

**Minutes of Meeting of Vestry of
St. Paul's Episcopal Church of Murfreesboro, Tennessee, Inc.
Date of Meeting: May 21, 2024**

Method of Meeting (i.e. virtual or in person): In Person

Vestry Members:

Vestry Member Name:	P = Present A= Absent
Burgess, Nick	P
Casteel, Matt	P
Clemmons, Sandy	P
Davis, Jeff	P
Farrer, Andrew	A
Green, David	P
Kellerman, Allison	P
Kropog, Jennifer	A
Kyriakoudes, Louis	A
Miller, Brad	P
Nix, Kyle	P
Peek, Scott	P
Smith, Ione	P

Clergy Present:

Dr. Blaess

Rev. Whitnah

Staff Present:

Heather Studenberg

Others Present:

Don Whitfield

Ted Goodman (clerk)

David Rowe

- 1 **The Meeting was opened with a devotional by Sandy Clemmons (Chaplain).**

2

3 **The Agenda was approved by acclamation. Motion to approve by Ione. Seconded by Kyle**
4 **Nix. Unanimous.**

5 **Review of Minutes:**

6 The minutes for March were approved. Motion to approve by Brad Miller, seconded by Allison,
7 unanimous.

8 The minutes for April were approved. Motion to approve by Nick Burgess, seconded by Matt
9 Casteel , unanimous.

10

11 **Financial Report (Don Whitfield):**

12 Total revenues for first four months almost \$97,000 head of budget. Expenses are right on target.
13 So, we have a *favorable* \$97,000 variance. Pledge income has a \$65,000 favorable variance. Four
14 months into the year we have collected almost half of our annual budget. But, it is reasonable to
15 expect that this favorable variance will shrink. Unpledged gifts are \$28,000 *better* than budget.

16 The Junior's building expenses are right on target. We have had some costly repairs to the roof,
17 nothing to be worried about, just something to be aware of.

18 Of the Memorial Gifts, \$6,250 was earmarked by the donor(s) for the Great Road.

19 The Memorial Garden project is complete and paid for.

20 Motion to approve treasurer's report by Scott Peek. Seconded by Jeff Davis. Unanimous.

21

22 **Committee Reports:**

23 No oral committee reports.

24

25

26 **Wardens' Reports**

27

28 **Sr. Warden's Report (Brad Miller)**

29 Brad explained that Stewardship is about more than just asking people to give money. It
30 is about developing and articulating a vision and mission for the Church that the membership will
31 be invested in.

32 There will be a kickoff meeting Tuesday, May 28, at the parish hall.

33
34
35
36
37
38
39
40
41
42
43
44
45
46
47
48
49
50
51
52
53
54
55
56
57
58
59

Clergy Report:

Rector’s Report (Dr. Blaess):

Kristine discussed about the potential Pastoral Residency program. It would be a three-year opportunity for St. Paul’s to recruit, hire, supervise & write the job description for a brand new Episcopal Priest to come to St. Paul’s and learn about all aspects of being a minister at a Church. This person would spend about half of his/her time as a youth minister. We would try to partner with *Made to Flourish* which is an organization that assists churches with establishing and running a Pastoral Residence Program.

The hiring and recruitment process would follow the same process as we have used in the past for hiring the associate rector.

The vestry engaged in an extended discussion regarding the potential of this program, including costs, potential for grant funding, personnel costs, fees to made to flourish, etc.


So Kristine asked the Vestry to consider two motions:

- a. Motion by Scott Peek, seconded by Matt Casteel:
 - a. To consider the potential of St. Paul’s pursuing a mission as a teaching parish through a pastoral residency program, Alpha, and other similar programs
 - b. Motion carried unanimously.
- b. Motion by Kyle, seconded by Ione.
 - a. To apply to *Made to Flourish* for the Pastoral Residency Program.
 - b. Motion carried unanimously.

Executive Session:

Nothing to report from executive session.

Respectfully submitted,


Theodore W. Goodman
Clerk of the Vestry

St. Paul's

EPISCOPAL CHURCH

Vestry Agenda
May 21, 2024
Parish Hall Classrooms

- 5:45 p.m. (Optional) Pre-gathering and relational check-in
- 6:00 p.m. Devotion (Sandy Clemmons)
- 6:05 p.m. Approve Agenda and March and April 2024 Minutes
- 6:15 p.m. Financial Report (Don Whitfield)
- 6:30 p.m. Celebrating our strong legacy | Building people today for tomorrow
- Alpha (David Green, Sandy Clemmons, Jennifer Kropog, Michael+)
 - Consideration of the proposal to start a pastoral residency program (Kristine+)
 - Approval of vision of being a teaching parish
 - Vote on whether to submit an application to partner with MtF
- 6:50 p.m. Review of 2024 goals
- Vestry | Quarterly touches with parishioners
 - How is it going? Glows? Grows?
 - Thank you cards for pledging households
 - Operations fully funded by offerings, and Increased financial transparency
 - Stewardship update (Jennifer, Brad)
 - Calendar
 - Vestry send thank you notes to pledging households – May 2024
 - Vestry quarterly phone calls/contacts with all parish households
 - Guest Preacher series
 - 3-year pro forma funding plan distributed to parish – August 2024
 - Semi-annual meeting to present pro forma funding plan and answer questions – 9am August 18, 2024
 - Quiet phase of Stewardship campaign – Seek pledges from Vestry, Sr. Wardens' Council, Major Donors and Staff – August 2024
 - Debt Retirement Party/Stewardship Kickoff – Friday, September 6, 2024
 - Temple talks by our lay people – September and October 2024
 - 4 weeks preaching on Stewardship – September/October 2024
 - Every-household phone calls – September and October 2024
 - Gratitude Sunday October 27, 2024
 - Follow-up phone calls – November and December 2024
 - Expand Communications
- 7:10 p.m. Ministry Liaison reports: Celebrations? Needs?

7:15 p.m. Parking update (Brad Miller)
 7:20 p.m. Executive Session
 7:25 p.m. Compline
 7:30 p.m. Adjourn

Important dates:

Vestry meeting | Tuesday, June 18, 6pm in the Parish Hall Classrooms

We are forming people into the body of Christ *through*. . .

Worship and Music

- We are growing “more”: Goal -- 350 Average Weekly Attendance (AWA)

Building People Today for Tomorrow | A Teaching Parish

- Alpha
- Pastoral Residency

Growing in Mutual Love

- We are growing “deeper”: Goal – Small group participation = AWA

Practicing Hospitality

-

Stewardship

- 1) Quarterly touches with parishioner households
- 2) Balance the budget | Operations fully funded by offerings
- 3) 3-year funding plan shared with parish

Vestry liaison roles

Role	Name 'Class
Sr. Warden	Brad Miller '24
Jr. Wardens	Matt Casteel '25 (Admin) Andrew Farrer '26 (Maintenance)
Chaplain	Sandy Clemmons '26
Finance/Admin	Jeff Davis '26
Stewardship	Jennifer Kropog '26 Entire Vestry
Communications	Scott Peek '25
Gifts and Arts Design	Louis Kyriakoudes '24
Worship	Ione Smith '25
Member Engagement	David Green '26 -- strategy and tactics Sandy Clemmons '26 -- member outreach and teams Jennifer Kropog '26—Groups
Parish Life	Allison Kellermann '24 Ione Smith '25
Children/Youth	Kyle Nix '25
Outreach	Nick Burgess '24

**St. Paul's Episcopal Church-Main Campus
Statements of Operations and Cash Flows**

	For the Month Ended 04/30/2024		For the Four Months Ended			For the Year Ending 12/31/2024		\$ Var CYR	% Var CYR	% Var PYR
	Actual	Budget	Actual	Budget	Prior Year	Budget				
Revenues										
Pledges	\$ 70,125	\$ 47,859	\$ 366,537	\$ 301,039	\$ 317,455	\$ 756,291	\$ 65,498	21.8%	15.5%	
Unpledged Gifts	14,136	6,861	51,654	22,867	22,653	78,500	28,787	125.9%	128.0%	
Endowment Income	15,738	15,712	15,738	15,712	15,785	62,850	26	0.2%	-0.3%	
Other Income	1,727	1,294	8,580	6,072	7,027	33,010	2,508	41.3%	22.1%	
Total Revenues	101,726	71,726	442,509	345,690	362,920	930,651	96,819	28.0%	21.9%	
Expenses										
Clergy	23,824	24,088	97,065	96,352	93,209	291,557	(713)	-0.7%	-4.1%	
Music	3,740	5,067	22,645	23,043	30,487	62,719	398	1.7%	25.7%	
Church Programs	3,943	3,992	15,192	16,095	15,355	53,727	903	5.6%	1.1%	
Other Church Programs	1,211	1,095	8,367	7,108	7,036	19,900	(1,259)	-17.7%	-18.9%	
Youth Ministry	1,490	1,546	5,952	6,183	1,258	18,548	231	3.7%	-373.1%	
Operations/Maintenance	11,713	13,284	55,416	58,087	48,013	182,419	2,671	4.6%	-15.4%	
Administration	17,728	15,184	64,270	60,812	54,733	197,914	(3,458)	-5.7%	-17.4%	
Outreach	10,711	9,711	38,345	39,345	35,058	128,285	1,000	2.5%	-9.4%	
Debt Service (Interest)	95	102	574	518	3,703	709	(56)	-10.8%	84.5%	
Total Expenses	74,455	74,069	307,826	307,543	288,852	955,778	(283)	-0.1%	-6.6%	
Net Income/(loss)	27,271	(2,343)	134,683	38,147	74,068	(25,127)	96,536	-253.1%	81.8%	
Principal Repayment	7,479	7,472	29,723	29,779	26,594	65,144	56			
Net Operating Cash Flow	\$ 19,792	\$ (9,815)	\$ 104,960	\$ 8,368	\$ 47,474	\$ (90,271)	\$ 96,592			

