

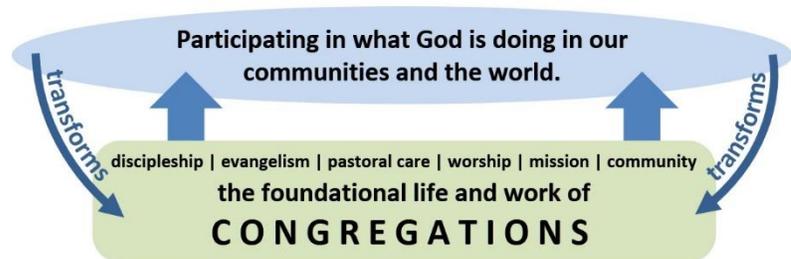
STRATEGIC PLANNING TASK FORCE RECOMMENDATIONS

I. THE EMMAUS VISION

Churches and denominations across the country are facing rapid change, including the Presbytery of Charlotte. Although this change is unsettling and sometimes frightening, we firmly believe that God is creating something new among us. Just as the disciples experienced the risen Christ walking with them on the road to Emmaus, the risen Christ is walking with the Presbytery of Charlotte as we discern together this new thing and how we live into it. To that end, the Presbytery in July, 2014 commissioned a group of teaching and ruling elders representing the diversity of our Presbytery to serve as the “Emmaus Team.” During this time of discernment, the Emmaus Team helped the Presbytery create a revitalized Vision of serving Christ and Christ’s people within our borders and beyond.

The Emmaus Team listened to the people across the Presbytery in all seven counties. 23 World Cafes were held. 87 congregations sent over 400 people to participate. Six foundational areas of ministry were named:

Discipleship
Evangelism
Pastoral Care
Worship
Mission
Community Building



Participants expressed the need to not only strengthen these ministry areas but also to learn to adapt as we participate in God’s unfolding future. They voiced a strong desire for congregations to work together to **Risk New Ministry and Mission**.

From the discussions, the Emmaus Team discerned the **Vision** for the Presbytery of Charlotte:

JOINING JESUS THE RISEN CHRIST IN BUILDING, CELEBRATING, AND ANTICIPATING THE KINGDOM OF GOD IN OUR SEVEN COUNTIES AND BEYOND

II. STRATEGIC PLANNING TASK FORCE

Council appointed the Strategic Planning Task Force in May, 2016. The Council appointed 11 people, representing the diversity of the Presbytery, to do five things:

1. Recommend a new structure to support the shared Emmaus Vision
2. Recommend a staffing rationale
3. Write the position description for the next General Presbyter
4. Suggest a budget to support the first three recommendations
5. Recommend the content/structure of Presbytery meetings

The Strategic Planning Task Force did the following to prepare for this work:

- Prayed collectively and individually for the Spirit's leading
- Immersed themselves in the Emmaus report
- Interviewed five presbyteries who are in transition
- Interviewed all current committee chairs
- Examined presbytery's budget

The Task force learned a number of things:

- Congregations feel disconnected and isolated.
- Congregations do not feel served by Presbytery committees and structures; nor do they understand the purpose of the Presbytery.
- Current presbytery committees are struggling to maintain membership.
- There is lack of communication between presbytery committees.
- The Presbytery is under-staffed.
- The Presbytery is smaller numerically and financial support of the Presbytery is smaller and decreasing.
- The current structure of Presbytery is not effectively meeting these challenges.

The Strategic Planning Task Force flipped the structure from being staff and committee-driven to being formed and informed by ministries from the congregations. The intention of this structure is to distribute and balance perceived or real power, and if it is located anywhere, to locate it in the life, ministry, and mission of the congregations. The new structure seeks to create the conditions for new ministries, risk-taking, and relationship-building. Characteristics that motivated the shape of the new structure include being nimble, connectional, self-examining, lean, and flexible. In all areas, it continues to be important to adhere to values of transparency, consistency, and accountability.

In this new structure, the Presbytery staff, Council, and committees will support, help, and connect, not plan, direct, and manage.

The two principles that drove the new structure are 1) building relationships and 2) strengthening congregations.

