

A Proposed New Structure for the Presbytery

Discernment and Design - Structure & Funding

January 9, 2017

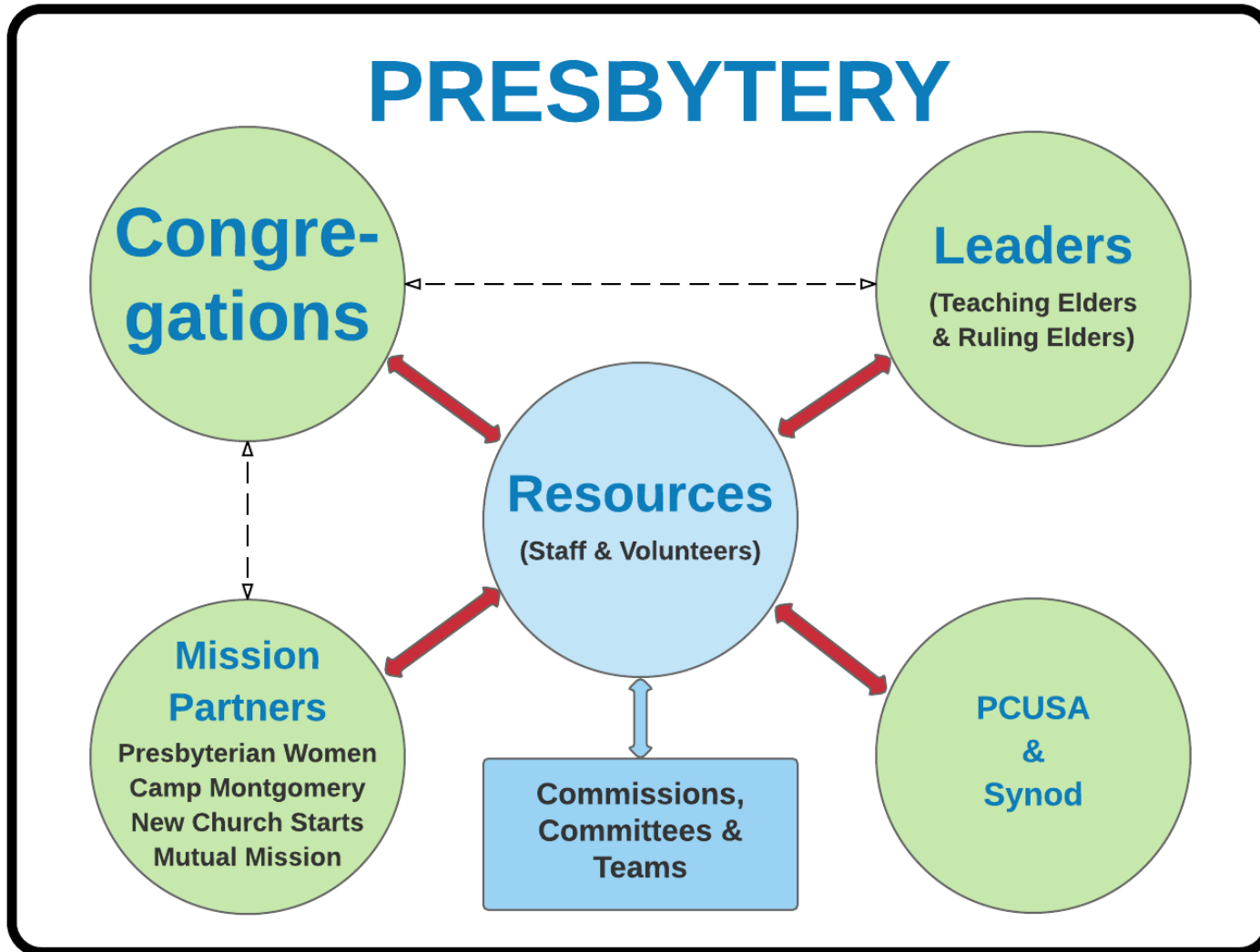
Overview

Working from the strategy developed by the Discernment and Design (D&D) Team, we have concluded that the structure of the Presbytery needs to change for us to live fully into the new concept and approach. We need:

- A new concept for how we related to each other that is more relational and less singular, isolated and separate.
- To change the names we use to describe things, because words matter.
- A new conceptual approach for decision-making, because our past approach has been unclear and awkward.
- To organize volunteer groups differently to focus on new strategies and enhance communications to work more effectively together – with smaller groups that are better coordinated and function differently.
- Some new and different staff positions to enable our volunteer organizations, churches, leaders and mission partners to be a vital part of the Presbytery and to function more effectively.

The chart below illustrates the overall strategic concept.

Organizing and Staffing to Build Relationships



How to Read This Chart

- The surrounding box labeled “Presbytery” is intended to reinforce the idea that we are all the Presbytery – not the Presbytery offices or the staff or specific leaders or volunteer groups or mission partner(s), but all of us.
- The D&D team identified the need for a dramatic shift in strategic focus. The Presbytery is relationally broken with lack of trust and involvement challenges that have led to ineffective or challenged programs. In the past we have focused in large part on mission programs (Montgomery, church starts, Mutual Mission, etc.), but without trusting relationships, nothing works. The D&D strategy reflects a shift toward a relational focus. The relative strategic importance (priority) of each circle on the chart is indicated by type size. Congregations are the most important and the PCUSA/Synod are the least important.
- Red arrows indicate communication and support that reinforce our relationships with each other – in both directions.
- “Resources” are people – staff and volunteers.
- Mission partners are the organizations that support and are supported by the Presbytery.
- Staff and Volunteers do their work through commissions, committees and teams organized in new structures to address the needs of our new strategic focus.
- Dashed arrows from Leaders and Mission Partners to congregations indicate connections to congregations that don’t need to go through staff or volunteer organizations. We can relate to each other directly without intermediaries in a more fluid organization.

