

Vestry Handbook



Holy Trinity Episcopal Church
Bowie MD

Adopted October 2014

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Sources: Episcopal Church Foundation, *The Vestry Resource Guide*; The Episcopal Church, *Manual of Business Methods*; BoardSource; and examples identified through internet searches using the terms "Episcopal," "vestry," "handbook."

Chapter 1: Parish Overview

Mission and Vision

Mission: Holy Trinity Episcopal Church's (Holy Trinity) mission is to build an open community that connects people to God and their ministries.

Vision: Holy Trinity is committed to the Gospel, and witnesses to that commitment by welcoming everyone to worship here and to gather at the table of the Lord. Holy Trinity Episcopal Church is a dynamic spiritual center, reflecting our community in its diversity. Here, people are welcomed and accepted, and find growth and fulfillment in the vitality of the Spirit.

About the Parish

Holy Trinity stands on a hill overlooking Annapolis Road (Route 450) in Bowie, Maryland. Christians have worshiped on the grounds of Holy Trinity for over 300 years. While much has changed over the years at Holy Trinity and the surrounding community, the parish's focus on experiencing the body of Christ in all things has not.

Holy Trinity offers multiple services on Sundays and Wednesdays to meet the worshiping needs of parishioners and visitors alike. All are welcomed at Holy Trinity and invited to participate fully in services. At Holy Trinity, God's table is an open table and we welcome all to participate in communion.

Holy Trinity also actively works to spread the Word of God and practice God's teachings through a wide variety of activities and missions, including our efforts to end hunger both locally and worldwide. Our largest mission is the Holy Trinity Episcopal Day School (school).

There are three main buildings on the Annapolis Road campus 1) the church, 2) the rectory, and 3) parish hall. The church is the focal point of campus and houses the worship services. The rectory houses the Rector's office, administrative offices, and conference rooms. Parish hall serves as the parish's social gathering place and houses the kitchen. It also is used for school classes and functions, and is adjoined to school building. Signs direct visitors to the appropriate buildings on campus.

Holy Trinity also owns property on Daisy Lane in Glen Dale, Maryland, which is the site of the parish's school (discussed below). Holy Trinity also owns two cemeteries—one located on the Annapolis Road campus and one adjacent from the campus (the Bowie Family cemetery).

Parish Bylaws

The parish bylaws govern the operations of the church. Among other things, the bylaws set forth the general powers, duties, and term limits of the Vestry; define parish membership; establish rules and procedures for the annual meeting; define the relationship between the parish and

school; and the process for revising the bylaws. All Vestry members should be familiar with the parish's bylaws. A copy of the parish bylaws can be found on the church's website.

Vestry Composition

Per the parish bylaws, the Vestry consists of the Rector, the Senior Warden, the Junior Warden, and nine other lay members of the parish. The voting members of the Vestry include the Wardens and the nine lay members. The Vestry also includes a number of ex-officio members (i.e., nonvoting), including the parish Treasurer and Secretary of the Vestry. The Vestry appoints both the parish Treasurer and Secretary of the Vestry.

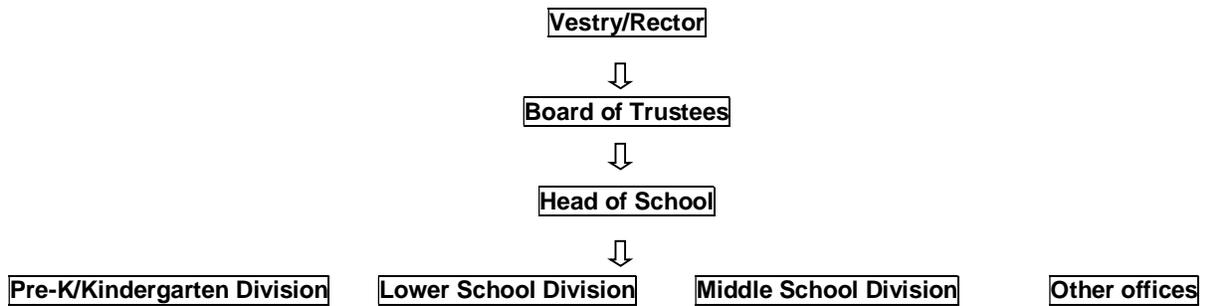
The Senior and Junior Wardens are the leaders of the Vestry. The name Warden dates back to England in the 1600s and refers to the official charged with the enforcement of specific canons and the bylaws of the congregation. The national canons assign only one specific duty to the Wardens: if the Rector is absent or disabled and unable to give consent to another member of the clergy to officiate at the worship services of the congregation, then one of the Wardens is responsible for giving consent. Ultimately, however, what Wardens do is defined by the traditions and particular needs of the congregation as well as both the individual's and the Rector's particular talents.