**St. Paul's Episcopal Church-323 Main Street
Statements of Operations and Cash Flows**

	For the Month Ended 04/30/2024		For the Four Months Ended		For the Year Ending		\$ Var CYR	% Var CYR	% Var PYR
	Actual	Budget	04/30/2024	04/30/2023	Prior Year	Budget			
Revenues									
Rent Income	\$ 8,694	\$ 8,694	\$ 34,779	\$ 34,778	\$ 33,197	\$ 106,279	\$ 1	0.0%	4.8%
Interest Income	362	60	1,453	650	-	1,000	803	123.5%	#DIV/0!
Total Revenues	9,056	8,754	36,232	35,428	33,197	107,279	804	2.3%	9.1%
Expenses									
Insurance	-	-	-	-	429	1,408	-	#DIV/0!	100.0%
Building Maintenance	636	174	636	697	-	2,091	61	8.8%	#DIV/0!
Office Support Staff	671	671	2,684	2,684	2,684	8,052	-	0.0%	0.0%
Office Support Supplies	44	44	176	176	176	528	-	0.0%	0.0%
Banking Fees	-	-	-	-	-	-	-	#DIV/0!	#DIV/0!
Property Taxes	-	-	-	-	2,800	7,870	-	#DIV/0!	100.0%
Other Taxes	2,800	-	2,800	3,699	6,767	5,071	899	24.3%	58.6%
Professional Services	-	-	-	-	-	1,000	-	#DIV/0!	#DIV/0!
Debt Service (Interest)	3,339	3,339	13,211	13,211	13,655	39,063	-	0.0%	3.3%
Contingency	-	513	-	2,052	-	6,155	2,052	100.0%	#DIV/0!
Total Expenses	7,490	4,741	19,507	22,519	26,511	71,238	3,012	13.4%	26.4%
Net Income/(loss)	1,566	4,013	16,725	12,909	6,686	36,041	3,816	29.6%	150.1%
Principal Repayment	4,127	4,127	16,650	16,650	16,207	50,522	-		
Net Operating Cash Flow	\$ (2,561)	\$ (114)	\$ 75	\$ (3,741)	\$ (9,521)	\$ (14,481)	\$ 3,816		

St. Paul's Episcopal Church
Restricted Funds, Cash and Debt

Account #	Account Title	Account Type *	Activity Year To Date			
			01/01/24	Income	Expense	04/30/24
80005	Memorials	Other Operating Income	\$ 54,677	\$ 6,550	\$ -	\$ 61,227
80002	Christian Education	Donations Restricted for Operating Purposes	1,297	134	600	831
80003	Altar Guild	Donations Restricted for Operating Purposes	516	-	272	244
80007	Music	Donations Restricted for Operating Purposes	22,827	1,300	7,410	16,717
80021	Music-Organ Fund	Donations Restricted for Operating Purposes	17,446	-	1,600	15,846
80036	Youth Fundraisers	Donations Restricted for Operating Purposes	15,426	375	3,558	12,243
80046	Continuing Education-Staff	Donations Restricted for Operating Purposes	-	-	-	-
80067	Flower Guild Operating Funds	Donations Restricted for Operating Purposes	6,215	1,227	2,384	5,058
80077	Piano Fund	Donations Restricted for Operating Purposes	25	115	50	90
80100	Salary Supplement	Donations Restricted for Operating Purposes	7,365	14,000	3,480	17,885
80101	Benefit Supplement	Donations Restricted for Operating Purposes	-	-	4,784	(4,784)
80001	Rector's Discretionary	Funds Restricted for Transmittal to Another Recipient	4,346	938	98	5,186
80004	Cursillo/Ultreya	Funds Restricted for Transmittal to Another Recipient	3,563	-	-	3,563
80010	Bishop's Discretionary Fund	Funds Restricted for Transmittal to Another Recipient	-	1,909	1,909	-
80026	UTO	Funds Restricted for Transmittal to Another Recipient	61	-	-	61
80038	ECW-Women's Ministries	Funds Restricted for Transmittal to Another Recipient	5,543	-	-	5,543
80058	Associate Priest's Discretionary Fund	Funds Restricted for Transmittal to Another Recipient	1,173	-	100	1,073
80093	Daughters of the King	Funds Restricted for Transmittal to Another Recipient	1,862	800	700	1,962
80098	Scouts	Funds Restricted for Transmittal to Another Recipient	-	-	-	-
80015	Columbarium	Gifts to Capital Campaign or Building Fund	26,001	2,625	1,828	26,798
80016	Building Fund	Gifts to Capital Campaign or Building Fund	(600)	220	-	(380)
80054	Debt Reduction-Above and Beyond	Gifts to Capital Campaign or Building Fund	6,160	20,275	25,435	1,000
80095	Memorial Garden Project	Gifts to Capital Campaign or Building Fund	9,699	1,809	11,387	121
80096	Designated-Campus Improvement	Gifts to Capital Campaign or Building Fund	53,075	-	3,350	49,725
80097	Roof Replacement	Gifts to Capital Campaign or Building Fund	-	-	-	-
80009	Food Bank	Support of Outreach Ministries	450	1,365	1,220	595
80050	Angel Tree Program	Support of Outreach Ministries	1,283	-	-	1,283
80060	Troop Support	Support of Outreach Ministries	1,508	-	-	1,508
80072	Episcopal Peace Fellowship	Support of Outreach Ministries	120	-	-	120
80073	Franklin Heights	Support of Outreach Ministries	-	-	-	-
80080	Outreach-People in Need	Support of Outreach Ministries	226	1,339	-	1,565
80082	Dandridge Trust/Coldest Nights	Support of Outreach Ministries	15,145	1,430	443	16,132
80092	The Journey Home	Support of Outreach Ministries	1,080	41,481	355	42,206
80094	Connect Ministry	Support of Outreach Ministries	10,964	6,721	11,265	6,420
80099	Prison Ministry	Support of Outreach Ministries	2,270	-	-	2,270
Total Restricted Funds			\$ 269,723	\$ 104,613	\$ 82,228	\$ 292,108

* Aligns with Parochial Report

Cash Balances-First Horizon:

General Operating	\$ 289,396
Savings	247,669
323 E Main General Operating	65,670
323 E Main Savings	104,170
Connect	2,159
Total	<u>709,064</u>
Less: Restricted Funds	(292,108)
Unrestricted Cash on Hand @ 04/30/24	<u>\$ 416,956</u>

Average Days Cash on Hand

133

Endowment Fund Balances

Anderson Fund	\$ 23,124
Read Fund	246,803
Williams Fund	138,045
Quasi Endowment Fund	<u>1,288,121</u>
Total Endowment Funds-Market Value @ 03/31/24	<u>\$ 1,696,093</u>

Debt Balances-First Horizon:

Main Campus (@ 2.42%)	\$ 34,046
323 East Main (@ 3.34%)	<u>1,156,724</u>
Total Debt @ 04/30/24	<u>\$ 1,190,770</u>

Communications Report – May 2024

Chase continues to send out both the parish-wide newsletter, as well as the youth newsletter. Most recently, our social media communications have focused on recognizing and celebrating graduates. The next couple of weeks will spotlight VBS.

We continue to work towards increasing our online presence and engagement. I am still open to and interested in a ministry spotlight series, so welcome ideas of how to highlight the many ministries we offer and the good work they do.

#8 Sandra Clemmons Vestry Report 5-21-2024

Member Engagement:

Attended Alpha planning session.

Made calls to parishioners.

Ryan Herndon has relocated to California and is in active duty in the Navy.

May 2024 Parish Life Report

Completed Events:

Pending/Upcoming events:

Pentecost in the Park

15 lbs BBQ and 40 chicken tenders ordered
Suzanne Hebdon set up/ I cleaned up
Sides by Parish members

Bishop Reception

See above

Outdoor Columbarium dedication

See above

Future Events to Consider

Food Trucks

Chicken Shack Express (chicken tenders, etc)

-requested for June 9th

Catrina's Food Truck (Mexican)

-Requested for July 14th

Kona Ice

-requested for August 11th

St Paul's will have to pay overage for food not ordered

Youth and Children's Ministry Report

May 2024

Kyle Nix

Youth/Children's Events

We are wrapping up the 2023-2024 year for Sunday school 5/19/24. We look forward to starting up again in the fall!!

Current Topics of Discussion

VBS is coming soon- 6/3 – 6/7.

We are starting to plan for the 2024-2025 Christian Education season.

Current Needs

Continued support and participation for youth events!