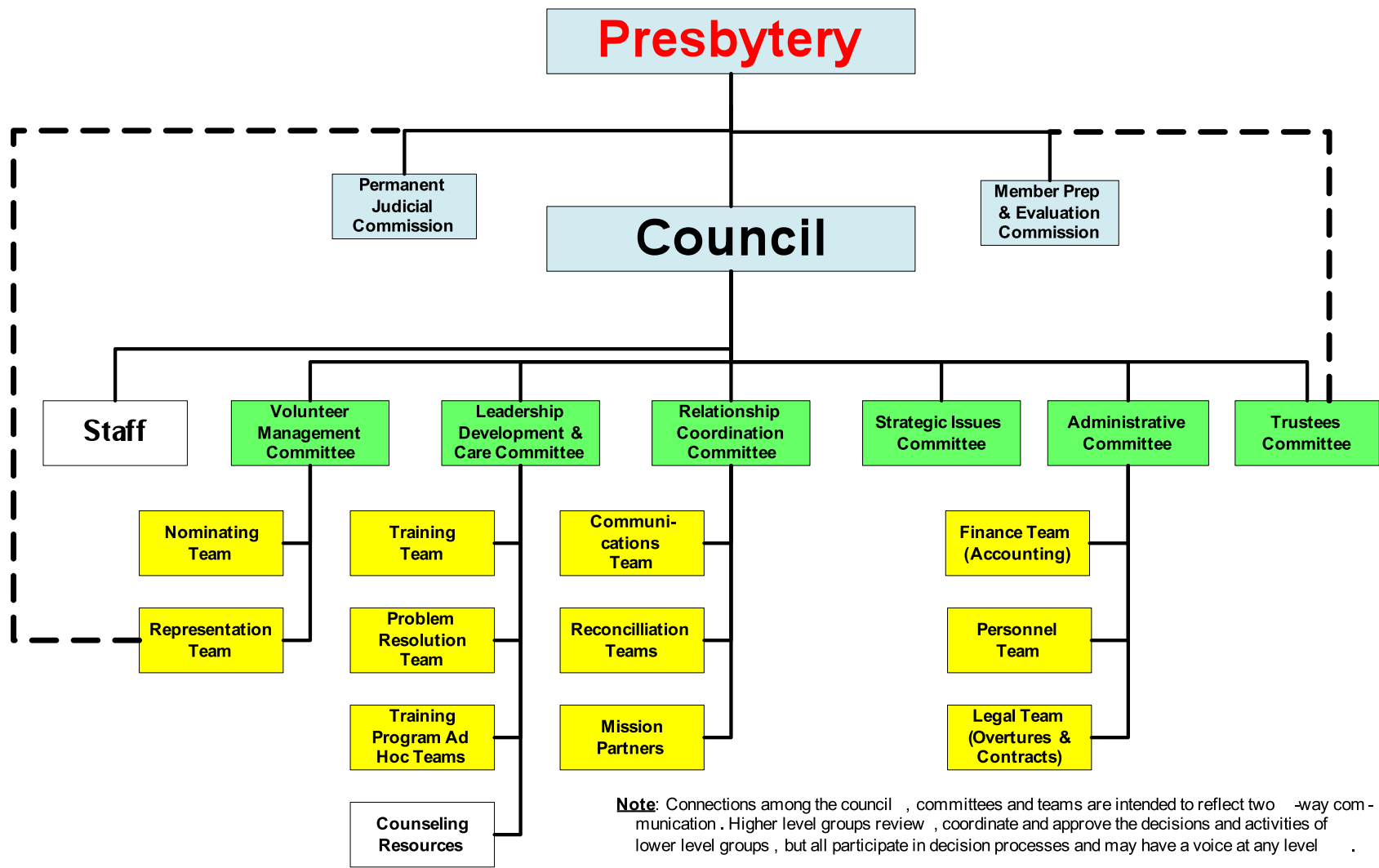
Organizing Principles

In considering how to organize volunteer organizations and staff, we identified current organizing principles and procedures and then modified them to better serve the intent and function of the new structure.

- **New Names:**
 - **General Group Names:**
 - **Council:** Renamed the Coordinating Council (“Council”)
 - **Commissions:** Report directly and only to the full Presbytery - coordinating with the Council for agenda time at meetings.
 - **Committees:** Report to the Council.
 - **Teams:** Groups that report to committees.
 - **Specific Group Names:** To be descriptive of function.
 - **Group leaders:** To be called Chairs, not Moderators.

- **Decision Authority:**
 - The Council has authority to implement all operational decisions (consider and conclude matters) for the Presbytery except those decisions that are specifically excluded by the structure or the PCUSA Book of Order such as:
 - Changes to the Presbytery structure/organization.
 - Functions and decisions involving judicial process (Book of Order G-3.0109(a, b)).

- Functions of a Committee on Representation (Book of Order G-3.0103).
 - Approval of Presbytery expenditures or use of reserves that are cumulatively more than 5% above an approved budget.
 - Approval of Presbytery policies (what may be done by the Council, committees and teams) of the Presbytery. (NOTE: Approval of Presbytery procedures (how things are done under policy) will be under the authority of the Council.
 - Examining and receiving into membership teaching elders seeking membership to the presbytery, including approval of terms of call and commissions for ordination and installation; ordaining and installing teaching elders; and receiving inquirers and candidates under care.
- **Authority Delegation:** Authority given to the Council by the Presbytery may be further delegated to Committees and Teams so long as there is prudent and effective supervision of the exercise of authority.
- **Presbytery Officers:** As required by local laws or regulation or the PCUSA Book of Order, individuals may be proposed for election by the Presbytery to execute certain required duties. These individuals include the Stated Clerk, the Treasurer, the President of the corporation(s), and the Trustees. In execution of their duties, they will be responsible to the Council or the committees, commissions and teams that they support, subject to their constitutional, fiduciary and legal responsibilities.
 - **Required Groups:** There are certain groups that every Presbytery must have as specified in the Book of Order such as the Nominating Committee, the Representation Committee, and the Permanent Judicial Commission. The new structure will include all required groups but may position them on the chart in places that reflect their logical function. While these organizations will be formed and staffed, their naming and positioning in the organization will be as directed by the Council. The overall organization for the staff and volunteer groups that comprise the Presbytery’s resources are illustrated in the chart below.



