

**Guidelines for Parishes served by a Priest-in Charge**

**(Process to be adapted to the needs of the individual parish involved)**

Episcopal Diocese  
of Massachusetts



My Sisters and Brothers in Christ:

A Priest-in-Charge (PIC) appointment occurs when a parish's wardens/vestry in conversation with the Bishop believes its congregation is not best served by initiating a search for new clergy at present. It is a recognition that the congregation would be better served by a time of self-study/discernment and/or consideration of significant issues (e.g., finances, conflict) and that the potentially the PIC can be their next Rector instead of proceeding with the search.

Now that you have chosen to call a Priest-in-Charge, your bishops, the diocesan staff, lay and clerical leadership of the Diocese of Massachusetts will work closely with you to insure that the three year time that you and the PIC are going to mutually serve this worshipping community be fruitful. Experience has taught us that parishes served by a Priest-in-Charge are often looking for such a support system, especially as they move into the last year of discernment and make the decision as whether or not to call the Priest-in-Charge as Rector.

In the interests of responding to this reality, we have established a support structure that we hope you will find welcome and exciting. We have a number of Priest-in-Charge Consultants trained to work with Vestries, Wardens and Priests-in-Charge throughout the PIC time commitment. They will be available as a resource to the priest and the Vestry/Wardens through the first two years and then able to walk through the last year of discernment. These PIC Consultants understand very well the dynamics of congregational development and transition and will be able to serve as resources for you. This handbook is meant to guide you during this time and not a checkmark. It is there to make possible the spiritual growth and renewal of God desires for you as the opportunities presented by this transition unfold. As you go through it, use it as a general outline of the priest-in-charge process to be adapted to the needs of the individual parish involved and remember all that Jesus learned of God's power and continuing presence in the wilderness when he left his relatively serene life in Nazareth in order to begin his public ministry. Matthew 4:1-11; Luke 4:1-13; Mark 1:12-13.

Know of my prayers as you begin this time of exploration and discernment in the life of your parish.

Faithfully and fondly,

The Rt. Rev. Alan M. Gates

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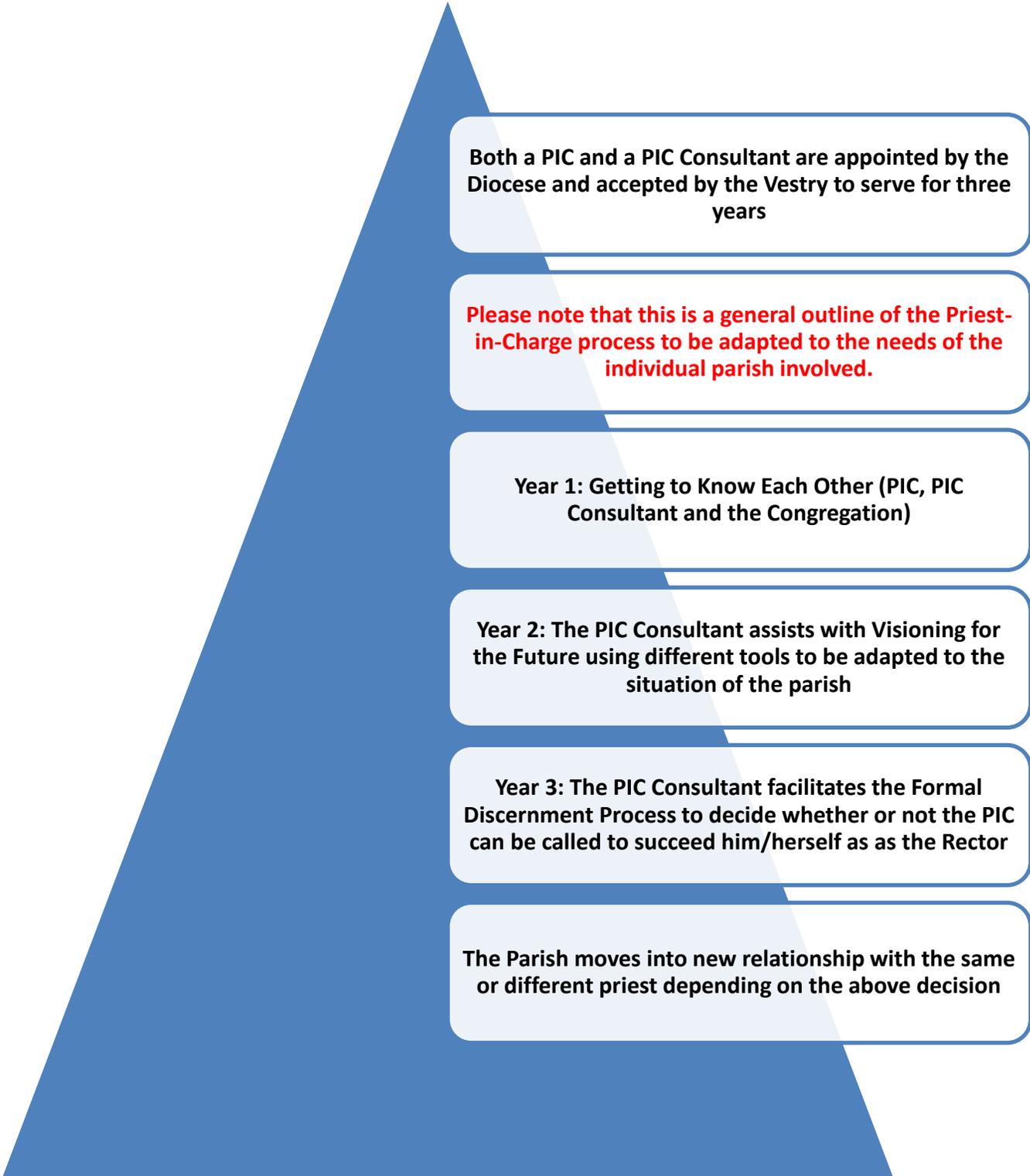
### Episcopal Diocese of Massachusetts

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It is an essential part of the mission and responsibility of the Office for Transition Ministry to assist congregations in transition during their discernment of new ministry and clergy leadership in the Diocese of Massachusetts. Congregations undergoing transition have the option of calling a Priest-in-Charge instead of initiating a search for a new rector during which period an interim priest is assigned. Once an appointment of a Priest-in-Charge is agreed upon, a "PIC (Priest-in-Charge) Consultant" is also appointed to work closely with the Priest-in-Charge, wardens, vestry, congregation and this office throughout the three-year period of the Priest-in-Charge's tenure.

This handbook is a general overview of the role of the PIC Consultant and guidelines that have been found to be best practices during the three-year period of a Priest-in-Charge's appointment. It is to be adapted according to the parish situation.



**Both a PIC and a PIC Consultant are appointed by the Diocese and accepted by the Vestry to serve for three years**

**Please note that this is a general outline of the Priest-in-Charge process to be adapted to the needs of the individual parish involved.**

**Year 1: Getting to Know Each Other (PIC, PIC Consultant and the Congregation)**

**Year 2: The PIC Consultant assists with Visioning for the Future using different tools to be adapted to the situation of the parish**

**Year 3: The PIC Consultant facilitates the Formal Discernment Process to decide whether or not the PIC can be called to succeed him/herself as as the Rector**

**The Parish moves into new relationship with the same or different priest depending on the above decision**

## Guidelines for Parishes served by a Priest-in Charge

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# Guidelines for Parishes served by a Priest-in Charge

## Introduction

As mentioned in the Appendix D of the “Parish Transition Process for the Diocese of Massachusetts” (<http://www.diomass.org/inside/docs/guide-parishes-transition>), congregations undergoing transition have the option of calling a priest-in-charge instead of initiating a search for a new rector during which period an interim priest is assigned. Recently, many parishes have chosen a Priest-in-Charge instead of initiating a search of a new rector.

A Priest-in-Charge is appointed by the Bishop in consultation with the vestry of the parish normally for a three-year period. The Bishop recommends one person at a time for the position. The vestry may believe that the person nominated may not be a good fit for the parish and may ask for another recommendation. Unlike an interim priest, a Priest-in-Charge has all of the responsibilities and authority of a rector and is eligible to be called as rector at the conclusion of the three-year period. While the interim is serving, the authority within the parish lies with the wardens and the vestry.

Once an appointment of a Priest-in-Charge is agreed upon, the Diocese assigns trained consultant, also called “PIC (Priest-in-Charge) Consultant” to work with the Priest-in-Charge, wardens, vestry, and congregation throughout the three-year period of the priest-in-charge’s tenure. The consultant’s role during the first two years is primarily to act as a resource and to facilitate periodic retreats of the Priest-in-Charge and vestry.

During the first two years of the Priest-in-Charge’s ministry the congregation and Priest-in-Charge very often are involved in an informal discernment process in which each are evaluating whether the ministry might lead to the Priest-in-Charge’s call as rector. If after this two-year period the Priest-in-Charge has expressed interest in becoming rector, and the congregation supports calling the Priest-in-Charge, a major role of the PIC Consultant will be to lead the Priest-in-Charge and congregation in a formal discernment process to assess such mutual interest and whether there is a shared vision for the future.