Completed Projects

- Fencing:
 - Bids to relocate fencing to correct property line have been received.
 - Option 1- Replacement of current fence (65' of 4' split picket) and relocate fence to property line- \$2100
 - Option 2 – Replacement of current fence and extend all the way to street (144' of 4' split picket) relocated to the property line- \$3405
 - Option 1 Chosen at April meeting
- Landscaping:
 - Landscape Committee evaluating quotes for master landscape plan
 - Landscape Committee has agreed to the removal of the Walnut tree removal on the embankment nearest the basketball goal. Total cost of \$1400.
 - Schedule new mulch installation
 - Primm's renewal contract has been obtained and increased ~\$200 per month.
 - Bids are being requested of (3) additional landscaping companies to compare price competitiveness.
 - Primm's revised bid to meet budget and will continue with full service of the grounds
- Grease Trap Maintenance:
 - Grease trap has been completely emptied/cleaned
- Elevator Inspection
 - Inspection complete
 - Fire extinguishers needs inspection/certification
 - Multiple "Exit" signs need review
- Security Cameras:
 - All additional cameras have been installed
 - Monitors now have view of 18 angles in office
- HVAC:
 - Roscoe Brown has determined the repair to the HVAC boiler water line in the Nursery did not fix the water pressure leak with the boiler. Heather has scheduled American Leak Detection to be on site on Wednesday, 2/28, between 12pm-2pm. Matt from Roscoe Brown will also be here to talk with them.
- Kneelers:

- Kneeler leg at rear right had fallen off. Correction has been made and leg is secured.
- Multiple kneeler “bumpers” are damaged or missing. Andrew has taken a full count of approximately (25). Bumpers are ordered and set for replacement.
- Handrail Leading to Chapel:
 - Handrail bracket had broken leaving the handrail unable to be secured
 - Both brackets replaced allowing proper function
- Gate near Narthex entrance
 - Padlock securing gate did not have an accessible key
 - Lock was been removed and replaced
 - Jr. Warden has (1) key, office has (1) key
- Chapel Thermostat:
 - Security cover has been added to eliminate access for temperature fluctuations
- JR’s Grocery:
 - Roof leak has been corrected.
 - Line set too low allowing driving rain to enter
 - Both sides have been sealed to limit exposure
- Misc:
 - Men’s restroom located near the adult education classroom both soap dispensers had fallen off.
 - Repair has been made and the dispensers have been secured.

Current Projects

- Narthex Doors:
 - Slayden Door has been onsite to review and determine a permanent correction for the DBL Nave doors leading to the rear of the property.
 - Upon review, it was noted that the (L) leaf of the double door is failing/sagging at the bottom pivot. This is causing the locking mechanism to not engage as designed.
 - Both crash bars are operating as designed.
 - Awaiting final quote from Slayden to present at future meeting.
 - Ongoing
- Mulching:
 - Grounds are in need of mulching
 - To be scheduled within the next two weeks
- Lighting:

- Full review of inoperable lights scheduled for week of 5/27.
 - Any needed bulbs will be replaced
- Exit Sign Review:
 - Signs to be reviewed for battery needs
 - Bulb replacement in current signs
 - Replacement signs possible if unable to repair
- HVAC:
 - Roscoe Brown has determined the repair to the HVAC boiler water line in the Nursery did not fix the water pressure leak with the boiler. Heather has scheduled American Leak Detection to be on site on Wednesday, 2/28, between 12pm-2pm. Matt from Roscoe Brown will also be here to talk with them.
- Miscellaneous:
 - Repair edging on the counter tops at the kitchen in the dishwasher area – formica is coming off
 - Monitoring door that goes from the parish hall to the adult Christian Ed hallway by the bulletin boards - closer is starting to go bad and may need replacement in the future
 - Drill holes in bottom of trash receptacles to mitigate water pooling
 - Conduct inventory of lights / types in each room of facility
 - Fletcher Holland's crew to complete repairing and painting the dormers facing East Main Street when weather becomes more favorable
 - ADT continuing to investigate a non-critical alarm error condition.
 - Review proposed contract and evaluate whether we want to put the church bell on an annual maintenance contract

St. Paul's

EPISCOPAL CHURCH

Celebrating our strong legacy

Building people today for tomorrow

Since St. Paul's determined to remain a downtown church in the 1970's, we have been on a 50-year mission to build a substantial presence in the heart of the city. In September we will retire the debt on our main campus. As we celebrate this strong legacy, we hear God's call upon us to invest even more deeply in people today and build spiritual and community leaders for tomorrow.

Creating an Academy of Ministers

The time is right for us to continue moving boldly into the mission that God has prepared for the coming decades. *We are forming people into the body of Christ*, which requires intentionally forming leaders. This is a mission that St. Paul's has fulfilled for decades, and that God is inviting us to fulfill even more intentionally in the coming decades. Our vision is for all of St. Paul's people – lay and clergy, new-to-faith and long-time leaders. This vision is to grow as a *teaching parish*, investing in lay leaders and clergy for both today and tomorrow.

Alpha | Growing our laity today for tomorrow's flourishing

Alpha is a tool built for local churches based on hospitality, sharing, and open conversation. The same Alpha content is run all over the world by Christians of many traditions, and provides a common expression of proclamation, service, and witness. Using the three primary concepts of Connect, Watch (a thoughtful video), and Discuss, Alpha provides weekly opportunities and a weekend retreat to explore and build upon fundamentals of faith.

Lay leaders are in place and ready to launch this transformational experience for longtime members *and* people who are new to faith. Alpha carries forward powerful foundations of our legacy programs, Pilgrimage and Cursillo, as it invites us to live our lives with Jesus. Alpha will begin in September 2024, which will coincide with the celebration of our main campus debt retirement.

Pastoral Residency | Growing our clergy today for tomorrow's flourishing

Experience shows that seminary graduates can and do benefit greatly when they have an opportunity, first, to serve in a thriving parish like ours in those early days of their journey. In other dioceses, this is called a curacy.

We propose a three-year Pastoral Residency, in which newly ordained Episcopal priests chosen and hired by St. Paul's are given experience and mentoring to grow into healthy, long-term rectors for Episcopal churches around the country. St. Paul's benefits from the health and energy that grows as we intentionally invest in young clergy, and from the important ministry the Residents offer in our youth, pastoral care, worship, and formation ministries.

We have friends and ministry partners who over 30 years developed a template for successfully embracing and nurturing seminary graduates, preparing them for long vocations as rectors in the Episcopal Church while also offering our parish a broader and deeper relationship with Jesus Christ. **The model is win-win-win. Young clergy win, St. Paul's wins, and the Episcopal church wins.**

FAQs

What is a Pastoral Residency program?

A Pastoral Residency program at a teaching parish is like a Medical Residency Program at a teaching hospital. At St. Paul's, Pastoral Residents would be newly ordained Episcopal priests who we hire to spend 3 years immersed in St. Paul's life together. They are given real, hands-on experience as priests while also being mentored by seasoned priests and lay leaders.

What are the goals of a Pastoral Residency?

- **Prepare future Rectors for the Episcopal Church** We seek to form and send young priests who will become Rectors in the Diocese of Tennessee and beyond.
- **Increase Pastoral Longevity** We seek to encourage new priests as they form healthy patterns of life and ministry while working in a healthy parish, that will allow them to thrive in ministry for many years to come.
- **Grow St. Paul's already robust health for today and tomorrow** Investing in healthy young priests and the next generation of lay leaders is foundational to St. Paul's flourishing for the next decades.

How will St. Paul's benefit from a Pastoral Residency?

A vibrant commitment to investing in young clergy and lay leaders is central both to St. Paul's strong legacy and to our present and future flourishing.

- A Resident will provide stable, mature youth ministry staffing.
- A Resident will extend the reach of our pastoral care ministries.
- A Resident will encourage members as they connect their faith with their work.
- A Resident will help us bring more people deeper into our life with Jesus as we grow toward our goals of 350 Average Weekly Worship and having as many people in groups,

What are the benefits for the Resident?

- The Resident will spend their first three years of ordained ministry developing healthy patterns of life and ministry in a vibrant, healthy church where they provide leadership in many areas of ministry.
- The Resident will benefit from intentional mentoring by supervising clergy and lay leaders, with support from a network of churches who already provide high-quality residencies.

- The Resident will gain broad experience and be prepared to serve as a Rector in a long, healthy ministry.

What are the benefits for the broader church?

- The Episcopal Church has a shortage of clergy, and particularly a shortage of young clergy who are prepared to lead the Church into thriving during the next 40 years. A Pastoral Residency invests in and equips those leaders for today and tomorrow.

How much does a Residency cost and how will we fund it?

This Pastoral Residency factors four items into its full cost:

- Salary, Benefits, and recruiting/moving expenses, which begin at the diocesan minimum for full-time clergy
- An Education Debt repayment grant for Residents who complete the 3-year residency.
- St. Paul's is applying for a 3-year startup grant through Made to Flourish which will partially offset startup costs.
- After our 3-year grant period, we will gift 1% of our annual budget to Made to Flourish to pay the grant forward for other churches, until we have paid forward *either ½ of our total grant or for 5 years, whichever is less*. After this period, we may continue to partner with Made to Flourish for a modest annual fee to continue in the relational network and attend the annual gathering.
- The first year of the residency is expected to cost about \$40k in additional funding.

Wait, I thought we have a budget deficit. Why are we thinking about spending money?

- St. Paul's parishioners are wonderfully generous! Last year our total revenues exceeded \$1.3 million. With the retirement of our main campus debt and the continued generosity of our parishioners, we have abundant resources to fund our ministry.

What are the benefits of partnering with an organization that supports Pastoral Residencies?

- **Coaching** for our supervisory team and Resident, including on-site visits and individual calls
- **A relational network** as leaders of partner churches meet monthly for video calls and at an annual gathering focused on helping program leaders learn from one another
- **Financial capital** Where needed, Made to Flourish provides start-up grants to help churches launch long-term residency programs. These grants are called *Pastoral Residency Accelerator* grants, as they accelerate the timeline in which a church might be able to financially sustain a residency.

Who is Made to Flourish?

Made to Flourish is an organization birthed out of Christ Community Church in Kansas City, MO, which is an E-Free Church. The E-Free denomination has its historical roots in the Free (as opposed to State) Lutheran Church in Sweden. Made to Flourish has a wealth of experience with Pastoral Residencies,

working with 54 churches of various denominations around the U.S., with 107 Residents. Some of these churches are Episcopal. In fact, our friend the Rev. Caroline Osborne, rector at St. Philip's in Donelson, TN, came through the Residency program in the Diocese of Central Florida.

What are St. Paul's commitments if we partner with Made to Flourish?

