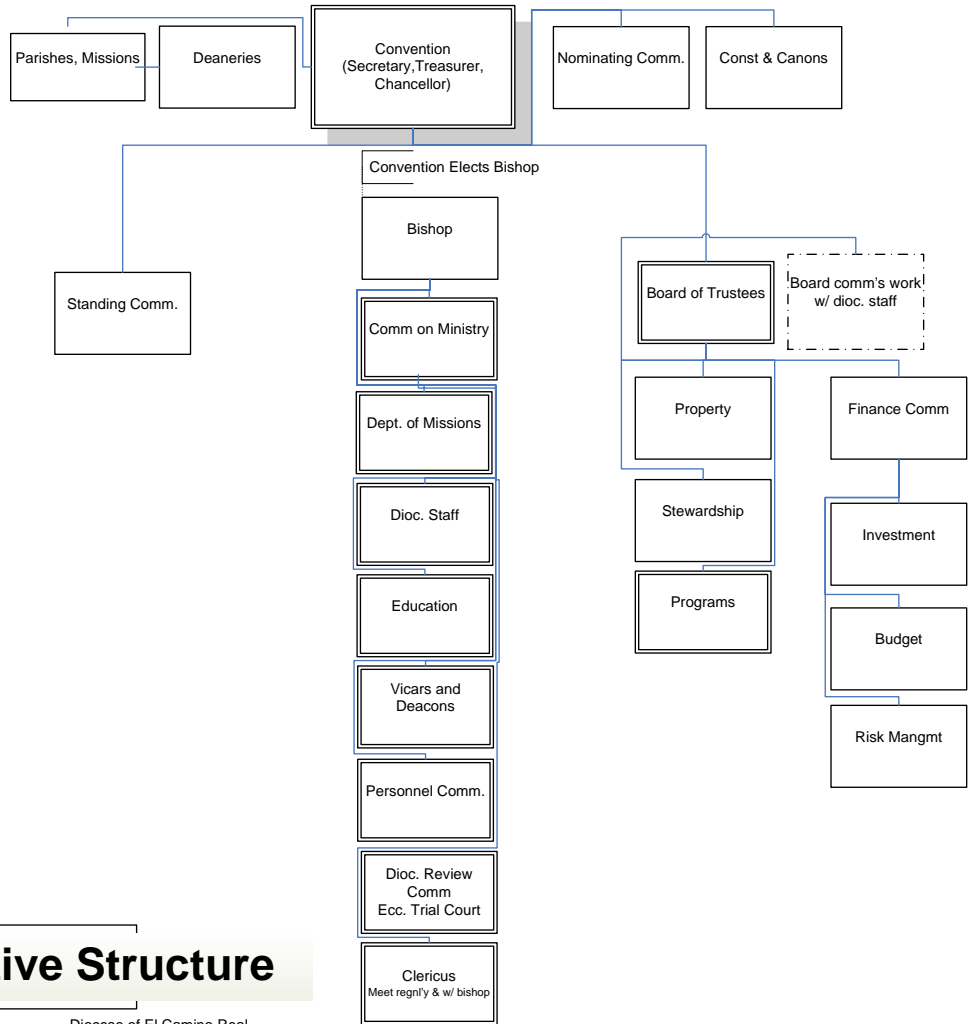


Diocese of El Camino Real
Organizational Structure Papers

September 11, 2006



8/22/06

Collaborative Structure

Diocese of El Camino Real

Collaborative Structure Outline

1. COLLABORATIVE STRUCTURE PURPOSE

The mission of the Diocese as viewed under this proposal is to nurture and guide its congregations and members in knowing and loving God and in bringing others into their midst for the same purpose. Diocesan mission also includes collectively serving others in need within our geographic area and afar in ways that are beyond the capabilities of individual congregations. The Diocese is an integral part of our national church.

Growth, evangelism, and education are areas in which the Diocese should be prepared to aid its congregations providing materials, counsel and contacts for improved congregational life. A strong administrative function needs to be maintained within the Diocese in order to ensure that Diocesan procedures are followed accurately and correctly and to provide on an as-needed basis administrative aid and expertise and support for the member congregations.

2. ORGANIZATION PHILOSOPHY

This Collaborative structure is intended to rationalize and simplify the current structure, establish clear relationships between remaining bodies, and clear up ambiguities. When implemented with enthusiasm and care, this organization will use people's particular talents to work together in a cost-efficient manner to provide programs for all of the Diocese without duplication of efforts.