While the precise role and expectations of a PIC Consultant will depend upon the situation of the parish, including the reasons for calling a Priest-in-Charge, the following is a general overview of the role of the PIC Consultant and guidelines that have been found to be best practices during the three-year period of a Priest-in-Charge’s appointment. However, it is recognized that the PIC Consultant may have to adapt to unforeseen circumstances in consultation with the Director of Transition Ministry. Quarterly

meetings of the PIC Consultants also will offer opportunities to share experiences and discuss alternative approaches that will best support the Priest-in-Charge ministry.

## Year 1: Getting to Know Each Other

The main goal of the first year is for the Priest-in-Charge and the congregation to get to know each other.

Indeed, immediately after the appointment of the Priest-in-Charge the assignment of a PIC Consultant will be made by the Director of Transition Ministry following discussion with the wardens and Priest-in-Charge. The assignment will be confirmed in a message to the wardens and Priest-in-Charge from the Director of Transition Ministry introducing the PIC Consultant and explaining her/his role.

Immediately after the PIC Consultant's assignment he/she should call the Priest-in-Charge to establish contact and arrange for an initial meeting with the Priest-in-Charge and lay leadership in order to:



In some instances the PIC Consultant may be requested to assist the wardens and Priest-in-Charge in negotiation of the covenant of ministry if this has not been completed prior to the priest-in-charge's commencement of her/his duties. Otherwise, the PIC Consultant should be provided with a copy of the covenant of ministry, which establishes the terms and conditions of the ministry, including compensation and benefits, vestry responsibilities and Priest-in-Charge's responsibilities, and suggested tasks during the Priest-in-Charge's tenure. (*Appendix I - Model priest-in-charge's and congregation's covenant of ministry*)

Six months after the Priest-in-Charge's appointment the Priest-in-Charge and vestry are expected to conduct a retreat, facilitated by the PIC Consultant, to establish short and long term goals. In addition, the PIC Consultant is encouraged to attend church services and/or events on occasion and periodically (at least quarterly) check in by phone or email with the Priest-in-Charge and wardens, as well as maintain regular communication with the Office of Transition Ministry.

## **Year 2: Assisting with Visioning for the Future**

During the second year the PIC Consultant is expected to continue regular contact with the Priest-in-Charge and wardens providing advice and assistance when requested and to keep the Director of Transition Ministry informed of any significant developments.

Throughout the year, the PIC Consultant should help the parish begin to think about the future vision for the parish, utilizing methods such as "appreciative inquiry," "family systems" theory and exercises, or other general goal-setting exercises.

Within eighteen months after the Priest-in-Charge's appointment the Priest-in-Charge and vestry are expected to conduct a Mutual Ministry Review facilitated by the PIC Consultant, who will forward a report to the Director of Transition Ministry.



## **Year 3: Facilitating the Formal Discernment Process**

Normally a Priest-in-Charge and congregation will be involved in an informal discernment process from the start of the Priest-in-Charge's appointment in which they are assessing the possibility that the Priest-in-Charge eventually might be called as rector. If after two years the PIC and the Congregation show interest in continuing the discernment process, the beginning of the third year is the time for the Priest-in-Charge and wardens to decide whether they wish to initiate a formal discernment. The goal of this process is to assess whether the congregation believes the Priest-in-Charge is the right person to lead the congregation as rector; whether the Priest-in-Charge wishes to continue to lead the parish; and in these respects whether the congregation and Priest-in-Charge have a shared vision for the future.

If either the Priest-in-Charge or wardens decide not to proceed with the discernment process, the Priest-in Charge may continue in her/his role until the termination of the three-year period during which the wardens will be in communication with the Office of Transition Ministry to plan for the next transition.

### Discernment Process

Normally the discernment process is led by a discernment committee (five to six members) drawn from among the congregation and the vestry and who are appointed by

the vestry. The role of the discernment committee is to make a recommendation to the vestry on the call of the Priest-in-Charge as rector.

It is important that the composition of the discernment committee represent the full diversity of the congregation. It is recommended that it include some members of the current parish leadership, but not exclusively. The ideal is for only one member of the Vestry be a member of the Discernment Committee. The chair is an especially critical appointment. Moreover, an effective process is one that is focused and disciplined with the committee meeting on a regular schedule (every several weeks) over a predetermined time period (e.g., four to five months).

It is equally important that it is a mutual process in which the Priest-in-Charge is an active participant. Therefore the Priest-in-Charge should be fully involved because she/he is an important resource and has a stake in the outcome. Ultimately this leads to greater trust and confidence which is critical for the outcome to have integrity. However, there will be occasions when it is appropriate for the consultant to meet alone with the Priest-in-Charge or committee members. The Priest-in-Charge would step out at the final session when the discernment committee meets to discuss its recommendation.

**(Appendix IV - Sample work plan and schedule)**

The first task of the discernment committee is to talk about establishing a spiritual practice for this committee during this time of discernment and to review and summarize the work the Priest-in-Charge has done since the start of her/his ministry in order to assess where the congregation is in achieving goals established during the first two years. In addition it is recommended that the discernment committee develop a profile that accurately describes the parish: its history, mission, programs, finances and other important features. (See **(Appendix VII - Sample parish profile and discernment committee report)**)

It is critical that the profile articulate the core values of the congregation, which can be ascertained through individual interviews, group discussions and/or a survey. (**Appendix V - Suggested interview guide**, which can be converted into a written survey or guide for group discussions)

Most importantly, the profile tells the story of the parish and will provide an overall picture of the parish that will enable the congregation to assess its strengths and challenges, which coupled with its core values, will serve to inform the congregation's vision or long term goals.

Ultimately this process leads to the question: What are the congregation's expectations and are these *mutual* expectations? A helpful tool in answering this question is the "Areas of Parish Mutual Ministry," a document prepared by the Compensation and Benefits Committee (see [http://www.diomass.org/webfm\\_send/1754](http://www.diomass.org/webfm_send/1754)), which identifies all of those activities or functions that typically are considered important to a particular parish's life in order that the congregation may decide what activities will be the responsibility of the clergy and the lay leadership, and those that offer opportunities for shared responsibility in which the laity at large may contribute their time and talents in support of the clergy.



The Vestry appoints, commissions and charges the Discernment Committee to conduct the discernment process.

The sharing of responsibilities is especially critical in parishes where the clergy are less than full-time. While some congregations may not perform all of the activities or functions, most congregations – whether large or small – perform many of them. This list may be especially useful to a congregation in the discernment process leading to the call of a priest-in-charge as rector. (**Appendix VI** – “**Areas of Parish Mutual Ministry**”)

At the conclusion of this process (profile, survey of congregation, delineating roles and responsibilities of clergy, laity and shared responsibilities) the discernment committee will prepare a report to the vestry (“Parish Profile and Discernment Committee Report”) stating its recommendation. A copy of this report should be forwarded to the Director of Transition Ministry. The outline of such report might be, as follow:

- Introduction- Appointment by vestry of discernment committee, stating its charge and listing its members, and meeting dates.
- Narrative of discernment process.
- Parish profile (history, mission, programs, finance, etc.).
- Articulation of mission, core values, strengths, challenges, objectives and needs as affirmed by vestry.
- Priest-in-charge’s narrative - mission, core values, strengths, challenges, objective and needs.
- Delineation of roles and responsibilities of rector, vestry, community and staff, and affirmation of mutual ministry plan.
- Recommendation of discernment committee. (**Appendix V** - **Sample parish profile and discernment committee report**)



In addition, the PIC Consultant should prepare a letter to the vestry attesting to the integrity of the discernment. (**Appendix VIII** - **Sample letter from PIC Consultant**)

The PIC Consultant should informally advise the Director of Transition Ministry as soon as the decision of the discernment committee and vestry has been made. Usually the decision will be one of the following options:

- ◆ Calling the priest-in-charge as rector
- ◆ Withdrawal of the priest-in-charge as a candidate for rector
- ◆ Vestry decision not to call the priest-in-charge to be rector

The wardens should also forward to the Director of Transition Ministry the parish profile and discernment committee report together with a copy of the vestry vote.

If the decision of the vestry is to call the Priest-in-Charge as rector and the Priest-in-Charge accepts the call, the Director of Transition Ministry will advise the Warden to coordinate with the Bishop's office arrangements for the installation. During this third year, another transition review should be performed by a diocesan consultant to determine the congregation's ability to support financially the rector either on a full-time or part-time basis and compliance with diocesan requirements (e.g., up to date parochial report and audit, and payment of assessment). (*Appendix IX - Sample transition review*)

Following the transition review the Director of Transition Ministry will work with the wardens in preparing the Covenant of Ministry. (*Appendix X - Model rector's and congregation's covenant of ministry*)

The PIC Consultant may be asked by the Director of Transition Ministry to assist with the preparation of the Covenant of Ministry and to assist diocesan consultant appointed to perform the transition review.

The final expectation of the PIC Consultant is to attend a Celebration of New Ministry for the new Rector, if called, or engage in some other form of closure with those the PIC Consultant has worked with in the parish.

## Appendices:

### Appendix I- Sample Charge from the Vestry to the Discernment Committee

#### **Sample Charge from the Vestry to the Discernment Committee**

The following letter of understanding between the Vestry and Discernment Committee communicates the objectives and responsibilities of the Discernment Committee in assessing whether the congregation believes the Priest-in-Charge is the right person to lead the congregation as rector; whether the Priest-in-Charge wishes to continue to lead the parish; and in these respects whether the congregation and Priest-in-Charge at \_\_\_\_\_ Episcopal Church in \_\_\_\_\_, Massachusetts have a shared vision for the future.