- **A long-term vision** for a Residency program, at least 5 years after the end of the grant.
- **Relational connection** through monthly calls and annual gatherings
- **Annual reporting** regarding the health and activities of the local residency
- **Faith and Work Growth** Proactively understanding the Monday through Saturday lives of our members, and ministering to them as we connect faith and work.
- **Financial Investment** Paying the grant forward for other new Residency Programs, by contributing 1% of our annual budget until we have paid forward *either ½ of our total grant or for 5 years, whichever is less.*

What is the timeline?

- **Lent 2021** St. Paul's engaged 276 members in a multifaceted discernment process about the heart and mission of St. Paul's as we considered purchasing JRs Foodland.
- **Fall 2021/Winter 2022** St. Paul's Vestry built on the congregation's discernment in 2021 and developed a new strategic plan, *Forming people into the body of Christ.*
- **Fall 2023** A St. Paul's think tank made up of vestry members, past vestry members, lay leaders, and clergy researched a variety of options for reaching the goals in our strategic plan
- **November 2023** Clergy and lay member interviewed Made to Flourish and reported back to the Think Tank
- **January 2024** St. Paul's submitted a Readiness Assessment to Made to Flourish and received an invitation to attend a spring worship
- **March 2024** A team of clergy, vestry members, and past senior warden attended a Made to Flourish workshop in Kansas City, MO.
- **March 2024** Kristine+ presented a vision to the Vestry for St. Paul's becoming a teaching parish
- **April 2024** Presentation to Vestry on St. Paul's becoming a teaching parish through Alpha (for lay leaders) and a Pastoral Residency Program (for clergy)
- **May 2024** Vestry votes whether to apply to partner with Made to Flourish's Pastoral Residency Accelerator
- **July 1, 2024** Pastoral Residency Accelerator applications due
- **July-September 2024** Church site visits with Residency Accelerator finalists
- **September 2024** St. Paul's retires debt and joyfully directs our focus to the next decades of *Forming People into the body of Christ*
- **September 8, 2024** Alpha 11-week program begins
- **Fall 2024** St. Paul's clergy begin search for St. Paul's first Resident

- **December 1, 2024** Pastoral Residency Accelerator grants awarded
- **July 1, 2025** Pastoral Residency begins



**Residency
Accelerator**

VERSION 12.23

Beginning & Sustaining a Pastoral Residency

MADETOFLOURISH.ORG





Welcome

Thank you for your interest in starting a pastoral residency program and joining the Made to Flourish¹ Residency Accelerator. We are delighted to explore the possibility of working together to prepare the next generation of pastoral leaders. We've designed this resource to be a tool to assist you in creating a pastoral residency program at your church and to describe what it looks like to partner in this endeavor. Please connect with us after you've reviewed this document with any questions you may have on the next step forward.

Why a Pastoral Residency?

Made to Flourish believes investing in the next generation of pastoral leaders is a critical element in building churches that help their congregations integrate faith, work, and economic wisdom for the flourishing of their communities. One of the best ways to make this investment is by placing new pastors in pastoral residencies, encouraging them to form healthy patterns of life and ministry while working in a healthy local church. Residency programs build on the foundation of seminary education by providing practical pastoral experience to equip young pastors who flourish vocationally and in all of life.

As residents transition into pastoral ministry, they undergo many paradigm shifts. First, they shift from working in a primarily academic environment to working in pastoral ministry. In seminary, everyone receives a concrete evaluation of everything they do. In pastoral ministry, evaluation looks very different. Self-management becomes increasingly essential.

Additionally, in seminary, a student lives life by the semester. While in pastoral ministry, every church has a different rhythm.

The second shift that residents undergo is from an ethereal understanding of the church to a more tangible understanding. Seminary training often seems disconnected from the reality of local church pastoral ministry.

Pastoral residents need to balance “doing” and “being” in local church pastoral ministry. Pastoral residents will grow in competence as they develop a specific skill set necessary to be a healthy and holistic pastor (doing). This skill development cannot exist separate from their growth in godliness and their

¹ For more on *Made to Flourish*, visit madetoflourish.org.



development of a pastoral identity (being). Pastoral residents will grow in confidence as their pastoral identity takes shape.

One of the best metaphors to describe a pastoral residency program is that of a teaching hospital. Pastoral residents are immersed in the life of the local church and given real, hands-on experience while also being mentored by seasoned pastors and peers. In reality, residents take on two roles: pastor and pastor-in-training. The Alban Institute describes the dual role this way:

The new pastor takes on the pastoral authority that is conferred by the congregation and/or denomination and, at the same time, enters into a shared understanding with the congregation that he or she is a pastoral apprentice-in-residence. This duality provides an ideal setting for the formation of a pastoral identity. By providing a calibrated, graduated, reflective initiation into the pastoral life and the pastoral office, assuming the role of being a pastor is integrated with the emerging experience of becoming a pastor. One moves from “role play” to “role ownership” and identification.²

Three Key Goals

The Residency Accelerator seeks to accomplish three goals:

Prepare Senior Pastoral Leaders: Because we seek to prepare the next generation of pastoral leaders, a key indicator of success is the percentage of resident graduates serving as senior pastoral leaders or campus pastors ten years after the residency.

Increase Pastoral Longevity: The Residency Accelerator seeks to increase the length of time seminary graduates serve in pastoral leadership. A key indicator of success in this area will be the percentage of residents faithfully serving the church as pastors five years after the residency.

Increase Church Health: Ultimately, we seek to help local churches flourish and believe that investing in shaping healthy young pastors is foundational to accomplishing this goal.

² James P. Wind and David J. Wood, *Becoming a Pastor: Reflections on the Transition into Ministry*. An Alban Institute Special Report . 2008: 27.



Six Characteristics

We recognize there are many types of successful pastoral leadership development pathways, but here are six characteristics of programs in our Residency Accelerator:

Pastoral Development: Churches in the Residency Accelerator are striving to prepare pastors for a lifetime of senior-level pastoral leadership in the church.

Church-Based: Programs in the Residency Accelerator are strategic initiatives of a local church, with long-term sustainable funding coming from that church.

Faith, Work, & Economic Wisdom: Churches in the Residency Accelerator teach emerging pastors a theology of faith, work, and economic wisdom and seek to show how this theology can be integrated into the life of the local church.

Seminary Partnership: Programs in the Residency Accelerator select residents after graduation from seminary or with the goal of completing Master's level theological education during the residency.

We believe in the importance of theological education and the role the academy plays in shaping future pastors. There is often a missing element to theological education - the hands-on learning experience an extended pastoral residency can provide.

A successful pastoral residency serves as the final element of theological education, providing a healthy start for young pastors as they begin to put their learning into practice. Similar to a teaching hospital, a church with a residency program understands that its mission includes the preparation of the next generation of leaders; as a result, they are intentional about committing resources to this critical endeavor.

As seminaries and churches continue to search for the best way to prepare pastors for the future, the partnership of the academy and the church will be increasingly important. We will need many more “teaching churches” committed to providing a residency experience for young pastors in the years ahead.



Two Years: Programs in the Residency Accelerator are a minimum of two years in length. The opportunity to repeat a year-long cycle of a pastoral ministry best positions residents to establish healthy patterns and gain valuable experience as they apply their first-year learning to their second year.

Immersive Employee Experience: Churches in the Residency Accelerator provide pastoral employment for the resident, including salary and benefits comparable to other entry-level pastoral staff. This employment should be full-time if the resident has completed their theological degree or a minimum of thirty hours a week if they are still in the degree completion process. If the senior pastor is bi-vocational, the resident should mirror his or her pastoral work schedule.

Residencies allow a young pastor to become a “resident” at the church, meaning they are fully functioning as a staff team member. While they learn every step of the way, they are not merely observers looking in from the outside. They experience learning in a manner that most internships cannot provide, with meaningful work as a pastoral staff member.

Because of this, the residency is not another curriculum to follow. It is a hands-on learning experience that uses real-life pastoral responsibilities as the foundation for learning. It is not that the residency lacks intentionality, but the learning comes from a combination of pastoral experience and reflection.

Joining the Residency Accelerator

All healthy partnerships begin by clarifying expectations, so here is a snapshot of the commitments the Residency Accelerator entails:

What does Made to Flourish provide?

- **Coaching:** Made to Flourish provides “on-time” consultation services, incorporating on-site visits and individual calls.
- **Collaboration:** Made to Flourish cultivates a collaborative network of churches in the Residency Accelerator by hosting monthly video calls and an annual gathering focused on helping program leaders learn from one another.
- **Capital:** Where needed, Made to Flourish provides start-up capital to assist churches in launching a long-term residency program.

**What is expected of churches who join the Residency Accelerator?**

- **Strategic Commitment:** Churches joining the Residency Accelerator commit to building and sustaining a long-term residency program. Churches that receive start-up funds commit to sustain the program on their own for at least five years following the end of the grant.
- **Network Participation:** Churches joining the Residency Accelerator commit to engaging in the network by participating in monthly calls and annual gatherings.
- **Annual Reporting:** Churches joining the Residency Accelerator commit to providing an annual report to Made to Flourish regarding the health and activities of the program. Churches that receive start-up funding also provide a financial report for the length of the grant.
- **Faith and Work Growth:** Churches joining the Residency Accelerator demonstrate a dedicated commitment to proactively understanding the Monday-through-Saturday lives of their congregants. They seek to minister to their congregants in work-specific ways, leveraging the diverse skills and experiences within their congregation to contribute meaningfully to the welfare of their communities.
- **Financial Investment:** Churches joining the Residency Accelerator commit to financially investing in Made to Flourish's ongoing work. Churches that receive start-up capital reinvest in Made to Flourish for five years following the grant. Churches that enter in a non-granting capacity invest through an annual membership fee.