The current Diocesan structure was created over a period of twenty-five years, with formal and informal modifications made to meet the needs of the moment or to adjust to the interests and talents of the individuals holding various leadership positions. Many people in the diocese find it impossible to describe how the Diocese of El Camino Real is organized and cannot draw an organization chart. For example investment supervision was with the Corporation Board, then shifted to the Finance committee and then was reclaimed by the Board. Some bodies were eliminated during our January 2006 Convention.

The structure proposed has the following attributes:

- Our current structure has the bishop in a hierarchical position with most everything reporting to him. In this Collaborative structure proposal, the bishop would have the flexibility to lead the Diocese in whatever manner he/she chooses but still have a framework and support for exercising that leadership and a mechanism to allow

him/her “to share in the leadership of the Church throughout the world” (BCP 517).

- Is simple, transparent and flexible for change as the future evolves and emerges. The central governing bodies are the bishop and the Convention. The Convention elects various officers including the bishop, treasurer and secretary, as well as the Standing Committee and the Board of Trustees.

The Standing Committee derives its authority from the Constitution of our National Church and of the Diocese, and various national and local canons. It must deliver the canonically required annual report to the Convention, and is responsible to no other body.

All functions of the present Diocesan Council and Corporation are merged into the Board of Trustees. Programs and temporal matters are the responsibility of this new Board of Trustees which would develop and implement the policies, programs and budget adopted each year by the Convention.

- Will promote broader participation and ownership of mission; deaneries would be invited to develop and sponsor programs. Currently most programs originate at the Diocesan level. Programs could still be initiated on a Diocesan-led basis as well. Neither method would require any major change in structure.
- Provides an emphasis on sharing ideas on ministry among Diocesan and local leaders and efficiency in program development and operation in order to strengthen congregations. It would be democratic, with equal opportunities for ministry for both laity and clergy.
- Provides definition to the function of the Finance Committee currently lacking in the National canons. The Finance Committee in this proposed structure would officially be a subcommittee of the Board of Trustees, have as its appointed members experts in real estate, investments, and risk management and would advise the Board of Trustees on such matters after deliberating and considering various proposals. It is expected that the Board of Trustees would have some members with financial expertise and experience.
- Provides that program and budget will be decided by Convention and carried out by the Board of Trustees through various committees.
- Substantially relieves the workload of the Convention secretary, who currently serves as secretary to Corporation and Council. Each organization, other than Convention which elects, would appoint or elect its own secretary. Thus the Convention secretary will be able to

concentrate on Convention responsibilities, but would be available to other secretaries for advice.

- Substantially relieves the workload of the treasurer. Likewise, at present, the treasurer is a constitutional officer elected by Convention who under the canons has a fiduciary responsibility for the funds of the Diocese. He/she canonically must also serve on the Council, Corporation and Finance Committee. The Finance Committee and its subcommittees should assume some of the tasks of the treasurer.
- Recommends implementing a policy to insure that the bishop and heads of major bodies meet periodically for coordination and communication purposes. The bishop is responsible for good communications throughout the diocese both in person and in assuring effective communications between various bodies. Good communication leadership by the bishop should include encouraging the various bodies to work collaboratively where possible.

The national canons prescribe the duties of a bishop and of a standing committee to a certain extent. This structure adheres to those canons and gives some general guidance beyond such canons. One of the flaws of our existing framework is that existing diocesan canons have developed over the last 25 years with incremental changes that are internally inconsistent, making it unclear who is responsible in certain areas. Conflicts have sometimes developed over authority, responsibility, and accountability of various bodies. For example, a few years ago it was not clear whether the Council, Finance, or Corporation had jurisdiction for the annual audit. Since both Corporation and Council have financial responsibilities without clear definition of who is responsible in every area combining these two bodies will bring all temporal matters under one body.

Any new structure will require the redrafting of our diocesan canons for approval by Convention. Approval of a structure will give general guidelines to the Constitution and Canons Committee to draft the new canons.