It is the responsibility of the Vestry and the Priest-in-Charge to:

- Work with the Congregational Business Consultant to perform the Transition Review
- Appoint and charge a Discernment Committee
- Provide both a scope and a budget for the Discernment
- Maintain the congregation while the discernment is being conducted
- Ultimately elect and call a new rector
- Negotiate the package and the Covenant of Ministry with the new rector

The Vestry requests that the Discernment Committee assume the following responsibilities on behalf of the Vestry:

- Elect the Discernment Committee leadership, including a Chair and Vice-Chair (or Co-chairs), Recording Secretary, Corresponding Secretary and a Chaplain
- Work with the PIC Consultant who will coordinate the whole discernment process
- Determine and employ appropriate group dynamics exercises in order to build a sense of community and common purpose, strengthen knowledge of each other and develop strong communication levels
- Establish, and revise periodically as necessary, a projected timetable for fulfillment of the Discernment Committee's responsibilities
- Determine the format for and conduct a self-study by establishing a spiritual practice for this committee during this time of discernment and to review and summarize the work the Priest-in-Charge has done since the start of her/his ministry in order to assess where the congregation is in achieving goals established during the first two years.
- Develop a profile that accurately describes the parish: its history, mission, programs, finances, its core values, its passions, hope and dream for the future and gifts for ministry desired in both the new rector and the congregation.
- Receives the PIC narrative which should contain his/her mission, core values, strengths, challenges, objective and needs towards \_\_\_\_\_ Episcopal Church in \_\_\_\_\_, Massachusetts.

- Communicate the progress of the Discernment Committee regularly to the parish through announcements, bulletins and newsletter articles
- Recommend to the vestry on the call of the Priest-in-Charge as rector for election and call\*

This Charge is signed by the Warden, the PIC, the PIC Consultant and the Chair of the Discernment Committee.

\* The procedure for electing a new rector may vary from parish to parish. The parish By-laws should be consulted during the process of creating the letter of understanding/Charge.

***Appendix II- Sample Liturgy for Commissioning A  
Discernment Committee***

**Sample Liturgy for Commissioning A Discernment Committee**

The Congregation, being seated, the celebrant stands in full view of the people. The Wardens and candidates stand facing the Celebrant.

*Warden:* I present to you these persons to be admitted to the ministry of the Discernment Committee.

*The Celebrant says the following words:*

Brothers and sisters in Christ, we are all baptized by the one Spirit into one Body, and given gifts for a variety of ministries for the common good. Our purpose is to commission these persons in the Name of God and of this congregation to a special ministry to which they are called.

*The Celebrant asks the warden:*

Are these persons you are to present prepared by a commitment to Christ as Lord, by regular attendance at worship, and by the knowledge of their duties, to exercise their ministry to the honor of God, and the well-being of God's church?

*Warden:* I believe they are.

*Celebrant:* You have been called to a special ministry in this congregation: to serve on Discernment Committee. Will you, as long as you are engaged in this work, perform it with diligence?

*Candidates:* I will.

*Celebrant:* Let us pray.

Eternal God, the foundation of all wisdom and the source of all courage: enlighten with your grace the Discernment Committee of this congregation, and so rule their minds, and guide their counsel that in all things they may seek your glory and promote the mission of your Church, through Jesus Christ our Lord. Amen

In the Name of God and of this congregation I commission you as members of the Discernment Committee of \_\_\_\_\_ Church.

***Appendix III - Model priest-in-charge's and congregation's covenant of ministry:***

**Please customize this document as much as you can!**

**EPISCOPAL DIOCESE OF MASSACHUSETTS**

**Priest-in-Charge's and Congregation's Covenant of Ministry**

This Covenant of Ministry is intended to be negotiated after the Bishop has appointed the Priest-in-Charge and it should be reviewed annually. Negotiations will be facilitated by the Office of Transition Ministry. The model contains recommended provisions that may be varied according to the particular facts and circumstances. For a part-time Priest-in-Charge, the various sections should be prorated on the basis of a fraction (or percentage), e.g., half-time, three quarters time, etc. Consult the current Diocesan Guidelines for Compensation and Benefits.

**Priest-in-Charge's and Congregation's Covenant of Ministry**

BETWEEN

The Rev. \_\_\_\_\_ and The Vestry of \_\_\_\_\_ Church, \_\_\_\_\_, Massachusetts, which has accepted [his/her] appointment by the Bishop to serve as the Priest-in-Charge. The Priest-in-Charge will serve at the discretion of the Diocesan Bishop. The Priest-in-Charge may terminate this agreement on thirty day notice. The expectation is that the Priest-in-Charge will serve beginning on \_\_\_\_\_ and will serve for \_\_\_\_\_ months [years] at \_\_\_\_\_ hours per week subject to the discretion of the Diocesan Bishop. The parties agree that any changes in the terms and conditions of this agreement must first be approved by the Bishop.

As stated in the church Canons, "...[T]he Priest-in-Charge shall exercise the duties of Rector as outlined in Title III Canon 9.6, subject to the authority of the Bishop."<sup>1</sup>

The Office of Transition Ministry will appoint a Priest-in-Charge Consultant who will serve as an advisor for the Priest-in-Charge, the Vestry and the Congregation during that period of transition and will facilitate the discernment process during the third year.

The relationship between a Priest-in-Charge and a Vestry is unique, and it evolves within a larger covenant of mutual trust and ministry to each other consistent with the Constitution and Canons of the Episcopal Church and this Diocese.

The purpose of this Covenant of Ministry is to strengthen that relationship by clarifying some of the practical arrangements.

**Section A - COMPENSATION**

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<sup>1</sup> Title III Canon 9.6 Canons of the Episcopal Church

1. The Priest's-in-Charge salary will be \$\_\_\_\_\_per annum commencing on or about \_\_\_\_\_ and will be reviewed annually to keep the pace with the guidelines of Compensation and Benefits Committee.

The parties agree that the Total Clergy Compensation ("TCC") for the Priest-in-Charge will equal \$\_\_\_\_\_, including the amount of the Housing Allowance, if applicable, which corresponds to \_\_\_\_\_% of full-time based on current Diocesan Guidelines for Compensation and Benefits.<sup>2</sup>

If in the event of significant budget deficits the vestry votes to reduce the salary of the Priest-in-Charge, any such reduction shall not become effective for at least six months after the vestry vote has been taken and after the Priest-in-Charge has been notified of the vote. Any such reduction shall be accompanied by an appropriate reduction in the % time to be worked by the Priest-in-Charge and by such other amendments and additions to the agreement as shall be negotiated between the parties at the time.

2. Housing<sup>3</sup>

**[Option A - Priest-in-Charge will not live in a Rectory]**

The Vestry agrees to adopt annually the necessary resolution required by the Internal Revenue Service designating that portion of the TCC shown above as a Housing Allowance within the meaning of Section 1.107 of the IRS Code.<sup>4</sup>

**[Option B - Priest-in-Charge will live in a Rectory]**

The Priest-in-Charge and [his/her] family will live in the church-owned Rectory. The Vestry will be responsible for the following expenses:

- (a) Insurance (and property taxes, if any) on the property;
- (b) Maintenance or replacement of some appliances;
- (c) Maintenance of the structure(s), renovations or capital improvements;

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<sup>2</sup> Specify other compensation received by the Priest-in-Charge that may be considered part of TCC. Consult the current Diocesan Guidelines for Compensation and Benefits.

<sup>3</sup>The model contains two options relative to housing. "Option A" applies to those situations where the Priest-in-Charge will not live in a Rectory. "Option B" applies to those situations where the Priest-in-Charge will live in a church-provided Rectory.

<sup>4</sup>The amount of the TCC designated as a Housing Allowance should be the lesser of (1) the fair rental value for the housing: including furnishings and appurtenances (such as garage) and utilities or (2) the amount the Priest-in-Charge expects to spend on housing.

(d) [Specify other responsibilities: e.g., snow and leaf removal, etc.].

The Priest-in-Charge and [his/her] family are responsible for good stewardship in regard to the care of the Rectory and will remain responsible for the general care and upkeep, such as [specify particular responsibilities].<sup>5</sup>

The Priest-in-Charge is expected to present an annual report to the Vestry on the condition of the Rectory, with particular attention to items requiring maintenance.

The Vestry agrees to adopt annually the necessary resolution required by the Internal Revenue Service designating that portion of the TCC shown above as a Housing Allowance within the meaning of Section 1.107 of the IRS Code.

3. [Optional] Other Compensation: [Specify, e.g., SECA allowance, equity allowance, etc.]<sup>6</sup>

### **Section B-PREMIUMS**

1. The Vestry will pay the following premiums as required:
  - (a) Pension premiums as required by the Church Pension Fund based on the Priest's-in-Charge TCC or will establish and contribute to an IRA-based plan for providing retirement benefits to the Priest-in-Charge who is not eligible to participate in both the clergy pension plan and the defined contribution 403(b) plan (please consult the Diocesan Guidelines for Compensation and Benefits and the U.S. Tax Guide). When necessary, the Church Pension Group provides all active and qualified clergy with a short-term disability benefit; and
  - (b) The cost of Health Insurance premiums [specify whether individual or family coverage, which includes domestic partners where applicable] according to the percentage prescribed by diocesan policy.
2. The Vestry will provide the following additional benefits [specify other benefits, e.g., dental, other insurance, life insurance for clergy not eligible for pension, etc. and allocation of premiums].