NEXT: ASSESSING READINESS



Assessing Readiness

We've outlined the basics of the Residency Accelerator, and you're still reading. That's a good sign. It probably means you are ready to answer two essential questions: "Is our church ready to take the next steps to start and sustain a pastoral residency? And do we want to join the Made to Flourish Residency Accelerator?"

This section and our [readiness assessment worksheet](#) are designed to help you answer these questions by reflecting on four key areas: Senior Leader Support and Engagement, a Culture of Leadership Development, Faith and Work Integration, and Financial Health.

As Mason stated it:

A congregation that is ready to take the next step in launching a pastoral residency program will contain precedents in its own history or elements in its environment that may make the decision to do this work seem a natural extension of work already going on. At best it may feel like a spiritual mandate.³

Senior Leader Support and Engagement

The first key element for a residency program to thrive will be the support and active involvement of the church's senior leaders. This should not be limited to the Senior Pastor but should begin with or include his or her active support and involvement.

Although all strategic initiatives need the support of senior leaders to ensure success, a pastoral residency is unique in that a key aspect of the program includes an intentional investment of time by the Senior Pastor(s) as they mentor residents. This investment of time must be anticipated and coordinated for this initiative to succeed.

Senior leaders are not necessarily responsible for coordinating the program. In many instances, other staff and congregational leaders will administrate the program, but senior leader involvement in the resident's mentoring process is a must.

³ Mason, *Preparing the Pastors We Need: Reclaiming the Congregation's Role in Training Clergy*.



Culture of Leadership Development

Your interest in establishing a pastoral residency is good evidence of your interest in developing leaders. Still, it is crucial to assess if this is part of the culture of the church or just an interest of a small number of individuals. We encourage you to step back and evaluate if a pastoral residency program will fit the culture of your church and make sense to the congregation when implemented.

Churches with a culture of leadership development have a history of developing leaders for the work in their church, community, and world. They provide intentional pathways for congregation members to grow in their leadership and use their skills and giftings. They seek to deploy leaders for the broader Church and not just for leadership within their church.

Churches with a culture of leadership development value theological education for their pastoral staff and seek to help them develop as leaders. They provide regular growth opportunities for their staff and continuously work with them to assess the best use of their leadership gifts within the church. They frequently take time to step back and evaluate how they are doing and are willing to adjust and try new strategies.

Integration of Faith, Work, and Economic Wisdom

Because we believe in the importance of a church connecting their Sunday faith to their Monday work, the Residency Accelerator partners with churches taking intentional steps to help the congregation integrate faith, work, and economic wisdom.

To help you assess this area, we encourage you to look at four categories and ask how faith, work, and economic wisdom integration in your church has or is taking shape. The integration of faith, work, and economic wisdom should affect the way you organize and carry out your worship gatherings (corporate worship), the work of your pastors (pastoral practice), your spiritual formation pathways (discipleship), and how you reach out to the community and world (mission/outreach).



Financial Health

You must have the financial capacity for your church to begin and sustain a pastoral residency program. We may be able to assist you in getting your program started earlier than you would be able to do so on your own, but programs in the Residency Accelerator will be sustained long-term by each local church budget.

Because the residency program involves hiring additional pastoral staff, you should consider these additions carefully; they have a long-term financial impact. As you assess your staffing needs for the future, we encourage you to prioritize adding pastoral residents, utilizing the budget margin for upcoming years to fund the addition of these positions. We have created a [Five-Year Financial Planning Worksheet](#) to assist you in assessing your financial capability to create and sustain a residency. This worksheet will provide you with the anticipated costs for the program and will encourage you to think through the revenue sources that will support this program.

Assessment Worksheet

As mentioned, we've created a [Readiness Assessment Worksheet](#) to help you and your leadership team ask evaluative questions. Completing this assessment is required before moving forward, so please take some time to work through these assessment questions before moving on to the planning phase.

NEXT: PROGRAM DESIGN



Program Design

While there are six characteristics of Residency Accelerator programs, each church must create the program to fit their context best, giving consideration to how a resident can best serve and learn in their environment.

This section is designed to assist you as you consider what the residency program will look like in your context. Below is a list of questions with best-practice insight and evaluative questions to assist you as you design your residency program. After reading this section, utilize these questions to develop a plan for creating and sustaining your residency program.

Why are we doing this?

This might seem obvious, but you must begin by being clear on why a residency program makes sense for you as a church and why you are seeking to begin this program. A residency requires a significant investment of time and financial resources; therefore, you must be clear on why it makes sense to invest in this way. Clarify your mission. Write it down. Talk about it with your leaders and congregation. You must understand why.

Questions to Consider

- Why are we desiring to start a pastoral residency program?
- How does this program fit into our broader church mission?
- Could all of our key leaders clearly communicate why we are beginning this program?

Who will coordinate our residency program?

The work of shaping residents is shared among many who will work with and shape them as they learn what it means to be a pastor. That said, you need to be clear on who will lead in developing and sustaining the program. This person will be tasked with putting the pieces together and will likely also serve as an important mentor in the lives of the residents. This person will work closely with the senior leaders, coordinating the details of the program from recruiting to placement. Your coordinator might be obvious and require little discussion, but if not, we encourage you to establish who will give leadership to the program early in the development stage.

**Questions to Consider**

- Who will give leadership to our program?
- How will this individual interact with our senior leaders?

How will we recruit and select residents?

Developing a clear plan for recruiting and selecting residents is vital to the program's success. Finding qualified residents who fit well in your church, especially in the first group, can go a long way to fuel enthusiasm for this new program. In the same way, an unqualified and ill-fitting group of residents can douse any enthusiasm for the program, and quickly.

Finding a seminary or seminaries with good theological alignment with your church is a great place to start. Another consideration is proximity. And finally, consider denominational affiliation if that is important to your congregation.

As with most recruiting endeavors, your work will be highly relational, so you will want to think through seminaries where members of your staff, especially the Senior Pastor, have relationships. Establishing credibility among the faculty and seminary staff will be important, so any open door you might have to assist in connecting with potential candidates will be helpful.

Creating a selection process for potential candidates will be necessary, and we can work together to assist you. One important reminder is that you are hiring these residents to join your staff, even if only for a two-year timeframe, so selection should not be made haphazardly or quickly.

Questions to Consider

- What seminaries will we recruit from?
- Where do we have relationships that might be helpful?
- How will we get the word out at those seminaries?
- What will be our application process?
- How will we select candidates? Who will be involved in this process?

How many residents will we have?

An important early decision is to determine the number of residents you will have. Even if you begin with one resident, we encourage you to consider planning an overlapping year for them as soon as possible. Residents need to



learn pastoral ministry not just with veteran pastors but also from other new pastors who are learning with them. This learning is especially helpful when second-year residents can assist first-year residents as they transition from seminary to pastoral work.

Questions to Consider

- How many residents will we begin with?
- Will we provide an overlap of residents in the program, and if so, when will that begin?

When will our residents begin?

As you plan to start your residency program and establish the year in which you plan to begin, we encourage you to consider June 1 as the starting date. This gives May seminary grads a few weeks to transition to your location and gives them the summer on your pastoral staff for orientation before the Fall programming begins. If you have candidates who complete their seminary education in December, consider beginning them in January, but we suggest that those cases be exceptions, not the norm. The consistency of a June 1 to May 31 residency will allow you and your congregation to develop annual rhythms for residents that you repeat year after year.

Questions to Consider

- In what year do we plan to begin the program?
- What are the seasonal aspects of our church we should consider when determining a start date?
- Is there a time when we might be best to welcome and orient residents?
- When will we start new residents?

How will we welcome and orient our residents?

The first few weeks of the residency should be devoted to welcoming and orienting your residents, and this work begins when your residents arrive in your city. We encourage you to communicate with them and assist them in moving as they arrive. This can involve members from the congregation serving



as part of a moving crew and can include a welcome basket to show your excitement that they are with you.

Introducing them to the congregation as soon as possible, preferably on the first or second Sunday after they begin, is important. This introduction is an important time to give your congregation a tangible example of your strategic commitment to preparing the next generation of pastoral leaders. Think carefully about the best way to leverage this time with your congregation where you introduce them to their new pastor or pastors and help them catch the vision for the goodness of the church investing in this way.

Helping your residents make relational connections with the congregation is an important way to help them feel welcome and help the congregation better understand the importance of the residency program. One way to do this is to encourage your congregation to “invite a resident to dinner.” We encourage you to identify someone in your congregation with a gift of hospitality and a heart for the residency program. This person would be responsible for coordinating the dinner invitations for the new residents and would work with the residents to determine open evenings, receive the invitations from the congregation, and then create the schedule. This schedule should not exceed two or three months, but it can give the residents a tremendous relational jump-start in meeting congregation members.

Another critical aspect of the first few months of the residency program is to help them start well in their new role as pastors. This will begin slowly, but residents should grow in the pastoral responsibility they carry over the two-year time frame.

The overall flow of a two-year program should point toward increasing responsibility. The program will begin with a period of orientation that helps the resident become quickly acquainted with the culture of the church, the schedule of the services and meetings, relationships with staff and other residents, initial meetings with lay support persons, and planning for first ventures in preaching, teaching, and pastoral care.⁴

You may have a process you utilize to orient new employees to your team, and if so, involve the residents in this same process. In addition, consider establishing an orientation plan for the resident that includes a detailed schedule

⁴ Mason, *Preparing the Pastors We Need: Reclaiming the Congregation's Role in Training Clergy*.



of meetings for the first two weeks. This schedule should include meetings with a broad range of staff members so the resident can quickly learn “who does what” on the team.

These meetings should include a variety of staff the residents will work with, from the HR Director to complete paperwork, the Facilities Director to get office keys, and the IT Director to receive computer equipment and be trained on the church’s IT processes. In each meeting, the staff member should see their role as welcoming and orienting, beginning their work as a mentor and co-workers to the new residents.