Note: Connections among the council , committees and teams are intended to reflect two -way communication . Higher level groups review , coordinate and approve the decisions and activities of lower level groups , but all participate in decision processes and may have a voice at any level .

Dashed Lines: Reflect legal or Book of Order relationships of units that are functionally under the Council , but have the authority and responsibility to report to the Presbytery if they disagree with Council decisions . They are positioned under the Council because of the way they need to work with Council committees and teams .

Committee Responsibilities

Most of the “Teams” in the above organization are a re-alignment of current volunteer groups under a new set of committees of the Council. The Council and committees exist to bring focused support for congregations and validated ministries throughout the Presbytery.

- **Volunteer Management:** This committee will develop strategies to more effectively identify, engage and monitor the overall activities of volunteers in the Presbytery – assuring that:
 - The “right” people are being approached to serve – qualified, motivated, and representative.
 - Service opportunities are well defined (job/role descriptions), real, and important.
 - Volunteer satisfaction is assessed by survey at least once a year and issues are addressed promptly, fairly and effectively.
- **Leadership Development and Care:** This committee takes over where the Member Preparation and Evaluation Commission leaves off – supporting congregations, mission partners, ruling elders in leadership positions and all of our teaching elders (wherever they serve) by:
 - Seeking to understand the needs of Presbytery leaders in both Church and other ministry roles for Teaching Elders and Council/Committee/Team leadership roles for all Elders.
 - Offering role definition, preparation, orientation and training for specific leaders as they assume new roles in the Presbytery.
 - Helping develop and support leaders in congregations and validated ministries.
 - Providing ongoing training and support during each leader’s service in the Presbytery.
 - Offering informal advisory help and formal counseling support to leaders who have issues being effective in their role in the Presbytery.

- **Relationship Coordination** - This committee:
 - Monitors the activities and effectiveness of the Relationship Coordination Director and the Area Relationship Coordinators.
 - Assesses the activities and effectiveness of the Communications Coordinator.
 - Serves as the primary access point for the Presbytery’s partner organizations – assuring that achievements, opportunities, issues and needs are effectively addressed and communicated to the Council (by the chair or by Council agenda time for the organizations).
- **Strategic Issues:** This committee develops and proposes new strategies to address identified Presbytery opportunities and issues by:
 - Assuring that the four key strategic initiatives defined by the Discernment and Design (D&D) task force are being prioritized and addressed through financial and operational plans.
 - Reviewing and monitoring performance to existing plans – both strategic and operational.
 - Monitoring the finances and operations of the Presbytery to identify issue and opportunity area that are not being adequately addressed.
 - Working with the Council to revise plans and reallocate resources to achieve desired end results.
- **Administration:** This committee addresses the administrative activities of the Presbytery as indicated by the names of each of the four teams. The Stated Clerk and Treasurer are ex officio on this committee.
- **Trustees:** This committee has the same responsibilities as the current Trustees and the Chair of the committee is also the President of the Trustees.