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<sup>5</sup>The specific responsibilities of the Vestry and Priest-in-Charge will depend on the particular facts and circumstances. Once these are determined, they should be delineated with as much specificity as possible.

<sup>6</sup> Since a Priest-in-Charge while living in a church-provided Rectory will not build any equity in a home, a number of Vestries have agreed to fund an equity allowance through contributions to a tax sheltered 403(b) plan. Such other compensation is includable as TCC.

3. In the event of a total and permanent disability of the Priest-in-Charge, or in the case of the death of the Priest-in-Charge, the following agreements apply:
  - (a) Regarding housing: \_\_\_\_\_ month(s) in Rectory or \_\_\_\_\_ month(s) Housing Allowance, to be negotiated by the Vestry, Warden and the Priest-in-Charge, or Priest's-in-Charge spouse or other designee.
  - (b) Regarding compensation (in the event of permanent disability); \_\_\_\_\_ month(s) salary per year of service, up to a maximum of \_\_\_\_\_ month(s).

**Section C - EXPENSES**

The Vestry agrees to pay for the following expenses incurred by the Priest-in-Charge in fulfilling [his/her] professional duties:

1. Moving: The cost of moving the Priest's-in-Charge family and household goods once the appointment has been made and confirmed.
2. Travel: Travel: The Vestry agrees to provide the Priest-in-Charge with: <sup>7</sup>

[Option A: reimbursement for all church-related automobile travel at the current rate established by the IRS] up to the amount specified in the budget.

[Option B: a travel allowance of \$ \_\_\_\_\_ per year adjusted annually for all church-related automobile travel.]

[Option C: an automobile for purposes of church-related travel upon such terms as the Parish and the Priest-in-Charge shall determine].
3. Communications: To provide for a computer/laptop/pad, internet connection and a telephone in the office of the Priest-in-Charge and a cell phone if necessary. All postage for church business will be included in the parish budget.
4. Office: All necessary office furniture, equipment and supplies will be paid by the parish, the amount to be established in the annual budget.

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<sup>7</sup> Specify whether the Priest-in-Charge will receive (1) travel reimbursement and, if so, the rate of reimbursement, (2) an annual allowance or (3) an automobile. In any case, the Priest-in-Charge will submit the expense reimbursement form. Note IRS mileage reimbursement in 2016 is \$.54/mile

5. Discretionary Fund: A fund will be provided for charities and expenditures at the discretion of the Priest-in-Charge in accordance with the Diocesan Guidelines for Clergy Discretionary Funds, the amount to be established in the annual budget.
6. Guests and Hospitality: The Priest-in-Charge will be reimbursed for the reasonable costs of hospitality and entertainment on behalf of the parish, the amount to be established in the annual budget.
7. Professional Fees: Dues of the Priest-in-Charge to the Massachusetts Episcopal Clergy Association and other professional associations, the cost of the annual Clergy Conference with the bishops, and the cost of professional periodicals, the amount to be established in the annual budget.
8. Continuing Education: The amount of \$\_\_\_\_\_ annually to support continuing education for the Priest-in-Charge. The Priest-in-Charge is expected to make an annual report to the Vestry and/or parish on his continuing education work. The amount to be established in the annual budget.
9. The cost of pulpit supply and pastoral services when the Priest-in-Charge is absent from the parish; the amount to be established in the annual budget.

#### **Section D - LEAVE TIME**

[Currently, four (4) weeks of vacation per year and one (1) week of continuing education/career development per year are the recommended minimum. Additional time off for clergy retreat is strongly encouraged. For employment periods longer than eight (8) months but less than one year, the normal vacation leave for clergy (including Sundays) may be prorated.]

The Vestry agrees the Priest-in-Charge shall have the following periods of leave at full pay:

1. \_\_\_\_\_ week(s) of vacation per year, including Sundays,
2. \_\_\_\_\_ weeks per year (in addition to vacation time) for continuing education and career development [and \_\_\_\_\_ days per year (in addition to the above) for retreat time.]
3. Other leaves:
  - a) Sabbatical leave after five years in the parish if called as Rector; related preparations will be done in consultation with the Diocesan Guidelines and \$\_\_\_\_\_ per annum will be deposited in an account established for sabbatical preparedness. The Priest is eligible for 3 months of sabbatical leave for every 5

years of parish ministry, for the purpose of renewal, study, travel, and continued spiritual growth. [*Congregations may wish to adapt this time frame to fit their needs, or the needs of their clergy. For example, a Priest may wish to have a longer leave after a longer number of years of service, or may wish to have shorter leaves after fewer years.*]

Applications for diocesan support from the bishop's Clergy Sabbatical Program can be obtained from the Chair of the Sabbatical Committee. Application materials are also available for download from the web: <http://www.diomass.org/content/clergy-sabbatical-program>.

Planning for the Priest's sabbatical shall begin at least nine months prior to the first day of the leave. The Priest and Vestry shall agree to the form this planning shall take. Both the Priest and Vestry will participate in this planning, which shall include financial and activity information about the sabbatical, provision for congregational life and continuity, and clergy support during the Priest's absence.

- b) The Priest-in-Charge shall also have some negotiated additional time off after Christmas and Easter.
- c) Plans for personal and sick days (please specify as agreed upon with the Vestry).
- d) Plans for public holidays (please specify as agreed upon with the Vestry).
- e) Plans for parental leave in the event of childbirth or adoption. Please consult current Diocesan Guidelines for Compensations and Benefits.
- f) Other

#### **Section E - SUPPLEMENTARY COMPENSATION**

Wedding, funeral and other fees allocations will be decided upon by mutual agreement of the Priest-in-Charge and the vestry. Such fee allocations may be used to fund the Discretionary Fund.

The following understanding has been reached between the Priest-in-Charge and the Vestry concerning the income the Priest-in-Charge may receive performing [specify].

#### **Section F - USE OF BUILDINGS**

In addition to full use and administration of parish buildings for the discharge of his/her duties, the Priest-in-Charge shall have the right to grant use of the buildings to individuals or groups from outside the parish, which is consistent with both the church canons and the parish bylaws. From the church canons, "For the purposes of the office and for the full and free discharge of all functions and duties pertaining thereto, the Priest-in-Charge shall at all times be entitled to the use and control of the Church and Parish buildings together with all appurtenances and furniture, and to access to all records and registers maintained by or on behalf of the congregation" (Title III Canon 9.5 (a) (2))

#### **Section G – MUTUAL MINISTRY AND RESPONSIBILITIES**

Recognizing that the review of a congregation's total ministry should be a continuing process,

1. The Priest-in-Charge and both Wardens are expected and encouraged to meet at least once every two weeks to discuss matters pertaining to the well-being of the people and facilities of the parish.

The Priest-in-Charge and the Vestry agree to meet at least once a month (regular Vestry meeting) to clarify expectations and to evaluate successes and raise concerns from the congregation, staff, and leadership. Such meetings are intended to ensure the effectiveness of joint ministry of the lay leadership and clergy. Details of building status and church finances from the month shall be reviewed at each vestry meeting.

### **Suggested Tasks during the Period of Transition**

The clergy person's tenure as a Priest-in-Charge is seen as prime time for renewal, re-energizing the parish in its life and mission. Beyond maintaining effective ministry during this period, the Vestry and Priest-in-Charge shall work together to prepare the congregation for a healthy future. Specific tasks to be addressed include, as needed:

- 1) Coming to terms with the history of the congregation and its relationships with previous clergy.
- 2) Discovering the congregation's special identity, what it dreams of being and doing apart from previous clergy leadership.
- 3) Dealing with shifts in leadership roles that naturally evolve in times of transition, allowing new leaders to come to the fore constructively.
- 4) Renewing and reworking relationships with the Diocese and other organizations in the community, so that each may be a more effective resource and support to the other.
- 5) Building commitment to the leadership of the new rector in order to be prepared to move into the future with openness to new possibilities.
- 6) Help the congregation to develop and implement a successful stewardship campaign
- 7) Help the congregation explore evangelism and how it can be practiced in the parish and community
- 8) Help the congregation engage in Christian formation

### **Vestry Responsibilities**

All ministries other than those reserved to ordained leadership (such as administering the sacraments) are understood as mutual ministries of the laity of the parish and the Priest-in-Charge. The Vestry shall lead the laity to support and cooperate with the Priest-

in-Charge in pursuit of parish goals and in the performance of the developmental tasks of the interim period.

The Vestry is legal agent for the parish in all matters concerning its corporate property and in its relationship with the Priest-in Charge. The Vestry will see that the Priest-in-Charge is properly supported, personally and organizationally, as well as in the Vestry's financial obligations to the Priest-in-Charge.