The appendix includes information on the key responsibilities of the Wardens, parish Treasurer, and Vestry Secretary.

Church and School Relationship

Holy Trinity established the school as a mission of the church in 1963, and it remains the parish's largest mission. Originally established as a preschool, the school has grown steadily and now offers preschool through eighth grade education. The school is located on two campuses. The lower school division is located on the church campus and offers grades one through four. The preschool/kindergarten and middle school divisions are located on Daisy Lane in Glenn Dale, Maryland, and offers preschool, kindergarten, and grades five through eight.

The school is owned by the parish; it is not an independent school. The Vestry has delegated day-to-day oversight and governance of the school to the Board of Trustees. However, the Vestry retains certain responsibilities for the school, such as approving major capital investments. See the parish and school bylaws for more information about the church/school relationship and responsibilities, and the organizational chart below for a depiction of the governance structure.



Chapter 2: Roles and Responsibilities of the Vestry

Vestry: Roles and Responsibilities

The role of the Vestry is defined by the canons of the Episcopal Church and the diocese as well as the bylaws of the parish. In addition, the Maryland Vestry Act prescribes certain roles and responsibilities. The national canons do not offer a significant amount of guidance but they do stipulate that the Vestry shall:

- serve as agents and legal representatives of the parish in all matters concerning its corporate properties, and the relations of the parish to its clergy;
- ensure that standard business methods will be observed;
- ensure the continuation of worship, including calling a new Rector, when the parish is without a Rector; and
- nominate persons for holy orders.

In addition to these roles, the Vestry has certain key responsibilities that are essential to the success of Holy Trinity, including:

Preserving and, when necessary, reshaping the Parish's mission— A key role of Vestry is to keep the parish focused and striving towards its mission. The Vestry is responsible for considering each activity, program and funding request against the mission. In the same manner, the Vestry is responsible for ensuring that the parish leadership (to include ministry leadership) acts in accordance with the Vestry's direction.

Selecting and supporting the Rector— Another key role for the Vestry is calling a new Rector, as needed. The Vestry may wish to establish a selection committee to help with the selection process. Once in place, the Vestry is responsible for working with the Rector to establish goals that align with the parish's mission. The Vestry is also responsible for supporting the Rector by,

for example, engaging in open and honest conversations about what is and is not going well in the congregation, paying attention to the Rector's well-being and wellness, paying attention to the Rector's family wellness issues, and encouraging clear and direct communication between the Rector, Vestry and congregation.

Ensuring the Parish is well managed—While the Vestry is not responsible for managing the parish directly, it is responsible for ensuring that the parish is managed effectively. To this end, the Vestry should ask enough questions to satisfy itself that qualified and sufficient staff is assigned to key tasks, that resources are allocated through a realistic budget consistent with the mission, that internal controls are in place to prevent fraud or noncompliance, that proper ethical and governance standards are followed, and that the programs of the parish have clearly defined purposes, are aligned with the mission, and are periodically reviewed to assess whether they are meeting their purposes. The Vestry also must be attentive to its own internal processes, so that its meetings focus only on vestry-level matters and do so in a way that draws upon the combined expertise and experience represented at the table.

Representing Holy Trinity—The Vestry represents Holy Trinity when interacting with the congregation and the community at large. In all interactions, Vestry members should seek to help raise awareness of Holy Trinity and its good works, including the School. To be a good ambassador for Holy Trinity, it is important that each Vestry member stay connected and informed to parish and school activities and programs.

Exercising financial stewardship—The Vestry approves the annual budget and major financial transactions as well as reviews the Parish's external auditor's report. Each Vestry member is responsible for understanding the parish's finances. The Vestry manages the financial health of the parish through the Finance Committee and by reviewing the operating statement on a monthly basis.