Council and Committee Membership

Council (13 Members):

Past Presbytery Moderator (Chair*)

Presbytery Moderator

6 Committee Chairs

5 "At large" members

Ex Officio: Stated Clerk

Relationship Coordination Director

Presbytery Moderator Elect

(If not a committee chair)

Team chairs will present issues or proposals to the Council

Leadership Development & Care Committee (3+ Members):

1 Leadership Council Member (Chair)

2+ Team Chairs

Volunteer Management Committee (3 Members):

1 Leadership Council Member (Chair)

2 Team Chairs

Ex Officio: Relationship Coordination Director

Relationship Coordination Committee (8 Members):

3 Leadership Council Members

(Council selects chair)

Reconciliation Team Chair

Communications Team Chair

Camp Montgomery Representative

Presbyterian Women Moderator

Mutual Missions Chair

Ex Officio: Relationship Coordination Director

Regional Relationship Coordinators (optional)

Communications Coordinator

Strategic Issues Committee (3 Members):

3 members of Leadership Council

(Council selects chair)

Ex Officio: Relationship Coordination Director

Select Regional Relationship Coordinators

Administration Committee (8 Members):

3 members of Leadership Council

(Council selects chair)

5 Team Chairs

Ex Officio: Stated Clerk, Treasurer

***Note:** The roles of the elect, current and past Presbytery Moderators are similar to, but not the same as, what we have now:

Moderator Role: Moderator Elect → Current Moderator → Past Moderator

Council Role: Ex Officio → Member → Chair

These moves take the individual through several steps to prepare them to take on the role in the Council Chair.

Presbytery Staff Job Summaries

Below are brief descriptions of the responsibilities of each staff person to be employed by the Presbytery.

- **Presbytery Staff Organization:** (5 Persons excluding Area Relationship Coordinators):
 - Stated Clerk (PT) PT=Part Time
 - Relationship Coordination Director (FT) FT=Full Time
 - 5 to 7 Regional Relationship Coordinators (10% each at \$200 per month)
 - Bookkeeper (PT)
 - Communications Coordinator (PT)
- **Stated Clerk:** Reports to the Council, subject to their constitutional, fiduciary and legal responsibilities. Duties are as currently defined, excluding certain communications tasks, and adding tasks such as those relating to representing the Presbytery to other councils and ecumenical and interfaith groups.
- **Relationship Coordination Director:** Reports to the Council.
 - Duties are as defined from time-to-time by the Council, but will be focus on the execution of one or two primary strategy priorities for the Presbytery.
 - As defined in the current organization, the strategic priority is to rebuild trust, community and connection among teaching and ruling elders in the Presbytery by assuring effective and transparent communication, listening carefully, gathering information, and aggressively address issues that inhibit this taking place (e.g., encouraging us to “play nice”).
 - As this strategic priority will be achieved, the role of this position will change to address a new strategic priority. When this change occurs, a new job description will be defined and the Presbytery will see the best individual to fill the new job – which may or may not be the current individual.

- **Area Relationship Coordinators:** Reports to the Relationship Coordination Director, working about 8 hours a week.
 - These individuals will be assigned to groups of 10 to 15 churches, teaching elders in validated ministries or any other affinity group within the Presbytery that requires attention to build trust, community and connection.
 - The basic job of the Area Relationship Coordinators will be to visit, listen and gather together – visiting/worshipping with each church and organization once a quarter **and** scheduling events where those in their area may gather together six to eight times a year for meetings, meals, sporting events, golf outings, etc.
- **Bookkeeper:** Reports to the Finance Team and the Treasurer. Maintains the accounts of the Presbytery, receives and distributes funds as directed, and generates financial reports for the Presbytery.
- **Communications Coordinator:** Reports to the Relationship Coordination Director and the Communications Team for strategic direction/goals and the Stated Clerk for communications platform implementation.
 - Produces the newsletter, maintains the website, sets up technology-enabled meetings (conference calls, webinars, video conferences, etc.) and helps promote Presbytery gatherings/events.
 - Works with specialists as requested to improve the design, organization and function of the various methods of communications.

There is no Executive Presbyter (CEO/Head of Staff) role in this organization. While each employee has a person or people they report to and support, they are expected to work cooperatively and collegially. Activities currently performed by the Executive Presbyter will be identified through a job task analysis and assigned to current or new staff or volunteers.

It is also our intent to re-distribute the current compensation budget (or whatever budget is available going forward) to pay for these positions.