### **Priest-in-Charge's Responsibilities**

The Priest-in-Charge represents and extends the ministry which is the Bishop's pastoral and canonical responsibility for congregations in leadership transition. The Priest-in-Charge shall lead the parish as pastor, priest and teacher, sharing in the councils of this congregation and of the whole church, in communion with our Bishop. During the term of this agreement, and subject to the discretion of the Diocesan Bishop, the Priest-in-Charge shall have authority and responsibility for the conduct of the worship and the spiritual jurisdiction of the Parish, subject to the Rubrics of the Book of Common Prayer, the Constitution and Canons of this Church, and the pastoral direction of the Bishop.

The major goal of the Priest-in-Charge's ministry is to prepare the congregation for the next phase of their life together. To this end, the Priest-in-Charge shall:

- a) Strive to implement the above tasks,
- b) Maintain the regular church ministries (worship service, preaching, pastoral care, education, etc.),
- c) Supervise all parish staff in the exercise of their responsibilities and ministries, for which they shall be accountable to the Priest-in-Charge,
- d) support the Vestry in its responsibilities.

The Priest-in-Charge is expected and encouraged to participate in regional, deanery, diocesan and churchwide responsibilities, as well as community endeavors. Further, time given to such work shall be understood as an integral part of the Priest-in-Charge's ministry in the parish.

The Bishop expects the Priest-in-Charge to attend monthly meetings of the Priests-in-Charge group also known as New Calls. Participation in such events is considered church-related business for the Priest-in-Charge.

### **Mutual Ministry Review**

Six months after the Priest-in-Charge has been appointed by the Bishop, under the guidance of the Priest-in-Charge Consultant, the Priest-in-Charge and the Vestry will have a retreat together to establish short term and long term goals for the parish. After 18 months of the Priest-in-Charge appointment a Mutual Ministry Review will be done under the guidance of the Priest-in-Charge Consultant. A second Mutual Ministry Review initiates the discernment year, which is the final year of the Priest-in-Charge's tenure. The consultant will forward the reports of both reviews to the

Office of Transition Ministry. Throughout the process, the Priest-in-Charge Consultant will be in regular communication with the Office of Transition Ministry. The Priest-in-Charge and wardens are welcomed and encouraged to consult with the Office of Transition Ministry as needed throughout the process. Ultimately, it is hoped that the Priest-in-Charge will succeed him/herself as Rector after three years.

**Section H—TRANSITION REVIEW**

The Priest-in-Charge was shown and is fully aware of the content of the Transition Review Report performed by \_\_\_\_\_ before his/her appointment.

**Section I – STATEMENT OF NON-DISCRIMINATION**

In accordance with Diocesan and Episcopal Church principles, this congregation will not discriminate on grounds of age, race, gender, sexual orientation, marital status, or disability.<sup>8</sup>

**PARISH SIGNATURES**

Date: \_\_\_\_\_ Priest-in-Charge: \_\_\_\_\_

Approved by the Vestry on (date) \_\_\_\_\_

Warden: \_\_\_\_\_

Warden: \_\_\_\_\_

Clerk: \_\_\_\_\_

**Reviewed by the Office of Transition Ministry**

Date: \_\_\_\_\_ By: \_\_\_\_\_

**BISHOP'S SIGNATURE**

Reviewed by the Bishop:

Date: \_\_\_\_\_ Bishop: \_\_\_\_\_

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<sup>8</sup> Since its 2001 Report to Convention, the Compensation and Benefits Committee has included this statement to reflect the concerns of both the Diocese of Massachusetts and the Episcopal Church as reflected in a variety of resolutions presented in their respective conventions.

## **Appendix IV - *Sample work plan and schedule for the discernment committee:***

### Task 1:(Organizational Meeting)

- Review charge of committee
- Establish ground rules (e.g., confidentiality of meetings, length and time of meetings, etc.)
- Approve meeting schedule and topics to be covered:
  - Summary of St. Everybody's goals and accomplishments during PIC's tenure
  - Preparation of parish profile
  - Survey of parish
  - Roles and responsibilities of clergy and laity
  - St. Everybody's values, strengths, opportunities and goals
  - PIC's narrative (e.g., core values, strengths, challenges, objectives and needs, goals and vision for St. Everybody's, etc.)

### Task 2:

- Review draft of parish profile
- Discuss arrangements for parish survey
  - Review survey and identify main themes
  - Develop format for survey (e.g., interviews and/or discussion groups)

### Task 3:

- Review draft of parish profile
- Review Areas of Parish Mutual Ministry
  - Delineate roles and responsibilities of clergy and laity

### Task 4:

- Review draft of parish profile
- Review survey results
  - Develop statement of values, strengths, opportunities and goals

### Task 5:

- Review draft of parish profile
- Discussion with PIC, including review of PIC narrative or other issues (e.g., expectations, etc.)

Task 6: (Final meeting—could be a retreat)

- Review and approve parish profile, including statement of values, strengths, opportunities and goals

Discernment committee caucuses without PIC and makes decision and recommendation to vestry

## **Appendix V - Suggested interview guide**

- 1. Best Experience:** Reflect on your entire experience with St. Everybody. Recall a time when you felt most alive, most involved, spiritually touched, or most excited about your involvement. Tell me about this memorable experience that you have had with St. Everybody. Describe the event in detail. What made it an exciting experience? Who was involved? Describe how you felt? Describe what you did as a result of the experience?
- 2. Values:** What are the things you value deeply: specifically, the things you value about yourself, being a parishioner and/or St. Everybody.
- 3. Core Value:** What do you think is the core value of St. Everybody? What values give life to St. Everybody? What is it that, if it did not exist, would make St. Everybody totally different than it currently is?
- 4. Three Wishes:** If you had three wishes for St. Everybody, what would they be?
- 5. Goals:** If you were charged with developing goals for St. Everybody for the next five years, in order of preference, what are your top three? How would you know the goals had been met?

## **Appendix VI - “Areas of Parish Mutual Ministry”**

### **Areas of Parish Mutual Ministry**

#### **The Purpose of this List**

The Compensation and Benefits Committee of The Episcopal Diocese of Massachusetts has a set of specific goals, and principal among them is to: *“Create an environment that promotes the well-being of clergy through a clear understanding of their relationship with their congregations and the goals that express their mutual ministry.”* To promote that understanding, the mutual ministry review process provides the best opportunity for the ordained leadership of a parish to collaborate with their lay leadership and set *clear expectations* for the future direction of their parish. And while not every parish performs all of the functions that follow below, most parishes – whether large or small – perform most of them. The purpose of this list is to act as a complement to the Mutual Ministry Review process. The list is meant to assist in identifying those activities that are: 1) seen as essential to a particular parish’s life; 2) viewed as properly a part of the ordained person’s vocation, or; 3) are actually areas of shared responsibility that resent additional opportunities for members of the parish family to contribute their time and talents.

#### **Liturgy and Worship**

Preparation and celebration of Sunday and midweek liturgies

    Rota preparation

    Sermon preparation

    Bulletin preparation

Preparation and celebration of baptisms, funerals, and weddings, and other special services, including supplies for special services (candles, etc.)

Preparation for Bishops’ visitations

Scheduling of guest preachers

Arrangements for supply and sabbatical clergy

Consultations with Music Minister/Organist on music and oversight of choir

Training and oversight of acolytes, lay readers and LEMs, ushers, greeters

Training and oversight of altar guild

Oversight of flower guild or flower rota

Oversight of sanctuary use for special events or outside groups

Oversight of worship committee

#### **Governance**

Preparation and leading of vestry agenda and meetings

Meeting with wardens/ admin committee

Preparation for and conduct of Annual Meeting

Oversight of vestry subcommittees and other parish committees and groups

Strategic planning

## **Administration**

Hiring, termination, supervision and performance management of staff  
Reports, record keeping (parochial report, weekly and special service records)  
Mail, telephone, email  
Office organization, maintenance, and supplies  
Preparation of Annual Report  
Organization and maintenance of file Volunteer appreciation  
Recruit, encourage and coordinate logistical support of volunteers  
Maintenance of data base  
Technology oversight

## **Outreach and Community**

Oversight of parish outreach efforts, social justice work, etc.  
Participation in local clergy and/or interfaith group (s)  
Attendance at and participation in local civic events

## **Pastoral Care**

Visits to shut-ins  
Hospital visits  
Crisis care and counseling  
General counseling  
Parish calling (in person, by phone, or increasingly by email)  
Welcoming of newcomers  
Intervention and mediation in parish conflicts

## **Spiritual Wellness**

Prayer  
Daily Office  
Scripture Study  
Retreats  
Exercise  
Reading  
Spiritual Direction

## **Diocesan**

Attendance at and participation in diocesan events  
Clergy Conference and Clergy Days  
Deanery and Clericus meetings  
Fresh Start  
Diocesan Convention

Special liturgies and events – ordinations, resource days, learning events, etc  
Participation on diocesan committees

### **Christian Education & Formation**

Recruitment and training of Church School Teachers  
Supervision/ oversight of Church School  
Preparation and leading of Confirmation Class  
Preparation and leading of Adult Education and formation classes, Bible Study, etc.  
Scheduling of guest speakers  
Field education student and/or intern supervision  
Raising up prospects for ministry discernment

### **Stewardship and Finances**

Oversight of parish budget, investments, and other  
Oversight of annual pledge drive  
Oversight of ongoing stewardship efforts  
Capital planning  
Grant writing  
Oversight of fund-raising events (fairs, auctions, yard sales, etc)  
Oversight of capital campaigns

### **Buildings and Grounds**

Maintenance and improvement of buildings and grounds  
Management of tenants use  
Opening/closing of church  
Approval of building use  
Maintenance of grounds of rectory if applicable

### **Communication**

Preparation and mailing of special letters (Easter, Christmas)  
Preparation and maintenance of website  
Preparation and mailing of newsletter  
Email broadcasts to congregation  
Communication in emergencies, snow days, and other special circumstances  
Advertising, press releases (newspapers, etc.) for services and special events  
Bulletin boards, outdoor signage, graphic design and branding

## **Hospitality**

Oversight of Coffee Hour arrangements

Oversight of and participation in parish social events (potluck suppers, etc.)