In the first few weeks, residents will be on a steep learning curve and, at times, may feel like they are drinking from a fire hose. Work closely with them to help them as they transition into this new role in the first few weeks.

Questions to Consider

- How will we welcome residents to our congregation?
- How will we introduce them and help them become relationally connected?
- What steps of hospitality (moving assistance, planned dinners on arrival, etc.) will help them feel welcome and wanted?

What will be the leadership development plan for each resident?

No two residents will enter your program with the same gifts, the same future desires, or the same sense of calling. Because of this, your residency program needs to be flexible and able to adjust with each resident. As you work with each resident, you should find an intersection of what they hope to experience during the residency and how the church needs them to serve during the two years.

As you recruit and select residents, it would be good for you to know your needs as a church and eliminate candidates with a wide gap between their desires and your needs. You will rarely find perfect alignment, so the residents will experience things they might not want to do. This provides a great training ground for what most will experience in future pastoral roles.

Similarly, you will likely have a resident serve in ways you did not anticipate due to their interests and gifting. This will likely mean that a resident will serve



in a secondary role in an area you did not anticipate while also giving leadership in areas you were desiring.

Before a resident arrives, we encourage you to seek out their interests and desires for the residency through conversation, in writing, or both. This preparatory work can benefit you as you seek to find the best place for them to serve when they are with you. You might prefer to wait until they arrive and use the first few months to assess before making these decisions, which can also work.

Questions to Consider

- How will we discover the desires of our incoming residents?
- What are the needs of our congregation where a resident could give pastoral leadership?

What work will each resident do?

The alignment of their desires and your needs leads to another very important question you must answer: What will they do? As you seek to answer this question, you must consider a vital element of a residency that distinguishes it from an internship: ***Residents do real work.***

Residencies involve total immersion, as described in the Alban Institute report:

The beginning pastor inhabits the time, space, relationality, activities, and expectations intrinsic to the role of a pastor. The practice of being a pastor is no longer a part-time, episodic excursion but a full-time occupation. Being identified with the domain of practice sets up an essential, albeit incomplete, condition for pastoral formation.⁵

For them to experience this essential condition for pastoral formation, they must do real work, which means you must decide what you need for them to do and then let them do it. You must give them responsibility, guide them as they begin, and let them lead. The responsibility you pass on to them will grow over the two years, and you will give more guidance in the beginning, but giving them real work to do from the beginning is important.

⁵ Wind & Wood, *Becoming a Pastor: Reflections on the Transition into Ministry*, 26.



Most residents will be seeking future placement in senior leadership roles within churches, and as a result, most will desire similar responsibilities working with adults in your congregation. You should carefully consider how you will assist them in developing their preaching skills and how often you will have them in the pulpit, if at all.

Another area to consider is how you might involve them in spiritual formation or adult education within your church. What role might they play in small group ministry, Sunday class development and leadership, discipleship training, and leadership development within the congregation?

A third area to consider is short-term projects that you want them to focus on when they are with you. You might have a strategic issue that needs addressing that they could research and give leadership to as it takes shape.

Questions to Consider

- What roles/responsibilities will we give to our residents?
- How can they be involved in the work of pastoring the congregation?
- Are there special short-term projects that we might want them to work on when they are with us?

Who will be the primary and secondary mentors for the residents?

As the Alban Institute report alluded to, the immersion experience is essential to forming future pastors, but immersion is incomplete on its own. For it to be formative, immersion must be accompanied by mentors who provide spaces for residents to pause and think about when they are experiencing and provide seasoned insight into these experiences.

As crucial as immersion is to pastoral formation, immersion requires a structure that will allow for reflection. Only by being immersed in practice, then stepping back to reflect upon judgments made, can the goal of developing a spontaneous capacity for “reflection-in-action” take place.⁶

Given the importance of mentors in the residency program, we encourage you to think carefully about who will serve as primary and secondary mentors for the residents and work to establish how these intentional spaces for

⁶ Wind & Wood, *Becoming a Pastor: Reflections on the Transition into Ministry*, 26-27.



reflection will happen with the mentors. As you do so, think through three different types of mentors:

Senior Pastors provide a critical component to the residents' learning experience as they both model pastoral life and serve as experienced pastoral voices to assist them in processing their learning. The residents must see the Senior Pastor at work and have spaces to reflect and learn together.

Seasoned practitioners who have learned to communicate to others the wisdom they have gained through practice are crucial catalysts in creating the conditions for reflective immersion. The strength or relative weakness of a [residency] program often turns on the effectiveness of mentoring pastors.⁷

Congregation Members are important mentors for residents' learning as they assist the residents in understanding the congregational needs and struggles. In addition, a trusted congregation member can become a safe place to process staff dynamics within the church and assist the resident in learning how to be a member of the staff team.

Other Residents serve as key mentors as they reflect and process together. Most mentoring will occur organically as residents work together; however, providing intentional reflective spaces for residents to interact will be necessary for this mentoring aspect. This is especially helpful as second-year residents overlap with first-year residents and share their experiences. In the process, the residents begin to build a crucial pastoral support network that will serve them for years to come.

Questions to Consider

- Who will serve as mentors for our residents?
- How will our Senior Pastor serve as a mentor? When and where will the intentional reflective spaces of learning happen?
- How will we facilitate congregation members serving as mentors to our residents? Who might be best to serve in that role?
- How will we facilitate resident-to-resident learning? What reflective spaces could we set up to assist them as they learn from one another?

⁷ Wind & Wood, *Becoming a Pastor: Reflections on the Transition into Ministry*, 29.



What regular meetings will the residents attend?

Determining the regular meeting schedule for the residents is a great place to start when thinking about the work they will do. Involving them in the regular rhythms of senior leaders throughout the week can provide a great place of immersion to reflect upon with mentors. A good place to begin is to consider the regular meetings that the Senior Pastor is currently engaged in and consider if the residents might be able to join in. As you think through this, consider the important skills a resident needs to develop to serve as a future Senior Pastor.

For example, if there are regular meetings for sermon preparation or service planning, this would be a great place for a resident to participate. In addition to observing and learning from the Senior Pastor in these spaces, the residents could regularly contribute to the sermon and service planning each week.

Another meeting to consider for your residents is your regular board meetings (elder, deacon, vestry, etc.). Their involvement in these meetings will provide them with invaluable skill development as they seek to serve in a lead pastoral role in the years ahead. In addition to observing and reflecting, residents can serve as an important resource to the board, providing research and writing on important issues the board requests.

Residents have two roles when they are with you: They are fully pastors who work on your staff, and they are learners whom the church is investing in to send out to serve the Church in the years ahead.

Recognizing these two roles, there should be times when you are involving your residents in conversations you might not involve other staff members in. You will regularly need to help your existing staff, and your residents, understand the distinction between these two roles and expect your residents to keep “learner” conversations appropriately confidential. Do not shy away from involving your residents in all leadership conversations. The best experience for them will be one where they can be involved in and reflect upon any and all leadership conversations.

Questions to Consider

- What meetings will our residents be involved in?
- Where can our residents see the inner workings of the church in action and have space to reflect, process, and learn?



- How will we work to help our staff and residents understand the uniqueness of their role as learners?

How will the residents grow in their understanding and application of faith, work, and economic wisdom?

As we described in the first section, we are seeking to assist pastors as they help their congregation members integrate faith, work, and economic wisdom, and so we encourage you to step back and consider how your residents will learn this important aspect of a healthy church. As you do so, consider the four aspects we introduced you to in the “Assessing Readiness” section (corporate worship, pastoral practice, spiritual formation, mission/outreach) and determine ways that your residents will be involved in and reflect upon these important areas of pastoral ministry.

One important pastoral practice we would encourage you to make sure is a part of the regular rhythms of a resident’s schedule is workplace visits to congregation members. It is important for a resident to learn that a pastor should know the work of the congregation, and one of the best ways to do this is to intentionally and regularly visit congregation members in their place of work. In these visits, residents should inquire about the work they are doing and, where appropriate, help them make sense of their calling to this vocation.

Understanding the congregation's work will shape a pastor’s work by giving them an appropriate context in which they preach, teach, and serve.

Questions to Consider

- How will our residents see and be involved in helping the congregation connect their Sunday faith to their Monday work?
- *Corporate Worship:* How will our residents be involved in the integration of faith, work, and economics in our Sunday services?
- *Pastoral Practice:* How will the residents experience the integration of faith, work, and economics through our pastoral practices?
- *Discipleship:* How will a resident be involved in the way we teach our congregation about the integration of faith, work, and economics?
- *Mission/Outreach:* How will our residents be involved in our mission/outreach in our community and the world, and how will they encounter the intersection of faith, work, and economics?



How will we help residents develop healthy life rhythms?

As we described in the first section, residency programs should help residents develop in both “being and doing.” The “doing” part will come naturally as you give responsibilities to your residents. However, you should consider the intentional steps you will take to assist your residents in developing as “whole” people while they are with you. Unfortunately, most pastors depart from pastoral ministry for reasons indirectly connected to the work they are doing, and so we believe it is helpful to address these issues early as the resident develops healthy life patterns. As you do this, we would encourage you to consider four important areas of personal development.

First, consider resources you might provide to your residents to help them grow in their ***Spiritual Health***. You might want to provide each resident with a regular day of solitude and reflection or encourage reading resources to aid in this area.

Second, we encourage you to be proactive in helping residents grow in ***Relational Health*** while they are with you. One way to do this is to provide counseling for them (and their spouse if applicable) to identify any issues that might be helpful to address while they are residents. You might consider providing two or three sessions to start as an assessment and then offering to assist with future sessions if it is determined by the counselor that they are needed. These sessions should be done confidently with the counselor and only shared with you and the mentors if desired by the resident.