Communicate, Communicate, Communicate: It is important that the Vestry keep the congregation informed about their work. Items to be communicated on a regular basis include meetings, needed resources, and activities and progress towards goals. The Vestry should use multiple communication methods (e.g., Website, listserve, weekly bulletin) to communicate the latest information to the congregation.

Making sure that the Parish is in compliance with laws and regulations—Being exempt from most taxes does not mean that Holy Trinity is exempt from regulation. The Vestry is responsible for being aware of laws and regulations that apply to the parish.

Vestry Members: Individual Roles and Responsibilities

Your service as a Vestry member will be rewarding to you and your service benefits Holy Trinity. (Thank you!) To make your service as meaningful as possible, it is important to keep the following roles and responsibilities of all Vestry members in mind.

Attendance and pledge—You should attend all Vestry meetings if at all possible. The skills you bring to the table do not matter if you are not present. Frequent absences can drain the morale of the other Vestry members and, ultimately, the parish. Vestry members are also expected to be active and visible in various Holy Trinity activities and programs as well as school functions. It is also expected that all Vestry members annually pledge to Holy Trinity.

Be prepared and informed— In preparation for each meeting, read the material sent to you in advance. Come prepared to ask questions and make comments. It is also helpful to stay informed of trends and developments in the Episcopal Church so that you can bring a broader perspective. In addition, Vestry members need to stay abreast of good governance practices as they evolve.

Speak your mind and ask hard questions—As a Vestry member, you have a responsibility for protecting the good name of Holy Trinity and assuring that the parish's finances are being used consistent with good practices. This requires Vestry to, in a professional and constructive manner, ask the hard questions and not shy away from difficult or sensitive issues.

Be respectful: Our baptismal covenant commits us to respect the dignity of every human being. This includes our fellow vestry members and the clergy. We are to speak the truth in love and to build up the body of Christ. Vestry members are obligated to speak up in the vestry meetings. Everything that needs to be said should be said there and not in the parking lot after the meeting or in telephone conversations. If a vestry member has differences with another vestry member or a member of the clergy, those concerns should be addressed directly to the party involved. "Triangling" is complaining to a third party in order to enlist that party's support. The best way to end triangling is for everyone to understand that anything said about anyone will be reported directly to that person.

Stewardship of Holy Trinity's assets—The Vestry is responsible for the stewardship of the assets entrusted to Holy Trinity. These assets include funds/trusts, pledges, and grounds and buildings. The Vestry must satisfy itself that sufficient funds are allocated to each aspect of parish life and that the allocation is consistent with the established priorities.

Integrity is paramount—The most important asset of Holy Trinity is its good name. The second most important asset is the confidence of Holy Trinity families in the Vestry's capacity to manage and spend funds prudently. Each Vestry member should make certain, in the practices and policies of the Vestry and parish, that integrity is the highest priority.

Vestry vs. Rector Responsibilities

The work of the Vestry is done in partnership with the rector and therefore it is important for the Vestry to understand the Rector's role and responsibilities. The national canons state that the Rector is responsible for:

- worship and spiritual life;
- selection and oversight of all assisting clergy;
- use and control of all buildings and furnishings; education of all ages in the Scriptures; the doctrine, discipline and worship of the Church; and in the exercise of their ministry as baptized persons;
- stewardship education for all ages;
- preparation for Baptism, Confirmation, Reception, and Reaffirmation;

- announcing the Bishop's visit with the Warden and the Vestry, and providing the Bishop with information about the congregation's spiritual and temporal state;
- applying "open plate" offerings from one Eucharist a month to charitable uses;
- reading communications from the House of Bishops at worship; and
- recording all Baptisms, Marriages, Confirmations and Burials in the congregation register.

In sum, the canons assign essentially all responsibility and authority for the pastoral and spiritual direction of the congregation to the Rector. According to the canons, assisting clergy have no canonical or legal authority unless it is delegated to them by the Rector.

The relationship between the vestry and the rector is crucial. The fundamental characteristic of a healthy relationship is trust. This may not appear immediately in the pastoral relationship, but must be developed and nurtured over a period of time. The early stages of a pastoral relationship are a time of testing as to whether the vestry and rector can trust one another. When trust is present, anything is possible. Without it, nothing can really happen.