Greeting and welcoming of newcomers

Incorporating newcomers

## **Appendix VII - Sample parish profile and discernment committee report**

[List committee]

### **Introduction**

#### **Sample:**

*“Since [month and year] St. Everybody’s has been blessed with The Rev. Jane Doe as its Priest-in-Charge. When Jane was called as Priest-in-Charge it was for a three-year period with the understanding that during the third year of her ministry she and the congregation would undertake a discernment process to determine whether she should become St. Everybody’s next Rector.*

*The objective of the discernment process when a congregation has engaged a priest-in-charge is to assess after two years whether the congregation believes the priest-in-charge is the right person to lead the congregation as rector; whether the priest-in-charge wishes to continue to lead the parish; and in these respects, whether the congregation and priest-in-charge have a shared vision for the future.*

*In fact, St. Everybody’s has been involved informally in a discernment process from the start of Jane’s ministry. However, it is important before the congregation and Jane reach a final decision that they undertake a more deliberate process with the appointment of a discernment committee the role of which is to make a recommendation to the vestry on the call of the priest-in-charge as rector. As part this process the St. Everybody’s Discernment Committee has developed a profile of St. Everybody’s that provides an overall picture of St. Everybody’s, an articulation of its core values derived from a survey of parishioners and an assessment of St. Everybody’s strengths and goals all of which serve to inform St. Everybody’s vision or long term goals and, in turn, its call of a new rector.”*

[Other narrative/details about process, e.g., number of meetings, survey, etc.]

### **Our Mission and Vision**

#### **Sample:**

*“St. Everybody’s mission is to build the body of Christ. Our Vision is to be a Community of Faith where all may experience Acceptance, Compassion and God’s Peace, a place where our gifts may be expressed with Passion, Humility, and Love.”*

### **Our Core Values**

### Sample:

*“We are a **community** of individuals of all ages, called and gathered by God in a close relationship, with a heritage that values diversity and is welcoming and supportive of one another.*

*We offer **worship** opportunities that are transformative and will sustain people of all generations and backgrounds.*

*We nourish **spiritual growth** through worship, fellowship, education and mission.*

*We engage in **mission** activities that promote and deepen our relationships with each other, with the larger community and with God.”*

### **Our History**

#### Sample:

*“St. Everybody’s traces its origin to when it was formed as an Episcopal mission in 1900 when services were held in a vacant hall in town. The pews were folding chairs, the altar was unpainted plywood, but this small church began to grow. The need for a church building soon became clear, and so the people of St. Everybody’s set to work raising the money to make this possible.”*

[In summarizing history highlight key events in history of parish, e.g. leadership of particular clergy, unique ministries, building expansion, etc.]

### **Our Community**

[Describe where located, size of area (e.g., number of square miles), bordering towns, means of access (e.g., near major highways, commuter rail service, bus service), population and demographics of town, description of school system, availability of medical services, location of any major businesses and/or economic base of town, major institutions), number and denomination of other churches, nearby Episcopal churches, food shopping facilities, description of town government (e.g., town management form.)]

### **Our Staff, Vestry and Committees**

[List staff, vestry and committees/ministries,]

### **Our Worship**

#### Sample:

*“We worship in the Episcopal tradition, using the beautiful services in *The Book of Common Prayer*. Our music is a blend of traditional and contemporary hymns. And we welcome children in our worship, wanting them to know they have a place in God’s house.”*

[List worship schedule, participation of laity, etc.]

## **Our Music**

[Describe music program.]

## **Our Formation Programs**

### Sample:

*“**Adult education** programs are offered throughout the year. Offerings can include everything from an exploration of the Nicene Creed to how to discern spiritual gifts to an Advent quiet day.*

*A lively **Bible study** is offered on Mondays from 11:00 a.m. to 12:00 Noon. Participants read and discuss the Scripture lessons for the coming Sunday. Everyone is welcome – no prior knowledge of the Bible is required.*

***Other activities:** Monthly book group, monthly men’s breakfast, and spaghetti supper (with game night following).”*

## **Our Mission Programs**

### Sample:

*“We’ve been serving our community for many years.*

*There are many opportunities to serve others at St. Everybody’s:*

***Friendly Kitchen** serves a delicious, free meal every Monday night at 5:30 p.m. to anyone who comes through our doors.*

*St. Everybody’s stocks a small **food pantry** through donations from parishioners. The pantry is open Mondays and Fridays from 10:00 a.m. to 4:00 p.m., and people in need are welcome to take a bag of groceries. No identification or registration is required.*

*In addition, the **ABC Preschool**, which occupies the downstairs area, is also part of our mission program.”*

[List all groups that use facilities.]

## **Our Stewardship**

### Sample:

*“St. Everybody’s approaches stewardship as a year-round activity through a three prong strategy of Time, Talent, and Treasure. Starting in mid-September the rector will begin to present our financial situation during the announcements at each Sunday service. The Vestry will follow up with a letter to each parishioner that will describe in more detail the needs of the parish for the coming year in terms of the increased cost for basic operation of the church and parish hall and the cost of expanding current ministries and*

*programs; as well as new programs that parishioners had indicated they wanted while attending one of the informal Stewardship “Coffee Hours” held during the year. Pledge cards will be sent to each parishioner or parish family with the exhortation to return them on or before Pledge Sunday when they will be blessed on the altar by the Rector.”*

### **Our Finances**

[Summary of financial situation, including revenue and expenses and balance sheet for current year and forecast for next several years.]

### **Our Church Building**

#### Sample:

*“Our church building is located on [number] of acres that includes a large parking lot. The church and parish hall are connected. The downstairs area is occupied by ABC Preschool.”*

[Describe any architectural or unique features about the interior of exterior spaces.]

### **Our Communications**

#### Sample:

*“We currently have a web site, which conveys our service schedule, a message from the Rector, information about the school, photo gallery, a calendar of events, current leadership, and directions.*

*We also publish a quarterly newsletter that is mailed to the parishioner’s homes.”*

### **Diocese and Deanery**

#### Sample:

*“St. Everybody’s is part of the Boston Harbor Deanery and the clergy and elected representatives attend all deanery meetings.*

*Elected delegates and clergy also attend the Annual Diocesan Convention each November.”*

### **Strengths and Goals of St. Everybody’s**

#### Sample:

#### “Strengths

- *Welcoming and supportive community*

- Fellowship and outreach
- Worship services and music program
- Christian education and formation for children and adults
- Good stewardship of building and finances
- Positive attitude, particularly concerning the future of the parish

### Goals

- Worship
  - Increase involvement by members of all ages in worship services through participation in lay roles (e.g., lectors, greeters, acolytes and altar guild) opportunities.
  - Offer new or alternative worship opportunities (e.g., evening weekday service).
- Music
  - Expand music program through greater involvement (e.g., attract more choir members) and offer variety of music options
- Christian education and formation
  - Evaluate opportunities for growth in size and range of programs.
  - Develop opportunities for children and youth to become more involved (e.g., Sunday school, youth group, participation in services, fundraisers)
- Fellowship and outreach
  - Expand outreach programs
  - Formation of Pastoral Committee
  - Increase involvement of men and young adults in fundraisers
  - Expansion of men's and women's groups
  - Communication of needs of parishioners (e.g., transportation, assistance in home)"

### **Recommendation**

#### Sample:

*“The Discernment Committee of St. Everybody’s, appointed by the Vestry and charged with making a recommendation regarding the calling of the Reverend Jane Doe, its Priest-in-Charge as Rector, after prayerful deliberations has concluded that the parishioners of St. Everybody’s and Jane clearly have a mutual sense of mission, core values and goals for St. Everybody’s as reflected in this Parish Profile and Report that support calling the Reverend Doe as Rector of St. Everybody’s.*

*Accordingly, the Discernment Committee at its meeting on January 14, 2013 voted unanimously and enthusiastically to recommend to the Vestry the calling of the Reverend Jane Doe as the next Rector of St. Everybody's."*

**Appendix to the Parish Profile and the Discernment Committee Report:**  
Discernment Narrative of Priest-in-Charge

**Appendix VIII - Sample letter from PIC Consultant**

[Consultant letter head]

May 9, 2013

Wardens and Members of the Vestry  
St. Everybody's Church  
123 Easy Street  
Newtown, MA 01234

Dear Wardens and Members of the Vestry:

I have had the privilege of serving as your Diocesan consultant during The Rev. Jane Doe's assignment as Priest-in-Charge of St. Everybody's Church. In this role I have consulted with the church leadership and Jane in connection with a variety of issues and most recently in planning and facilitating the discernment process relative to calling Jane as Rector, including attendance at a parish forum on Sunday, January 27, 2013 to explain the discernment process to members of the congregation, and attended meetings with the Discernment Committee. I also have joined the congregation several times at worship services.