Third, we encourage you to help the residents develop patterns that promote ***Physical Health***. It will never be easier for residents to develop patterns in their schedules for healthy rhythms than now, and your encouragement to do so can have a huge impact on them. One idea to consider is pairing them up with a congregation member who is trained in the area of exercise and nutrition and providing a few sessions of coaching to help get them started well.

Fourth, many pastors exit pastoral ministry due to financial stress, so we encourage you to think about the steps you will take to help your residents plan well for their ***Financial Health***. Many residents will begin the program with little to no financial knowledge, and it can be hugely helpful for them to be connected to a congregation member who desires to help them start well. This financial counseling can include basic budgeting skill development or be shaped to the resident's skill level. This is a great way to involve a congregation member with financial expertise who wants to mentor residents while they are with you.

**Questions to Consider**

- What steps will we take to help the residents start well in these four areas?

How will we evaluate and provide feedback to our residents?

Although feedback to the residents will be regular, we suggest you plan for intentional feedback sessions individually with the residents. Since they are only with you for two years, we have found that the six-month mark is helpful to give them feedback they can work on when they are with you without waiting until you are too far down the road. These feedback sessions should include the Senior Pastor, program coordinator, and the resident. If you have a regular process you utilize with your staff to provide feedback, you should structure your feedback sessions with your residents similarly.

If not, we encourage you to begin by giving the residents three or four areas of strengths and highlights you've observed in working with them. In addition, you should point out three or four areas where they should seek growth and improvement. Given the other reflective spaces you have established with the residents, these conversations should be very natural for the residents.

Finishing the feedback session by asking the resident about their experience is helpful. This conversation can be greatly enriched by giving the resident questions in advance to think about and come ready to discuss. Here's an example of five questions you might consider:

1. Share a highlight and a lowlight of your time as a resident.
2. How are you gaining insight regarding your own strengths and weaknesses and how is God speaking to you regarding your sense of vocational calling long-term?
3. What have you enjoyed working on the most...the least?
4. As you look at the next six months, what are you hoping for?
5. What could we be doing to make the residency program better for you and for others to come?

Questions to Consider

- How often will we schedule feedback sessions with each resident?
- What will these feedback sessions look like?
- When will we do these during the year?



How will the residents help us in developing the residency program?

Residents will contribute to your congregation in a variety of ways, regularly bringing fresh eyes to the work you are doing as a local church. One of the best contributions residents can make at your church will be the continual improvement of the residency program. Residents can serve alongside the coordinator to assist with recruitment, selection, welcoming, and the valuable role of providing strategic feedback on how to better the program for those who will follow. You will want to consider how you assign responsibilities for the program to the residents and how you will solicit their feedback along the way. We suggest that your regular feedback sessions include an opportunity for the residents to communicate how they think the residency program could improve.

Questions to Consider

- What role will the residents play in developing our residency program?
- How will we receive their feedback?
- What role will they play in recruiting and selecting future residents?

How will our residents find post-residency pastoral placement?

The primary goal of the pastoral residency program is to equip future senior pastoral leaders, and you will likely send most of your residents to serve in other churches at the end of their residency. Although it will be some time before you have to put your placement plan into place, it is important that you begin to plan how you will assist the residents in finding their pastoral placement after the residency. This begins by letting the residents know early in their residency that it is their responsibility to find placement but that you and the church will equip them with the resources to do so.

The first resource you should equip them with is time. In the last year of their residency, we suggest that you provide them time during their work hours to network and seek out employment. In other words, let them know it's okay to do this work during work hours, and regularly ask them how it's going.

Another resource you might consider providing is to connect them with a placement professional in your congregation who would mentor them on



resume preparation, networking skills, the application process, and interviewing skills. This individual can be important to the program as they assist residents in developing these vital skills.

Finally, the most valuable resource you can provide the residents is introducing them to your networks and advocating for them among your pastor friends. Take them to conferences you attend and introduce them. Write emails for them. Provide them with a letter of recommendation. Your endorsement will be important as they seek placement.

Questions to Consider

- How will we assist the residents in searching for placement after the residency?
- What resources can we provide?
- Is there someone in our congregation who would help our residents in this way?
- What relational networks do we have, and how can we leverage these networks for the good of our residents?

How will we be involved in the lives of our residents after they complete the residency?

The final aspect for you to think through is how you will nurture the relationships you've built with the residents during their time with you and how you will facilitate the continuation of those relationships among resident graduates.

The shared experience of the residency will connect residents in unique ways, and the relational support network they will form will be important to their flourishing as you send them to new places. Small investments by your church in helping them regularly connect can pay huge dividends for the residents.

Questions to Consider

- How will we work to stay connected with our residents after they've completed the program?
- How will we help them stay connected to one another?

NEXT: MOVING FORWARD



Moving Forward

We've outlined this section to provide you with five clear steps to join the Residency Accelerator:

Submit Readiness Assessment Worksheet: November-January

If you've not already done so, complete the [Readiness Assessment Worksheet](#). This will let us know that you are interested in taking the next step. As described in the previous section, this Readiness Assessment Worksheet is designed to provide an evaluative grid for you and your leadership team to assess your preparedness for joining the Residency Accelerator. As you discuss these questions with your leadership team, capture your assessment using the rating and notes section. Your submitted notes will be the first step in our conversation.

Attend a Pastoral Residency Workshop: Spring

The residency workshop is offered annually in the Spring. Interested church leadership teams will travel to the workshop host site for two days to learn about residency programs and assess the fit of a program for your church. The Made to Flourish team offers personal coaching for each church during this time. **Attending the workshop is a prerequisite to applying for grant start-up funds.**

Create Start-up Plan: April-June

If, after attending the workshop, your church is ready to move forward in joining the Residency Accelerator, an important next step is to create your plan for starting and sustaining the residency program. To assist you with this process, utilize the Program Design section to guide your conversation as you plan. We ask that you consider these six important areas as you create your plan.

- **Leadership:** Who will be involved?
- **Financial:** What will the expenses be, and how will they be funded? (Complete the [Five-Year Financial Planning Worksheet](#))
- **Seminary:** What seminary or seminaries will you partner with?
- **Program:** What will the residents experience when they are with you?
- **Recruiting:** What is your plan for recruiting residents?
- **Selection:** What process will you follow to select residents?



Submit Plan: Summer

Once your plan is created, please submit your plan to by July 1 so we can begin conversations on when and how you will begin and sustain your residency program. We are excited to work with you in taking these next steps together.

Review Plan: Fall

After submitting your plan, we will connect with you to discuss your plan and determine our plans for moving forward, including your start date and possible funding to accelerate your launch.

Five-Year Financial Planning Worksheet

Made to Flourish Pastoral Residencies

Thank you for your interest in developing a financial plan for a Made to Flourish Pastoral Residency. This spreadsheet is designed to assist you in completing a five-year budget. The steps are simple.

1. Click on the "Data Gathering" tab below and fill in all of the information requested in GREEN boxes. Please put numbers in these boxes, not text.
2. After completing the requested data, click on the "Results:Five-Year Budget" tab and review your budget.

Five-Year Financial Planning Worksheet

Please fill in the green boxes.

BASIC INFORMATION

Church Name:

City:

State:

Completed By:

Email:

ANTICIPATED EXPENSES

PLANNED NUMBER OF RESIDENTS*

**minimum of 1 per year / two-year residency*

How many new residents do you plan to add?

Total Residents in Program

SALARY & BENEFITS*

**Residents serve full-time on the church staff and should be compensated as employees. The pay level is up to you as a church, but one possible starting salary is to research the starting pay for a school teacher with a Masters Degree in your area.*

What will be the annual salary for each resident?

What will be the annual benefits cost you (the employer) will pay for each resident? (If uncertain, we suggest estimating 30% of salary amount.)

Will you pay moving expenses for each resident? If so, how much per resident?

Will you provide a scholarship to each resident to help them complete their theological education? If so, how much per resident?

PROGRAM COSTS

Will you provide each resident a budget for professional expenses (books, meetings with congregation members, conferences, etc)? If so, how much per resident per year?

Do you anticipate other program costs such as regular meals, conferences, etc? If so, estimate the annual cost per resident.

RECRUITING / SELECTION

What will be your annual travel expenses to visit prospective residents at seminary? (transportation / meals / lodging)

Will you create a printed piece detailing your program? If so, anticipate your annual cost for this piece here.

Will you bring prospective residents to your church for an interview? If so, anticipate your cost, per incoming resident, here. Include transportation for the resident and spouse, housing, meals, etc.

ANTICIPATED REVENUE

How much do you plan to annually allocate from your general operating budget?

What do you anticipate as the amount contributed by congregation members as unique designated gifts to the residency program?

What do you anticipate as the amount raised from outside funding sources?