While it is critical that the Vestry and Rector work in partnership together, it is also important for them to have a clear understanding of the distinctive roles of each. Much confusion (and sometimes conflict) occurs when the distinctions become blurred. In general, the Vestry provides direction for and oversight of parish operations and controls the purse strings of the parish by, for example, setting policy and approving the operating budget. The Rector is also the sole employee of the Vestry. Therefore, the Vestry is responsible for the selection, oversight, and compensation of the Rector. The Rector, in turn, is responsible for the selection and oversight of church staff and day-to-day management of the parish, such as implementing the parish's budget and policies. All parish staff serve at the pleasure of the Rector. Furthermore, as noted above, the rector is also responsible for the worship, music, education and spiritual welfare of the parish. S/He also has the control over the use of the parish facilities.

In general, Vestry members do not have individual power or authority. The power and decision-making ability lie with the full Vestry. Occasionally, a Vestry member may become heavily involved in a particular church activity and work closely with the staff of the church. In that situation, the Vestry member should report periodically to the full Board so that it is informed. Similarly, Vestry members are occasionally approached by current or former parishioners about concerns they have with the parish. In these cases, Vestry members should be courteous, but direct them to the Rector or Wardens.

Legal Liability Issues

The Vestry has a fiduciary obligation to the organization. The Vestry should follow general corporate principles regarding its fiduciary duties. That is, Vestry members must act with good faith and loyalty, and in the best interests of the church. More specifically, Vestry members must exercise a "duty of care," meaning they exercise the care an ordinary prudent person would exercise in the management of his or her own affairs under similar circumstances, and a "duty of loyalty," meaning they will not use their position to further their own interests.

As legal representatives and agents of the parish, vestries must be aware of their ongoing responsibilities and potential liabilities. Vestries and parishes can be held legally liable for any of the following: accidents on parish property or during parish-sponsored activities; violation of fiduciary responsibilities; violations of contracts or other legal agreements; wrongful termination and other employment practices; and discrimination and sexual harassment and misconduct. In very rare instances, individual members of vestries may be held personally liable for significant acts of malfeasance or willful misconduct. However, under the “business judgment rule,” courts will generally respect the Vestry’s decision regardless of whether the decision was ultimately a wise one if the Vestry exercises duties of care and loyalty. Furthermore, the Vestry is protected if it acts in good faith and on an informed basis in the best interests of the Church. Nevertheless, Holy Trinity maintains liability insurance to provide coverage for actual claims as well as legal defense.

Chapter 3: Accountability, Integrity, and Financial Stewardship

Key Policies

The Vestry is a link between the Rector, the congregation, the community. These constituents expect the Vestry to effectively oversee the parish. Good practice, as well as the expectations of our constituents, requires a high level of attention to the issues of financial reporting, controls and assessment of business risk. The Vestry must be confident that adequate systems are in place for controlling, administering and planning the use of resources.

To mitigate potential risks, the Vestry Board has adopted a number of policies, including a Conflict of Interest Policy, Vestry Covenant, Investment Policy, and Technology Policy. The Conflict of Interest Policy—which applies to the Vestry and Rector—outlines potential conflicts of interest, describes procedures for handling potential conflicts or violations of the policy and requires annual statements of independence from all board members and management. The Vestry Covenant describes the expected behavior for the Vestry. The Investment Policy describes the Vestry’s overall investment strategy. The Technology Policy outlines key controls for the parish’s technology usage.

Internal Controls

Internal controls—the policies, procedures, and activities in place to prevent and detect fraud and to protect an organization’s resources—are an important aspect of leadership and good governance of any organization. Internal controls are an integral component of an organization’s management that provides reasonable assurances that the following objectives are being achieved: 1) effectiveness and efficiency of operations, 2) reliability of financial reporting, and 3) compliance with applicable laws and regulations. A subset of these objectives is the safeguarding of assets. Internal controls should be designed to provide reasonable assurance regarding the prevention of or prompt detection of unauthorized acquisition, use, or disposition of an agency’s assets.

Holy Trinity has several controls in place to minimize risk to the organization. Current policies, practices, and procedures in place to address Holy Trinity’s control environment, risk assessment, controls over cash, information and communication, and monitoring are

summarized as follows:

Control Environment

- The terms of Vestry members are staggered to allow for the retention and transition of institutional knowledge to new Vestry members.
- Some orientation is provided to new Vestry members regarding legal liability associated with Vestry service.
- Holy Trinity employs a bookkeeper with appropriate training and expertise to manage day to day accounting for the parish.
- Holy Trinity uses financial software program to organize and track financial and other data, enabling instant reporting on a wide variety of financial parameters.
- The Rector has appropriate authority to implement and carry out internal controls.