I have enjoyed very much working with Jane Elizabeth Best, chair, and members of the Discernment Committee, who have made me feel welcome. While I have made recommendations as to how to approach the committee's charge and provided occasional advice and suggestions, I have been impressed with the committee's leadership, and the initiative, discipline and commitment that the committee has shown in approaching its task, for which I credit the integrity and outcome of the process. It is my observation that the process has led to a recommendation contained in the committee's report that reflects the faithful discernment of the members of the committee and truly worthy of your most favorable consideration.

Most sincerely,

cc: Elizabeth Best, Chair, Discernment Committee

## *Appendix IX - Sample transition review*

### **Transition Review**

#### Objective

Before a new priest is called by a Parish, the Bishop requires a review of the business affairs of that parish. This review helps the parish confirm its ability to compensate a new clergyperson at the percent time that the parish desires. In addition, the process encourages a strong relationship between the diocesan consultants who conduct the Transition Review, so that they can be a resource to the parish, going forward.

#### Audience

The audiences for the Transition Review process are **the parish leadership, the Diocese, and, very importantly, the clergy considering employment by the parish.** The Transition Review Report will be useful to all three, though each will have a slightly different use for the information. The Report will assist parish leadership in assessing its financial health and ability to compensate new clergy. It will assist the Bishop in making the decision to endorse the parish's plans. Finally, it will aid the potential clergyperson in his/her discernment of a call, by providing a full report of the business affairs of the parish. The Vestry shares the Transition Review Report with the priest during negotiations of the compensation package and the Letter of Agreement.

#### Steps

The Director of Transition Ministry initiates the process by sending an email (or other communication) to the congregation's leadership, introducing the appointed consultant and briefly explaining the nature of the ministry that consultants are called to do. The Director of Transition Ministry also sends a copy of the email to the appointed consultant and the Consultants Coordinator. The consultant then contacts the warden(s) of the parish, reiterates what he/she will be doing, and sets up a meeting to get the process started.

The consultant usually asks the parish leaders to assemble a set of documents in advance of their first meeting, namely, the **Parochial Report, the Audit Report, the most recent bank, brokerage, and investment statements, the Balance Sheet, the last few years' income statements, and the most recent Treasurer's Report to the**

**Vestry.** The leaders should have these documents available for the meeting or, better yet, forward them to the consultant in advance.

The first meeting should build and trust confidence between the consultant and the congregational leaders so that the balance of the process will go smoothly. A tour of the property (including the rectory and any other outbuildings if applicable) is appropriate.

At this point, it is important that parish leaders familiarize themselves with diocesan compensation guidelines, because the Vestry will calculate the “Total Clergy Compensation” (TCC), using these guidelines, and then use the resulting calculation in salary and benefits negotiations with the incoming priest. The diocesan compensation guidelines are included in the annual report of the Compensation and Benefits Committee and can be found on the diocesan website at <http://www.diomass.org/inside/docs/compensation-benefits-resources-parishes>.

In the review process, the consultant will pay particular attention to the draw from the congregation’s endowment. If the congregation is drawing more than 4% (or so), it is depleting its resources significantly.

The consultant also will check to see that restricted funds are being used properly.

Ultimately, after one or more sessions, the Transition Review will address the following questions:

1. Is the parish in compliance with its administrative and financial obligations? If so,
  - a. Health Insurance payments are current
  - b. The Diocesan Assessment is current.
  - c. The latest Parochial Report is recorded at the diocese
  - d. Insurance (property/casualty) is adequate and paid currently
  - e. Pension payments are current
  - f. The parish Audit is current
  - g. Loan payments, to the diocese or other entities, are current
  - h. No other significant payables exist
  
2. Is the parish’s infrastructure sufficient? If so,
  - a. The Treasurer and Financial Committees are capable
  - b. The congregation is using appropriate software
  - c. The congregation’s banking and investment arrangements are sound
  - d. There are financial resources available for an emergency

- e. The physical plant (including rectory and/or outbuildings) is in good shape
3. Can the parish support the level of clergy (full-time or part-time) that it plans to search for? If so,
- a. The parish is properly computing the minimum and actual Total Clergy Compensation (“TCC”), using diocesan guidelines
  - b. The parish can afford this TCC over a period of years
  - c. The parish knows the cash effect of the proposed compensation (including fringe benefits that may not be in the TCC) and the secondary effects (e.g., reduced income from rental of a rectory)
  - d. The parish can afford the Search it is intending to conduct
4. Are there are any “red flags” that warn of impending problems? Is there:
- a. An unusual concentration of pledge income, with only a few pledgers?
  - b. An unusual amount of revenue from outside sources (e.g., rentals)?
  - c. An unusual number of important donors who are elderly?
  - d. An unusually high building cost/pledging unit (e.g., over \$1,000)?
  - e. An unusually high ratio of sanctuary capacity to Average Sunday Attendance (ASA)?
  - f. Any Property tax issues?
  - g. An excessive draw (over 4% annually) from endowment funds?

#### Product (Transition Review Report)

After the product of this review has been approved by the Consultants Coordinator, the Bishop will review it and approve the plan to call new clergy. The Director of Transition Ministry will share this Transition Review with all potential candidates on the short list. As noted above, the vestry ultimately will share this Transition Review with the new clergy during the negotiation of the compensation package and the Letter of Agreement.

***Appendix X - Model rector's and congregation's covenant of ministry***

**Please customize this document as much as you can!**

**EPISCOPAL DIOCESE OF MASSACHUSETTS**

**Rector's and Congregation's Covenant of Ministry**

This Covenant of Ministry is intended to be negotiated after the Vestry has extended the initial call to the Rector and it should be reviewed annually. Negotiations will be facilitated by the Office of Transition Ministry. The model contains recommended provisions that may be varied according to the particular facts and circumstances. For a part-time Rector, the various sections should be prorated on the basis of a fraction (or percentage), e.g., half-time, three quarters time, etc. Consult the current Diocesan Guidelines for Compensations and Benefits.

**Rector's and Congregation's Covenant of Ministry**

BETWEEN

The Rev. \_\_\_\_\_ and The Vestry of \_\_\_\_\_ Church, \_\_\_\_\_, Massachusetts, which has elected [him/her] to be Rector with the understanding that [his/her] rectorship shall continue until dissolved by mutual consent and affirmed by the Bishop or by arbitration and decision as provided by Title III, Canon 9 or Title IV of the Episcopal Church.

The relationship between a Rector and a Vestry is unique, and it evolves within a larger covenant of mutual trust and ministry to each other. The purpose of this Covenant of Ministry is to strengthen that relationship by clarifying some of the practical arrangements and to reduce later misunderstandings.

**Section A – COMPENSATION**

1. The Rector's salary will be \$ \_\_\_\_\_ per annum commencing on or about \_\_\_\_\_. It will be reviewed annually.

The parties agree that the Rector's Total Clergy Compensation ("TCC") will equal

\$ \_\_\_\_\_, including the amount of the Housing Allowance, if applicable, and \_\_\_\_\_ which corresponds to \_\_\_\_\_% of full-time based on current Diocesan Guidelines for Compensation and Benefits.<sup>9</sup>

If in the event of significant budget deficits the vestry votes to reduce the salary of the Rector, any such reduction shall not become effective for at least six months after the vestry vote has been taken and after the Rector has been notified of the vote. Any such reduction shall be accompanied by an appropriate reduction in the % time to be worked by the Rector and by such other amendments and additions to the agreement as shall be negotiated between the parties at the time.

## 2. Housing<sup>10</sup>

### **[Option A - Rector will not live in a Rectory]**

The Vestry agrees to adopt annually the necessary resolution required by the Internal Revenue Service designating that portion of the TCC shown above as a Housing Allowance within the meaning of Section 1.107 of the IRS Code.<sup>11</sup>

### **[Option B - Rector will be living in a Rectory]**

The Rector and [his/her] family will live in the church-owned Rectory. The Vestry will be responsible for the following expenses:

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<sup>9</sup> Specify other compensation received by the Rector that may be considered part of TCC. Consult the current Diocesan Guidelines for Compensation and Benefits.

<sup>10</sup> The model contains two options relative to housing. "Option A" applies to those situations where the Rector will not live in a Rectory. "Option B" applies to those situations where the Rector will live in a church-provided Rectory.

<sup>11</sup> The amount of the TCC designated as a Housing Allowance should be the lesser of (1) the fair rental value for the housing: including furnishings and appurtenances (such as garage) and utilities or (2) the amount the Rector expects to spend on housing.

- (a) Insurance (and property taxes, if any) on the property;
- (b) Maintenance or replacement of the following appliances:  
     [Specify, such as refrigerator, dishwasher, etc.];
- (c) Maintenance of the structure(s), renovations or capital improvements;
- (d) [Specify other responsibilities, such as snow and leaf removal, etc.].

The Rector and [his/her] family are responsible for good stewardship in regard to the care of the

Rectory and will remain responsible for the general care and upkeep such as [specify particular responsibilities].<sup>12</sup>

The Rector is expected to present an annual report to the Vestry on the condition of the Rectory, with particular attention to items requiring maintenance.