3. DIOCESAN BODIES

a. **Convention.** The bishop, clergy and delegates from each established congregation would make up the voting body of this governing organization. Elections as required by canons (secretary, treasurer and bodies such as Standing Committee, etc.), approval of budget and other policies occur here. Elect delegates based on Average Sunday Attendance instead of number of

communicants since ASA is a more realistic measure of active church membership.

b. **Congregations.** Each parish, mission and bishop's congregation participates in the diocese through their elected delegates to Convention and deaneries.

c. **Deaneries.** Deaneries would be composed of the congregations' delegates elected in numbers determined by congregations' average Sunday attendance figures for the year ended prior to their election. The same delegates would represent congregations at Convention.

Deaneries would be reconfigured to result in three deaneries. The composition of each deanery would be geographical and in most areas would be a mix of large and small congregations in order to promote some mentoring and exchange of operational assistance with the aim of strengthening deaneries and all viable congregations. These deaneries could divide into smaller groups as the need arises. The revised list is provided in Attachment A.

Each deanery would elect a convener from within the group from either order. There does not appear to be a need for deans in the deaneries; a clericus would fulfill clergy needs in this regard. While some deaneries today perform largely ceremonial and social functions, Deaneries would:

- * act as information conduits between congregations and the greater diocese;
- * provide strategic planning for the region;
- * consider and conduct local ministries financed by congregations, or by requests from the Diocesan budget, or grants from other sources;
- * continue other activities such as community building;
- * do anything else they deem appropriate not proscribed by canon;
- * Continue social events as today.

This Collaborative structure would encourage deaneries to request a grant from the Board of Trustees to develop programs for the deanery or the entire diocese to be funded most often from a specific line item of the budget approved at Convention

d. **Bishop.** The bishop is the leader, chief sacramental officer and pastor of the Diocese with all the canonical attributes and responsibilities of that position. He or she presides at the Convention and Board of Trustees and is responsible for collaborative relationships within the diocese between all bodies, and for the engagement of every parishioner in mission and ministry. The staff of the diocese (with substantially the current positions) is led by the bishop to carry out the mission of the Diocese. All diocesan staff personnel

report to the bishop and serve at his or her pleasure, except that the bishop must receive the consent of the Treasurer in the employment and termination of a controller and other employees responsible for fund disbursements and accounting.

The bishop will sustain the clergy, take counsel with them, guide and strengthen all vicars and deacons and assist congregations and clergy in deployment, evangelism, growth and conflict resolution with the role of pastoral care for the church while also directing the Commission on Ministry, Department of Missions and Diocesan Review Committee. The bishop serves in the House of Bishops of the national church, and when requested, in other national positions. All of this will be in collaboration with the staff and other diocesan bodies. The bishop is responsible for the spiritual affairs of the Diocese.

The bishop, with concurrence of the Standing Committee, would appoint the chancellor.

e. **Commission on Ministry.** There shall be 16 members. As at present, half of these members shall be elected at Convention with equal representation of clergy and lay members. The other half shall be appointed by the bishop. Functions shall be as enumerated in the national canons. COM will report solely to the bishop.

f. **Department of Missions** (presently the Department of Evangelism and Intercultural Ministries "DIEM"). This group would be comprised of members elected, two by each deanery, and four appointed by the bishop. Together with the bishop and the Canon for Evangelism and Congregational Development, this group would provide administrative and financial oversight as well as planning assistance to missions, review applications for mission and parish status for the bishop, and provide recommendations to the bishop on the feasibility of a mission's future. This group shall also, with the bishop, determine guidelines and procedures for starting new congregations and for moving from mission to parish status. This structure would make clear the responsibility for oversight of all missions rather than the focus on ethnic missions as in the current DIEM.

g. **Standing Committee.** Matters of a more temporal nature would purposely be the responsibility of the Board of Trustees thus freeing the Standing Committee from the day-to-day money and property issues so that their energies can more properly be devoted to the following cares. This body will also carry out its canonical responsibilities, principally as a council of advice to the bishop with special responsibilities for approval of all episcopal elections in other dioceses, approval of ordinations and candidacies in this

diocese, consent to inhibitions, consent to alienation and sale of real estate, and advise the bishop on matters of pastoral dissolutions. The role of a council of advice to the bishop might include such matters as new or struggling parishes and ecclesiastical discipline and personnel issues.

Four clergy and four lay members would be elected by Convention to rotating four-year terms. The Convention Nominating Committee would seek nominees.

h. Board of Trustees. For the most part, the current division of temporal authority between Council and Corporation has been confusing, but has worked as long as strong communication links are observed. However, the devastating fight in 2003 about who had the power to receive and publish the audit report demonstrated that the working relationship between Council and Corporation is fragile and at the mercy of the personalities of the respective leaders.