Risk Assessment

- Holy Trinity also pays for and uses financial software system as a means of reducing risk of financial misstatement.
- A Treasurer manual was developed to identify key financial objectives for Holy Trinity and describes processes for fulfilling most of them.
- The Investment Policy outlines the level of risk tolerated for the parish's investment portfolio.

Control Activities: Controls over Cash

- Most of Holy Trinity's key financial management policies, duties, and processes are described in a Treasurer manual which includes: overview of financial duties with clearly delineated segregation of duties among Treasurer, bookkeeper, Rector and Vestry; budget preparation and analysis; accounts payable, bank reconciliation; processing and monitoring of charitable donations received; and management of payroll and employee benefits
- Payments are identified and recommended by the bookkeeper who provides support for the recommendation to signatories. The Rector is not an authorized check signer.
- The financial software also includes features that strengthen control over cash.

Information and Communication

- Vestry communication is accomplished through monthly Vestry meetings to discuss the state of the parish and to consult on or vote on policy or budgetary matters of the parish; emails among the Vestry that contain time sensitive or important information about the parish; and regular meetings between the Rector and Wardens.
- Communication with the congregation is accomplished through the Annual meeting and other gatherings (e.g., Town Hall meetings); the weekly listserv email; the Sunday bulletin; Sunday announcements; the publishing of the approved Vestry meeting minutes; and the Website.

Monitoring

- Ad hoc meetings of the Treasurer with the bookkeeper and Rector to discuss and review financial statements and accounts.
- Monthly meetings of the Finance Committee to review financial statements and accounts.

- Monthly review of the financial statements by the Vestry.
- An annual external audit monitors the church's controls over financial reporting.

External Audit

A fundamental responsibility of the Vestry is to know the amount of assets available to the Church, to be confident that the use of those assets is consistent with the Church's mission and accepted accounting principles, and to also be confident that the possibility of fraud or conflicts of interest are minimized. To fulfill this responsibility, Holy Trinity hires an external auditor to conduct an annual audit of the church (including the school). Although the church's Treasurer and Bookkeeper work most closely with the external auditor in preparing these documents, the auditor should present the audited financial statements to the Vestry.

Budgeting and Financial Management

Although the financial health is the responsibility of the entire Vestry, the parish Treasurer is charged with overseeing all aspects of the church's finances and providing the Vestry accurate and timely information on the church's finances. More specifically, the Treasurer is responsible for formulating the church's annual budget; maintaining full and accurate accounts of receipts and disbursements of the church; depositing all monies in the name and to the credit of the church; recommending to the Vestry a firm to conduct the annual financial audit and working with the firm, the bookkeeper and Rector on the audit; working with the church's financial advisor to implement and advising the Vestry on the church's investment policy; and rendering an account of the financial condition of the church at the monthly Vestry meetings. The position of the Treasurer is established in parish's bylaws.

To help the Treasurer carry out his/her fiduciary responsibilities, the Vestry chartered the Finance Committee. This committee includes the Treasurer, a Vestry member, and members of the parish.

Tax Exempt Status

Holy Trinity is a nonprofit corporation with 501(c)(3) status. This means the Church is recognized as a nonprofit by the Internal Revenue Service.

Chapter 4: Operating Procedures

New Vestry

At the beginning of each new Vestry (i.e., after the election at the Annual meeting), the Vestry should hold an orientation session for new Members. The Vestry should use the handbook to set expectations for new and returning Vestry members. Among other things, these

expectations should include that the new members will read the handbook, sign the appropriate disclosures, and learn and use Google Drive (or other technology used) for Vestry business. In addition, it is expected each returning Vestry member will lead at least one project during the year. Returning members are also expected to mentor the new members.

Vestry meetings

The Vestry generally meets on a monthly basis. These meetings are generally held on the same day and at the same time each month. On occasion, the Vestry will also hold retreats or similar gatherings to conduct strategic visioning or team building activities or call an emergency meeting to address a time-sensitive issue. Regular Vestry meetings are open to the congregation. However, the Vestry may call an executive session to discuss and deliberate on confidential matters (e.g., personnel matters) during any part of a regular Vestry meeting. Executive sessions are closed to non-Vestry members.