St. Paul's
Murfreesboro
TN
Kristine Blaess
kristine.blaess@stpaulsmurfreesboro.org

Year 1	Year 2	Year 3	Year 4	Year 5
1	0	1	0	1
1	1	1	1	1

\$65,901

\$24,282

\$500

\$0

\$500

\$1,500

\$0

\$0

\$1,000

Year 1	Year 2	Year 3	Year 4	Year 5
\$10,000	\$30,000	\$50,000	\$100,000	\$135,000
\$20,000	\$20,000	\$20,000	\$0	\$0
\$20,000	\$15,000	\$10,000	\$5,000	\$0

Annual Budget	\$ 1,000,000	\$ 1,050,000	\$ 1,102,500
	Year 1	Year 2	Year 3
REVENUE			
General Church Revenue	\$37,000	\$50,000	\$60,000
Designated Gifts from Congregation	\$0	\$0	\$0
Reallocation of Existing Budgeted Funds*	\$43,500	\$35,000	\$20,000
TOTAL REVENUE	\$80,500	\$85,000	\$80,000
EXPENSES			
Salary	\$65,901	\$65,901	\$67,219
Benefits (assumes annual 6% increase)	\$24,282	\$25,011	\$25,739
Moving Expenses	\$1,000	\$0	\$0
Educational Debt Reduction	\$0	\$0	\$5,000
Professional Expenses	\$500	\$500	\$500
Program Costs	\$1,500	\$2,000	\$2,500
Recruiting	\$0	\$0	\$500
Selection Process	\$0	\$0	\$1,000
TOTAL EXPENSES	\$93,184	\$93,412	\$102,458
NET	-\$12,684	-\$8,412	-\$22,458
CASH FLOW (GRANT AMOUNT NEEDED)	-\$12,684	-\$21,096	-\$43,554

Possible funding sources within our general church revenue:
 Retirement of Main Campus debt September 2024
 Potential Re-allocation of current staff funding:

MTF mission partnership (1% of Annual)

Youth: ~\$17k
 Member Engagement: ~10K
 Benefits: ~\$16,500

	\$ 1,157,625	\$ 1,215,506	\$ 1,276,282	\$ 1,340,096	\$ 1,407,100	\$ 1,477,455
Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	
	\$75,000	\$100,000	\$100,001	\$100,002	\$100,003	\$100,004
	\$0	\$0	\$0	\$0	\$0	\$0
	\$5,000	\$0	\$0	\$0	\$0	\$0
	\$80,000	\$100,000	\$100,001	\$100,002	\$100,003	\$100,004
	\$65,901	\$65,901	\$67,219	\$65,901	\$65,901	\$67,219
	\$26,468	\$27,196	\$28,828	\$30,557	\$32,390	\$34,334
	\$1,000	\$0	\$0	\$1,000	\$0	\$0
	\$0	\$0	\$5,000	\$0	\$0	\$5,000
	\$500	\$500	\$500	\$500	\$500	\$500
	\$1,500	\$2,000	\$2,500	\$1,500	\$2,000	\$2,500
	\$0	\$0	\$500	\$0	\$0	\$500
	\$0	\$0	\$1,000	\$0	\$0	\$1,000
	\$95,369	\$95,597	\$93,184	\$93,412	\$97,458	\$95,369
	-\$15,369	\$4,403	\$6,817	\$6,590	\$2,545	\$4,635
	-\$58,923	-\$54,520	-\$47,703	-\$41,113	-\$38,568	-\$33,933
l Budget)	\$ 12,155	\$ 12,763	\$ 13,401	\$ 14,071	\$ 14,775	

\$ 1,551,328

Year 10

\$100,005

\$0

\$0

\$100,005

\$65,901

\$36,394

\$1,000

\$0

\$500

\$1,500

\$0

\$0

\$105,295

-\$5,290

-\$39,223

FALSE

Vestry Minutes
March 19, 2024
Parrish Hall Classroom

- 1745 - Pre-gathering and Relational Check-in
1800 - Devotional by Sandy Clemmons (Steadfast Love)
1806 - Approve Agenda
 Motion: Andrew Farrer
 2nd: Matt Casteel
 Passed
 Approve Minutes
 Motion: Brad
 2nd: Ione
 Passed
1810 - Presentation by Mrs. Caroline Beemer
 FundraZING and FUNdrasing
 Speak to the culture
 Know the community
 Relationships
 Stewardship is a ministry, not a job
1830 - Every Member calls
 Quarterly "Buddy Checks"
1840 - Review of Goals
 Balance the Budget
 Vestry Calls
 Vestry attend Diocesan Stewardship April 13th, 2024
 Financial Transparency, 3 Year Budget by the summer
1902 - Financial Report (see attached FR)
 Motion to accept the Financial Report - Brad
 2nd - Ione
 Passed
1903 - Kristine passes out Fundraising books to help, aid, and assist us
1920 - Safety Committee Recommendations
 Door re-pin \$5k
 Lighting \$22k
 Security Cameras and System \$15k
 Projected \$42k
 (Gate Security \$12k, to be brought up at next meeting)
 Motion to approve Security Measures - Brad
 2nd - Matt
 Passed

1926 - Matt Casteel, Jr Warden (Admin)

\$3400 for wall all the way to the street

Awaiting bid on the 28 Shrubs that need to be replaced

Other wanted improvements to be mentioned at next meeting

1930 - Executive Session

Spoke about the Kansas City Trip with Kristine, Ed Arning, David Green, and I.

Made to Flourish - helping St. Pauls become a Teaching Church

Prepare Senior Pastoral Leaders

Increase Pastoral Longevity

Increase Church Health

Help the church financially (symbiotic relationship between a Residency Program for the next 20 years.

Kristine spoke about nurturing future leaders in the clergy, getting a committee together to help in this discernment. David Green and I also added to what was already said.

1945 - Compline led by Father Michael

1955 - Adjourn until next meeting, April 16, 2024 at 1800 in the Parrish Hall Classroom

**Minutes of Meeting of Vestry of
St. Paul's Episcopal Church of Murfreesboro, Tennessee, Inc.**

Date of Meeting: April 16, 2024

Method of Meeting (i.e. virtual or in person): In Person

Vestry Members:

Vestry Member Name:	P = Present A= Absent
Burgess, Nick	P
Casteel, Matt	P
Clemmons, Sandy	P
Davis, Jeff	P
Farrer, Andrew	P
Green, David	P
Kellerman, Allison	P
Kropog, Jennifer	P
Kyriakoudes, Louis	P
Miller, Brad	P
Nix, Kyle	P
Peek, Scott	P
Smith, Ione	A

Clergy Present:

Dr. Blaess

Rev. Whitnah

Staff Present:

Others Present:

Don Whitfield

Ted Goodman (clerk)

David Rowe

-
- The Meeting was opened with a devotional by Sandy Clemmons (Chaplain).**

2

3 Motion to approve Agenda by Andrew Farrer, seconded by Brad Miller, unanimous.

4 **Review of Minutes:**

5 The minutes from the March meeting were not yet available. The March minutes will be
6 considered at the May meeting.

7

8 **Financial Report (Don Whitfield):**

9 Things are going very well for the first quarter. Revenue for the first quarter is \$67,000 *better* than
10 budget and expenses are \$100 *better* than budget. This is good but a number of pledges were
11 fulfilled early in the year. So, it is reasonable to expect that this positive variance might contract
12 as the year progresses. Unpledged giving is also significantly better than budget.

13 Nothing of consequence to be concerned about for the first quarter of the year for expenses.

14 Consolidation of the restricted funds from eight accounts into other accounts has been
15 accomplished.

16 Don & the Vestry discussed various funds in various designated accounts which have not been
17 utilized to other accounts where those monies might be better utilized for the Church.

18 Motion to Approve by Nick. Seconded by Kyle Nix. Unanimous.

19

20 **Committee Reports:**

21 There were no oral committee reports.

22

23 **Wardens' Reports**

24 **Jr. Warden's Report (Matt Casteel – Administration):**

25 Matt made a motion for approval of \$2,100 for the relocation and replacement of the
26 existing picket fence to the true property line Seconded by Andrew. Unanimous.

27 **Sr. Warden's Report (Brad Miller)**

28 Brad is working on Stewardship Calls outreach. Several vestry members are also doing
29 Stewardship Outreach calls and making great success. Andrew has sent cards in the USPS and
30 having good success.

31 Brad said the goals for the Stewardship this year is to fund operating expenses completely
32 from pledges. The plan is to provide a line item budget to the parishioners and a few weeks later
33 have a meeting to answer questions the parishioners have.

34

35 **Clergy Report:**

36 **Associate Rector's Report (Rev. Whitnah):**

37 St. Paul's has been invited to participate in Murfreesboro's Juneteenth Celebration for the
38 third year in a row. It is an exciting testament to the work of St. Paul's participation in the anti-
39 racism task force that we have been invited to participate in this for three years running.

40

41 **Rector's Report (Dr. Blaess):**

42 Kristine talked about creating an Academy of Ministers. The mortgage is on track to be
43 paid off in September of this year. It will be the first time in Fifty Years that the main campus will
44 be debt free. So that gives us the opportunity to turn our focus to building our spiritual and physical
45 presence more in downtown. One part of that is building up lay and clergy leaders within the
46 congregation. That would be the purpose of the Academy of Ministers.

47 St. Paul's may have an opportunity to participate in a Pastoral Residency Program. St.
48 Paul's proposes a three-year pastoral residency where we would recruit, chose, hire and pay a
49 recent seminary graduate, they would work here for three years. It would be designed to help build
50 the next generation of clergy leadership in the Episcopal Church by helping build ministers who
51 will be active for thirty years. This would benefit St. Paul's and the Episcopal Church as a whole.

52 The goal would be for St. Paul's to become a teaching parish in perpetuity. The Episcopal
53 Church's *Made to Flourish Fund* may be able to provide some financial assistance with this. St.
54 Paul's would have to apply for that assistance.

55 We have brought in around \$40,000 for the Journey Home. Another \$15,000 matching
56 gift will also be sent to Journey Home.

57 **Executive Session:**

58 Nothing to report from executive session.

Respectfully submitted,

Theodore W. Goodman
Clerk of the Vestry

Communications Report – May 2024

Chase continues to send out both the parish-wide newsletter, as well as the youth newsletter. Most recently, our social media communications have focused on recognizing and celebrating graduates. The next couple of weeks will spotlight VBS.

We continue to work towards increasing our online presence and engagement. I am still open to and interested in a ministry spotlight series, so welcome ideas of how to highlight the many ministries we offer and the good work they do.