In this proposal, the Council and Corporation would be merged creating the Board of Trustees, consolidating the temporal functions of the diocese. The Board would hold title to all real property and assets of the Diocese, and perform all statutory functions required by California corporation law. The Board of Trustees would act on behalf of the Convention between Conventions in developing and implementing policies, programs and budget adopted by Convention.

Another change is the means for election of members of the Board of Trustees. Although the Episcopal Church in the United States was formed on the principle of democracy, with laity and clergy having an equal role, El Camino Real in some respects has drifted away from this. For example, as now structured, our Diocesan Council has some lay members elected from deaneries and confirmed by Convention, some clergy elected by convention regardless of their deanery, four *ex officio* members (bishop, treasurer, secretary and chair of finance), some appointed by the bishop, one from a program department (DIEM), and another from a diocesan organization (ECW). This structure provides that all members of the Board of trustees, except the bishop, be elected with no other *ex officio* or appointed members.

Each deanery shall choose two nominees for the Board of Trustees. A Convention nominating committee would seek another six people for these positions with expertise in the matters that become the responsibility of the Board of Trustees and some geographic diversity. There would be twelve members, with three-year phased terms, with a minimum of one clergy and one lay person from each of the three deanery areas. After serving one full term, no person shall be eligible to serve as a member of the Board of Trustees

until a period of one year has elapsed. The Nominating Committee and deaneries will need to coordinate their nominees for duplicity and to make sure the complete slate has at least one lay and one clergy from each deanery area. The bishop would be an *ex officio* member.

The bishop would be President of the Board of Trustees. This body would also elect from its members a vice president on an annual basis who would preside in the absence of the bishop, or at the request of the bishop. The bishop, with concurrence of the Board of Trustees, would appoint the Finance Committee. Subcommittees, including investments, property and risk management, would be appointed by the Finance Committee. Other committees could be appointed by the Board of Trustees to carry out much of the work, research and investigation in the areas of property, stewardship, and programs. All such committees would present recommendations to the Board of Trustees which would make decisions about managements of assets and adjustments to programs and reduction in budgets (in the case of limited funds) between Conventions.

1. **Board of Trustees Committees and Subcommittees.** The Board of Trustees shall establish committees composed of interested and qualified members of the Diocese to perform work and research, and report to the Board of Trustees in areas such as finance, property, camp and conference grounds, stewardship, other programs, etc. Such committees shall also work closely with diocesan staff with responsibility in the respective areas.
2. **Finance Committee.** The Finance Committee is responsible for recommending financial policies to be adopted and actions to be taken by the Board of Trustees. Members would be appointed annually by the bishop with concurrence of the Board of Trustees and the treasurer would be an *ex officio* member. This committee would oversee all financial matters of the Diocese and report to the Board of Trustees. It would elect its own chairperson and secretary. Subcommittees of the Finance Committee, appointed by the Board of Trustees, would include those on budget, investments, and risk management.
 - i. **Convention Nominating Committee.** This body, charged with finding members of the diocese with the requisite expertise and geographic dispersion for the Board of Trustees, the Standing Committee, Deputies to General Convention, and various Diocesan offices would consist of two members elected by each deanery with a chair appointed by the Standing Committee for a total of seven.

j. **Constitution & Canons.** The bishop, with consent of Standing Committee, would appoint a chair of Constitution & Canons and the chair would appoint other members as needed. The chancellor would serve as a member *ex officio*. This Committee would be responsible for drafting any Diocesan Constitution & Canon revisions and for reviewing for canonical compliance resolutions presented to Convention.

k. **Personnel Committee.** There would be up to six people, some of whom should have professional personnel experience, to advise the bishop and others in the diocese on personnel matters, such as position descriptions for diocesan personnel, review methods, minimum compensation guidelines for clergy, wage and salary structure for staff, council of advice for the Administrator on personnel issues, and cost-effective benefit programs. The bishop would appoint a chair annually, with concurrence of the Standing Committee. The Chair would appoint other members.

l. **Diocesan Review Committee and Ecclesiastical Trial Court.** These bodies would perform the functions described in the national and diocesan canons.

m. **Clericus.** All clergy will be members of a clericus, which may divide into regional groups and would also meet with the bishop from time to time.

