/video of inside and outside of parish on file (for insurance).
Vestry Organization

There is no “one right way,” there is simply the way that works best for your particular Vestry/ Bishop’s Committee/ committee to organize so that you can accomplish your purpose.

Several different methods of organization are given below as examples. Talk with your Regional Developer or Regional Canon for more information.

How might you organize the written material for your Vestry/ Bishop’s Committee?

The Vestry/ Bishop’s Committee will, over time, accumulate written material, having a way of organizing it from the start will be useful for all members. In addition, the bylaws of the congregation and any policies/procedures should be part of the material to help members with their work.

One Example:

New members given a binder with basic materials and add the materials from each meeting during their terms.

• Per Meeting:
  o Agenda
  o Meeting minutes
  o Reports and handouts
  o Treasurer reports: budget, fund balances
  o Calendar
• Parish leaders list (staff, ministry chairs, etc.)
• Church By-laws, including:
  o Church purpose, voting qualification, parish meetings, the vestry, officers of congregation/vestry, restriction of debt, policies and procedures.
• Policies and Procedures, including:
  o Alcohol usage, screening for sexual misconduct, gift acceptance, building fund, special fund raising, budget development, pledge records, finance committee, expenditures & check writing, use of church property, contracts with church members, facilities usage by outside groups, church inventory.
• Endowment fund bylaws
• Parochial Report
• Diocesan canons
• Church insurance policies, coverage, guidelines for risk management
• Vestry Resource Guide
How might you organize the meeting itself for your Vestry/ Bishop’s Committee?

Example One:

• Organized around what the information is for and not by who is giving it:
  1. Formation (this includes opening/ closing prayer and study)
  2. Information
  3. Discussion
  4. Decision
  5. Treasurer’s report
  6. for the good of the order

Example Two:

• Organized around who is presenting:
  1. Opening Prayer and Bible Study
  2. Agenda – review and approval
  3. Approval of last month’s vestry minutes
  4. State of parish and opening comments
  5. Rector’s Report
  6. Sr. Warden’s report
  7. Jr. Warden’s report
  8. Treasurer’s report
  9. Committee reports
  10. Old business
  11. New business
  12. For the good of the order: Correspondence, etc.
  13. Adjournment

Example Three:

AGENDA
• Call to Order:
• Opening Prayer:
• Gospel Lesson:
• Remarks from the Priest-in-Charge:
• Senior Warden:
• Junior Warden Report:
• Old Business:
• Commission and Committee Reports:
• New Business:
• Finance Committee Report:
• Closing Prayer and Adjourn
How might you organize committees / task forces?

Base the structure upon your answers to these questions:

1) Always ask “what is our purpose?”
2) Ask “what type of structure do we need to accomplish our purpose?”
3) Ask “what type of reporting / accountability do we desire?”
4) Ask “how long do we need to accomplish this task?”

Online resources: (with contact information for calls etc.)

Diocese of Spokane Web site: www.spokanediocese.org with purple bar and gray bar links

- "For Leaders" tab includes Bishop's Committee and Vestry resources,
- "Get Involved" tab has camp and outreach information;
- "Foundation" links to grants information;
- "Governance" links to the Business methods guide and the Canons

The diocesan website continues to evolve so explore its options!

Episcopal Church Foundation (national) see entry in Publications

Church Pension Group: www.cpg.org
- Information and contact info on pension responsibilities for clergy and lay employees
- Medical Trust: Insurance and health information
- Church Insurance: Property and liability insurance information
General Resources

There is gold, and abundance of costly stones; but the lips informed by knowledge are a precious jewel. Proverbs 20:15

Publications:

Episcopal Church Foundation website:  www.episcopalfoundation.org

• Vestry Resource Guide (Order the most recent version if yours are older than fall 2015)
• Vestry Papers – free monthly themed articles on topics such as:
  o leadership challenges
  o finance and administration
  o leading change
  o listening to God's call
  o building strong teams
• Website page for sharing best practices
• Tools page for practical resources

Books about the Episcopal Church

• Westerhoff & Pearson "A People Called Episcopalians"
• Law and Spellers "The Episcopal Way"
• Zscheile "People of the Way" and "The Agile Church"
• Doyle: “Unabashedly Episcopalian”
• Gamber, “Your faith, your life, an invitation to the Episcopal Church”

Books about generosity, hospitality, evangelism

• Reese, "Unbinding the Gospel"
• Spellers, "Radical Welcome"
• Miles, "Take This Bread" and "City of God"

Books to aid leadership process

• Hammond, "The Thin Book of Appreciative Inquiry"
• Snow, "The Power of Asset Mapping"
• Weems, “Church Leadership” and
  ▪ “Take the next step”
• Rendle, “Doing the Math of Mission: Fruits, Faithfulness and Metrics”
• Crabtree, “The Fly in the Ointment”
• Steinke, “How your church family works”
• Block, “Community”
• Michel, “How to hit the ground running” and
  • “Beyond business as usual: Vestry Leadership Development”
• Kunz, “God’s Grace & Robert’s Rules: A Theological Primer for Vestry Members”
• Wimberly, “The business of the church”

Books on Spiritual Discernment

• Ellison & Keifert, “Dwelling in the Word”
• de Waal, “Seeking God”
• Reese, "Unbinding the Gospel"
• Episcopal Diocese of Spokane “Manual for Congregations in Discernment”
• Forward Movement for a wide variety of materials

Who do you call and for what?

Your Canon for Regional Mission: for assistance with sacramental care and supply clergy

Northwest Region  The Rev. Cn. Linda Mayer  rflmmayer@msn.com
Southwest Region  The Rev. Cn. Jane Schmoetzer  rector@allsaintsrichland.org
Northeast Region  The Rev. Cn. Bill Osborne  revbillo@gmail.com
Southeast Region  The Rev. Cn. Robin Biffle  rector@moscow.com

Your Regional Developer: for assistance in building more healthy, effective and faithful communities

Northwest Region  The Rev. Frances Twiggs  ftwiggs@gmail.com
Southwest Region  The Rev. Jan Griffin  revsulajang@gmail.com
Northeast Region  The Rev. Kathy Lamphere  dklamph@gmail.com
Southeast Region  The Rev. Cn. Susan Cleveley  susanc@spokanediocese.org

The Commission on Ministry: For questions about the discernment, development and formation of ministry vocations for all baptized people. See the Diocesan Website for information and contact person.
**Bishop’s Staff at Paulsen House: 509-624-3191**

The Diocesan Directory includes contact info for clergy and lay leadership, and diocesan staff.

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<thead>
<tr>
<th>Role</th>
<th>Name</th>
<th>Email</th>
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<tbody>
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