The rector presides at all vestry meetings but may, in special cases, delegate that responsibility to the senior warden. When the annual compensation of the rector is being considered, the rector may ask the senior warden to preside so that the vestry can freely discuss compensation for the coming year. In the event of a vacancy in the office of rector, the senior warden presides.

An official record of Vestry meetings is kept to document vestry discussions and decisions from meeting to meeting, from one Vestry to the next, and from the vestry to the parish as a whole. The Vestry's fiduciary responsibility dictates that accurate records on financial matters be recorded. Minutes should reflect decisions made, not details of who said what. The Vestry's practice is to post approved minutes on the website.

Vestry Committees

Most of the Vestry's work is completed by its committees. Such a practice allows individual Vestry members to become knowledgeable in key areas of the Vestry's work and also reduces the amount of time that the full Vestry needs to spend on any one issue or set of issues.

The parish bylaws establish one committee—the Executive Committee. The Executive Committee is made up of the Rector and Wardens and the duties of this committee include monitoring the business and management of the parish and responding to emergency matters. The bylaws also allow the Vestry to establish other committees. The Vestry is responsible for giving specific directions concerning the mission of each committee.

At one of its first meetings after the Annual meeting, the Vestry forms the committees based on the Vestry's goals and priorities for the year. Committees generally meet on at least a monthly basis to advance the goals and tasks assigned to them by the Vestry, and the committees report on their progress at the monthly Vestry meetings. Based on their work, the committees also may make recommendations on specific courses of action to Vestry for its consideration. It has been the general practice of recent vestries to charter several committees including the Finance, Missions and Visions, Governance, and Buildings and Grounds committees. Each new

Vestry may alter the committee structure or their goals and priorities. A chair (or lead) should be assigned for each committee; the chair is responsible for facilitating the work of the committee and reporting back to the Vestry.

The Vestry is responsible for chartering all parish missions and committees, per the parish bylaws. The bylaws state that the Vestry shall give each committee specific directions concerning their mission and scope and that at least one Vestry member should sit on each committee.

Retention of Vestry Materials

In line with internal control best practices, the Vestry retains electronic copies of Vestry meeting minutes, policies and other key documents. These documents are stored in Google Drive. All Vestry members have access to the parish folders on Google Drive. Members are expected to file Vestry-related materials in the appropriate folders.

Annual Calendar

Although the pace and schedule of each Vestry will vary based on its goals and priorities for the year, certain activities must be undertaken and completed each year. Below is a calendar of key events.

Spring	Summer
<ul style="list-style-type: none"> • New Vestry orientation • Establish Vestry goals/priorities for the year • Hold Board/Vestry day at school • Review committee charters and policies 	<ul style="list-style-type: none"> • Hold Vestry retreat • Plan for program year • Distribute 1/3 of mission money
Fall	Winter
<ul style="list-style-type: none"> • Conduct stewardship campaign • Form nominations committee • Announce annual meeting • Distribute 1/3 of mission money • Hold Board/Vestry retreat 	<ul style="list-style-type: none"> • Prepare for and hold Annual meeting • Approve budget • Distribute 1/3 of mission money

Appendix: Position Descriptions for the Wardens, Treasurer, Secretary, and Project and Committee Leads

The key responsibilities of the **Senior Warden** include the following.