4. MONEY FLOW

Every congregation is responsible to provide funds, under a canonical assessment adopted by Convention, to the diocesan treasury to fund the annual budget adopted by the Convention and administered by the Board of Trustees. All diocesan funds will be spent in accordance with the budget adopted by Convention as adjusted from time to time by the Board of Trustees. If deaneries were to perform certain projects under a grant from the Board of Trustees, bills would flow through the diocesan staff for payment. The treasurer and Finance Committee of the Board of Trustees would oversee the process.

5. PROS AND CONS

a. Pros

- A. Roles and responsibilities are clearly delineated
- B. Encourages interested local people to lead through initiating local programs
- C. Diocesan programs maintained if not done by deaneries
- D. Keeps consolidation of resources for efficient accomplishment of programs.

b. Cons

- A. Does not force local leadership and program management
- B. Does not require multi-congregational collaborations
- C. Deaneries, given their history, might not assume responsibility for any programs.
- D. Not enough of a change for some people.

6. TRANSITION PLAN

- A. Rewrite Constitution and Canons and present to October 2007 (and 2008 for Constitution) Convention for approval
- B. Restructure deaneries in first four months after October 2006 Convention.
- C. Nominating Committee presents candidates for new positions at October 2007 convention.
- D. Corporation, Council and Standing Committee work together in 2007 to determine optimum committee structure and help Nominating Committee and deaneries find the best people to populate future committees.

DEANERY CONFIGURATION

The make-up of deaneries would be reconfigured to result in three deaneries. The composition of each deanery would be geographical and would be a mix of large and small congregations in order to promote some mentoring and exchange of operational assistance with the aim of strengthening all viable congregations. Larger deaneries should strengthen the capabilities of deaneries to engage in mission activity and still allow subgroups or regions to meet as needed. Delegates would be elected from their congregations based on the average Sunday attendance of the previous year. Figures below are just an example of how one year might look.

[Mostly 2005 ASA in number examples]

Santa Cruz-Monterey-Salinas Deanery

Congregation	2005 ASA	Delegates
SCMS		
All Saints, Carmel	205	7
Epiphany Marina	30	2
Good Shepherd, Salinas	99	4
San Pablo, Seaside	150	6
St Dunstan's, Carmel Vly	128	5
St James, Monterey	63	3
St John's, Monterey	100	5
St Mary's, Pacific Grove	206	7
St Matthias, Seaside	17	1
All Saints', Watsonville	37	2
Calvary, Santa Cruz	92	4
Cristo Rey	122	5
Jesus del Valle, Gonzales		
San Pablo, Salinas	80	4
St Andrew's, Ben Lomond	73	3
St George's, Salinas	52	3
St John's, Capitola	119	5
St John's, Morgan Hill	96	4
St Luke's, Hollister	47	2
St Luke's, Jolon	16	1
St Mark's, King City	21	1
St Matthew's, San Ardo	11	1
St Paul's, Salinas	110	5
St Stephen's, Gilroy	69	3
Totals	1943	83

Santa Clara Valley Deanery

Congregation	2006 ASA	Delegates
All Saints', Palo Alto	135	5
St Timothy's, Mtn View	321	8
St Thomas, Sunnyvale	126	5
St Andrew's, Saratoga	454	9
St Mark's, Santa Clara	118	5
St Luke's, Los Gatos	149	5
St Jude's, Cupertino	170	6
St Philip's, Scotts Valley	93	4
Santa Maria Virgen	45	2
St Joseph, Milpitas	30	2
St Francis, San Jose	154	6
St Philip's, San Jose	65	3
St Edward's, San Jose	124	5
Trinity Cathedral, San Jose	141	5
Guadalupe, San Jose	393	8
Epis. Ch. In Almaden	125	5
Holy Spirit, Campbell	53	3
St Stephen's, San Jose	78	4
Totals	2774	90

San Luis Obispo Deanery

Congregation	2006 ASA	Delegates
St. Barnabas, Arroyo Grande	102	5
St. Benedict's, Los Osos	39	2
St. James, Paso Robles	91	4
St. Luke's, Atascadero	82	4
St. Paul's, Cambria	57	3
St. Peter's, Morro Bay	70	3
St. Stephen's, SLO	115 (04)	5
Totals	556	26

Diocesan Hub

6/29/2006 kw