The Vestry agrees to adopt annually the necessary resolution required by the Internal Revenue Service designating that portion of the TCC shown above as a Housing Allowance within the meaning of Section 1.107 of the IRS Code.

3. [Optional] Other Compensation: [Specify, e.g., SECA allowance, equity allowance, etc.].<sup>13</sup>

### **Section B – PREMIUMS**

1. The Vestry will pay the following premiums as required:
  - (a) Pension premiums as required by the Church Pension Group based on the Rector’s TCC. When necessary, the Church Pension Group provides all active and qualified clergy with a short-term disability benefit;

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<sup>12</sup> The specific responsibilities of the Vestry and Rector will depend on the particular facts and circumstances. Once these are determined, they should be delineated with as much specificity as possible.

<sup>13</sup> Since a Rector while living in a church-provided Rectory will not build any equity in a home, a number of Vestries have agreed to fund an equity allowance through contributions to a tax sheltered 403(b) plan. Such other compensation is includable as TCC.

- (b) The cost of Health Insurance premiums [specify whether individual or family coverage, which includes domestic partners, where applicable] according to the percentage prescribed by diocesan policy.
2. The Vestry will provide the following additional benefits [specify other benefits, e.g., dental, other insurance, life insurance for clergy not eligible for pension, etc. and allocation of premiums].
  3. In the event of a total and permanent disability of the Rector, or in the case of the death of the Rector, the following agreements apply:
    - (a) Regarding housing: \_\_\_\_\_month(s) in Rectory or \_\_\_\_\_month(s) Housing Allowance, to be negotiated by the Vestry and the Rector, or Rector's spouse or other designee.
    - (b) Regarding compensation (in the event of permanent disability of the Rector); \_\_\_\_\_month(s) salary per year of service, up to a maximum of \_\_\_\_\_month(s).

### **Section C – EXPENSES**

The Vestry agrees to pay for the following expenses incurred by the Rector in fulfilling [his/her] professional duties:

1. **Moving:** The cost of moving the Rector's family and household goods when the initial call has been accepted.

2. **Travel:** The Vestry agrees to provide the Rector with \_\_\_\_\_<sup>14</sup>

[Option A: reimbursement for all church-related automobile travel at the current rate established by the IRS.]

[Option B: a travel allowance of \$\_\_\_\_\_per year adjusted annually and included in the annual budget for all church-related automobile travel.]

[Option C: an automobile for purposes of church-related travel upon such terms as the Vestry and the Rector shall determine.]

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<sup>14</sup> Specify whether the Rector will receive (1) travel reimbursement and, if so, at IRS rate, (2) an annual allowance or (3) an automobile. In any case, the Rector will submit the expense reimbursement form. Note IRS mileage reimbursement in 2016 is \$.54/mile

3. Communications: To provide for a computer/laptop/pad, internet connection and a telephone in the Rector's office and a cell phone if needed. All postage for church business will be included in the parish budget.
4. Office: All necessary office furniture, equipment and supplies (computer, lap top, pad, etc.) will be paid by the parish, the amount to be established in the annual budget.
5. Discretionary Fund: A fund will be provided for charities and expenditures at the discretion of the Rector in accordance with the Diocesan Guidelines for Clergy Discretionary Funds, the amount to be established in the annual budget.
6. Guests and Hospitality: The Rector will be reimbursed for the reasonable costs of hospitality and entertainment on behalf of the parish, the amount to be established in the annual budget.
7. Professional Fees: Dues of the Rector to the Massachusetts Episcopal Clergy Association and other professional associations, the cost of the annual Clergy Conference with the bishops, and the cost of professional periodicals, the amount to be established in the annual budget.
8. Continuing Education: The amount of \$\_\_\_\_\_ annually to support the Rector's continuing education and will be established in the annual budget. The Rector is expected to make an annual report to the Vestry and/or parish on his continuing education work.
9. The cost of pulpit supply and pastoral services: when the Rector is absent from the parish; the amount to be established in the annual budget.

#### **Section D - LEAVE TIME<sup>15</sup>**

The Vestry agrees that the Rector shall have the following periods of leave at full pay:

1. \_\_\_\_\_ month(s) of vacation per year, including Sundays, plus[  
\_\_\_\_\_].
2. \_\_\_\_\_ weeks per year (in addition to vacation time) for continuing education and career development[and \_\_\_\_\_ days per year (in addition to the above) for retreat time].

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<sup>15</sup> Currently, one month of vacation per year and one week of continuing education/career development per year are the recommended minimum. Additional time off for clergy retreat is strongly encouraged.

3. Sabbatical Leave: The Priest is eligible for 3 months of sabbatical leave for every 5 years of parish ministry, for the purpose of renewal, study, travel, and continued spiritual growth. [*Congregations may wish to adapt this time frame to fit their needs, or the needs of their clergy. For example, a Priest may wish to have a longer leave after a longer number of years of service, or may wish to have shorter leaves after fewer years.*] An amount of \$\_\_\_\_\_per annum will be deposited in an account established for sabbatical preparedness.

Applications for diocesan support from the bishop's Clergy Sabbatical Program can be obtained from the Chair of the Sabbatical Committee. Application materials are also available for download from the web: <http://www.diomass.org/content/clergy-sabbatical-program>.

Planning for the Priest's sabbatical shall begin at least nine months prior to the first day of the leave. The Priest and Vestry shall agree to the form this planning shall take. Both the Priest and Vestry will participate in this planning, which shall include financial and activity information about the sabbatical, provision for congregational life and continuity, and clergy support during the Priest's absence.

4. [Specify other leaves.]
  - a) The Rector shall also have some negotiated additional time off after Christmas and Easter (please specify as agreed upon with the Vestry).
  - b) Plans for personal and sick days (please specify as agreed upon with the Vestry).
  - c) Plans for public holidays (please specify as agreed upon with the Vestry).
  - d) Plans for parental leave (Consult current Diocesan Guidelines for Compensation and Benefits).
  - e) Other

#### **Section E - SUPPLEMENTARY COMPENSATION**

The disposition of wedding, funeral and other fees will be determined in conjunction with the Vestry and may be used to fund the Discretionary Fund.

The following understanding has been reached between the Rector and the Vestry concerning the income the Rector may receive performing [specify].

#### **Section F - USE OF BUILDINGS**

In addition to his/her use and administration of parish buildings for the discharge of his/her duties, the Rector shall have the right to grant use of the buildings to individuals or groups from outside the parish under general conditions to be determined in conjunction with the Vestry.

#### **Section G - REGULAR PARISH GOAL SETTING**

- a) Meeting between the Rector and the Wardens are required at least twice a month with encouragement to meet more often in periods and under circumstances where extra meetings would be helpful.
  
- b) The Rector and Vestry will review the mutual ministry of the parish, vestry, and clergy on or about \_\_\_\_\_ (in no event more than one (1) year) from the Rector’s assumption of his/her duties on the basis of goals and expectations set at the time of the call of the new Rector. Our initial goals are:
  - 1) \_\_\_\_\_
  - 2) \_\_\_\_\_
  - 3) \_\_\_\_\_
  - 4) \_\_\_\_\_

(These goals can be found in the Parish Profile or can be formulated by the vestry and the Rector during the negotiations of this Covenant of Ministry). Subsequently, periodic reviews (every year or two years) will be scheduled. These reviews for the purpose of goal-setting will cover the following items:

- 1. What are the mission and goals of the parish as presently understood?
  - 2. What are the roles and tasks of the parish leaders (Rector, Vestry members, and others) in accomplishing the goals?
  - 3. How well have the previously set goals been met?
  - 4. What goals and expectations will be set for the next period in the life of the parish?
- c) The Rector is expected and encouraged to participate in regional, diocesan and Episcopal Church responsibilities as well as community endeavors. Further, time given to such work shall be understood as an integral part of the Rector’s ministry in the parish.

Finally, this Covenant of Ministry will be revised as desired with the mutual consent of Rector and Vestry, and at any rate it shall be reviewed and revised no later than \_\_\_\_\_. The Bishop will review and sign the revised Covenant of Ministry.

**Section H—TRANSITION REVIEW**

**The Rector was shown and is fully aware of the content of the Transition Review Report performed by \_\_\_\_\_ before the call was extended to him/her.**

**Section I – STATEMENT OF NON-DISCRIMINATION**

In accordance with diocesan and Episcopal Church principles, this congregation will not discriminate on grounds of age, race, gender, sexual orientation, marital status, or disability.<sup>16</sup>

**PARISH SIGNATURES**

Date: \_\_\_\_\_ Rector: \_\_\_\_\_

Approved by the Vestry on (date): \_\_\_\_\_

Warden: \_\_\_\_\_

Warden: \_\_\_\_\_

Clerk \_\_\_\_\_

**Reviewed by the Office of Transition Ministry**

Date: \_\_\_\_\_ By: \_\_\_\_\_

**BISHOP'S SIGNATURE**

**Reviewed by the Bishop:**

Date: \_\_\_\_\_ Bishop: \_\_\_\_\_

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<sup>16</sup> Since its 2001 Report to Convention, the Compensation and Benefits Committee has included this option to reflect the concerns of both the Diocese of Massachusetts and Episcopal Church as reflected in a variety of resolutions presented in their respective conventions.