- Meet regularly with the rector to review the life and work of the congregation, plan ahead, anticipate and resolve problems.
- Provide leadership in the vestry to identify the vision, mission and goals of the congregation, make and implement plans, assess progress and celebrate achievements.
- Provide leadership in the congregation by demonstrating a consistent positive attitude that seeks to solve problems and learn from mistakes, recognizes accomplishments and gives thanks for those things that build community and further the mission of the church.
- Pray daily for the rector, leaders and members of the congregation.
- Be available to discuss any and all concerns with the rector; maintain confidentiality where appropriate.
- Be available to discuss any and all concerns with members of the congregation; avoid making hasty judgments, encourage complainants to speak to those involved, discuss problems with the rector.
- In cases where the rector, staff, or vestry is beleaguered or unfairly criticized, foster understanding and reconciliation, distribute accurate information, etc.
- Ensure that policies and procedures regarding employee and volunteer misconduct are in place and enforced; take any questions, complaints and concerns to the rector or appropriate authorities immediately.
- Support the rector in taking action when employees or volunteers are charged with misconduct or inappropriate behavior.
- In cases where conflict imperils the pastoral relationship between the rector and congregation, the rector or a majority vote of the vestry may ask the bishop, in writing, to intervene; the senior warden traditionally makes this petition on behalf of the vestry.
- In cases where the rector is overworked, disregarding his or her health and well being, and that of the family, encourage the rector to take corrective steps and solicit the vestry's support in reducing workload, adding staff, funding a sabbatical, or similar steps.
- Assist in identifying persons for leadership roles; may also participate in inviting them to serve in those roles.
- Be prepared to assist the rector or to step in and do what is necessary (make an announcement, write a letter, etc.)
- In The Absence of a Rector:
 - If the congregation's rector leaves, notify the bishop promptly and make provisions for worship services
 - If the congregation is without a rector, lead the congregation, ensuring that the worship services, program and pastoral care needs of the congregation are met, that the selection process for a new rector is established, that employee relations and communications with the diocese are maintained

- Prepare a Letter of Agreement with the proposed new rector
- Ensure that the name of the person proposed to be called as rector is submitted to the bishop thirty days before the election is to be held; deliver written notice of the election of a rector to the bishop

The key responsibilities of the **Junior Warden** include the following.

- Assist the rector and senior warden in providing leadership in the vestry to identify the vision, mission and goals of the congregation, establish and implement plans, assess progress and celebrate achievements.
- Provide leadership in the congregation by demonstrating a consistent positive attitude that seeks to solve problems and learn from mistakes, recognizes accomplishments and gives thanks for those things that build community and further the mission of the church
- Pray daily for the rector, leaders and members of the congregation.
- Meet regularly with the rector and senior warden if requested to do so
- Work closely with the rector and senior warden in providing overall leadership in the congregation.
- Have an understanding of and empathy for the property maintenance needs and an ability to work with service people and to recruit and motivate members of the congregation to take responsibility for maintenance work.
- Establish and oversee seasonal maintenance of all equipment (furnace, air conditioner, plumbing facilities, kitchen facilities, office machines, etc.).
- Establish and oversee annual safety checks.
- Chair or work with the chair the Buildings and Grounds committee

The key responsibilities of the **parish Treasurer** include the following.

- Ensure the proper collection, counting, and deposit of all contributions to the congregation, ensuring that at least two persons are present at all times during collection and counting.
- Ensure that bills and employees' salaries (including the Rector's housing allowance) are paid in a timely fashion.
- Ensure that adequate insurance is maintained on all real and tangible property and adequate liability insurance is maintained for church employees and the Vestry.
- Work with the bookkeeper to ensure that the books and accounts of the congregation are kept in accordance with standard accounting procedures and the requirements of the canons.
- Work with the external auditor to prepare for and execute the annual audit.
- Ensure that the congregation's financial operations are in accordance with the Episcopal Church and diocesan canons, the congregation's by-laws and state and federal laws.
- Ensure that the congregation's deeds and other instruments of ownership are secure, and maintained in the manner prescribed by canon and civil law.

- Meet regularly with the rector, wardens, and/or staff for planning and evaluation.
- Chair the Finance Committee.
- Prepare the annual parish budget for the Vestry's consideration; present approved budget at the Annual meeting.
- Be available to consult with other committees that might need help in planning budgets or other assistance in financial matters.
- Attend monthly vestry meetings to provide a financial report of the parish.
- Make appropriate contributions to the diocesan parochial report.

The key responsibilities of the **Vestry Secretary** include the following.

- Take notes during vestry meetings and, afterward, prepare and distribute minutes.
- Maintain a file of all vestry meeting minutes.
- If asked, take minutes for the annual parish meeting.
- Prepare, date, sign and maintain documents as required.
- Maintain roster of Vestry members and contact information.

The key responsibilities of a **Project and Committee Lead** include the following.

- Seek volunteers from the congregation to participate on the project or committee, as appropriate.
- Develop project plans, agendas, or other documents to guide the project and committee activities.
- Facilitate meetings about the project or for the committee.
- Keep Vestry informed of the status of the project or committee activities.
- Work with the Rector and Wardens to determine when matters should be brought before the Vestry for a vote.

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