79 III. DEFINITIONS OF STRUCTURAL COMPONENTS
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81 The proposed structure is intended not to create a static structure but one that has the
82 capacity to adapt to changing circumstances and needs. The Strategic Task Force
83 recommends three organizational components. The goals are to lift up ministry at the
84 congregational level and encourage partnerships and connections among congregations.
85

86 **A. MINISTRY TEAMS: The Heart and Soul of the New Structure**
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88 Ministry Teams are created by individuals, groups, or congregations as each discerns new
89 mission and ministry by the leading of the Spirit. While a church may have “ministry teams”
90 within their own congregation, Ministry Teams as used in this document involve individuals
91 or groups from *more than one church of the Presbytery*. These teams exist as soon as those
92 connections are established and last as long as there are people interested in actively
93 participating.
94

95 **Characteristics:**

- 96 • Formed around a specific task or interest
- 97 • Self-selected involvement
- 98 • Not staffed by Presbytery
- 99 • Grassroots driven
- 100 • Ministry Resource Committee (MRC, see line 282 below) supports with publicity as
101 appropriate
- 102 • May apply for grants and funding through the MRC
103

104 **Rationale:**

- 105 • Provides a birthing place for new ministries within the Presbytery
- 106 • Helps the Presbytery be nimble and adaptive
- 107 • Creates the conditions for new ministry and risk taking
- 108 • Builds relationships among congregations
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110 **Operating Suggestions:**

- 111 • Identify a passion or interest
- 112 • Invite other churches to join
- 113 • Apply to MRC for funding as appropriate
- 114 • Contact the MRC for help connecting or publicizing

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B. TASK FORCES

Task Forces are flexible organizational components that provide the ability to focus on one topic or issue and the capacity to include people in the Presbytery with a passion for the work at hand.

Characteristics:

- Formed by action of the Presbytery, Council, Standing Committee, or the Stated Clerk.
- Has a specific charge given by the appointing body, and may include “voice” and access to that body (e.g., “written report at end of study,” “regular voice at our meetings,” etc...)
- Appointing body will make every effort to adhere to the values of representation
- Appointing body may choose to have membership open to all interested people or to set parameters for membership as deemed appropriate
- Term (duration) of the task force will be set by the appointing body, and may be renewed by that body
- Accountable to the appointing body

Rationale:

- Provides flexibility in time, task, and membership
- Allows for laser sharp focus on a topic
- Set term (duration) provides accountability, flexibility, and means for self-examination to prevent stagnation

C. STANDING COMMITTEES

Standing Committees are organizational units defined by the Book of Order and the Administrative Manual (standing rules) of Presbytery.

Characteristics:

- Members are nominated by Committee on Representation and elected by Presbytery
- Membership rotates
- Responsibilities are defined by the Administrative Manual of Presbytery
- As led by the Spirit, additional work can be embraced
- Permanently part of the structure of Presbytery until eliminated by vote of Presbytery

Rationale:

- Book of Order requirements
- Serve the Mission and Ministry of Presbytery

157 **IV. PROPOSED STRUCTURE**

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159 **A. MINISTRY TEAMS: The Heart and Soul of the New Structure**

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161 **Examples of Current Ministry Teams**

- 162 1. While Presbyterian Women (PW) is a national PCUSA ministry, they are a premier
- 163 example of how an independent ministry team functions in relationship with the
- 164 congregations of a presbytery. PW broadly represents and connects women
- 165 passionate to do ministry and mission.
- 166 2. Hunger Action* (HAWG/Ten Cents A Meal): hunger relief and at-risk youth
- 167 3. Community Disaster Response Team* (CDRT): construct and transport shower
- 168 buildings
- 169 4. Charlotte Youth Ministry Consortium (CYMC), a youth ministry that connects
- 170 multiple congregations of all sizes and ethnicities
- 171 5. “Bluegrass Worship”: three Matthews-area churches have an annual gathering of
- 172 worship, fellowship, and a shared mission offering together
- 173 6. Men’s Ministry with six Concord/Kannapolis area congregations (three African-
- 174 American, three white), focused on ministry with area youth

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176 **ADMIN (see below, line 240) will have financial oversight for Hunger Action and Disaster*

177 *Response due to the size and nature of their budgets.*

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B. TASK FORCES

Examples of Current Council Task Forces

The Council in its leadership role has appointed two task forces.

1. The Strategic Planning Task Force: a group formed to propose the new structure following the work by the Emmaus Team. All members were appointed by Council
2. The Racism Task Force: a group formed after the protests in Charlotte over the shooting of Keith Lamont Scott. After initial appointments, the council invited open membership, permitting people of passion to join.

Recommended Council Task Force

1. Justice Advocacy Task Force

The Strategic Planning Task force recommends that Council name a Justice Advocacy Task Force to identify and advocate for key areas of justice in the life of the Presbytery of Charlotte with a two year term. The Strategic Planning Task Force believes that advocacy will find greater flexibility, voice, and freedom as a renewable task force of Council than as a standing committee. The Strategic Planning Task Force recommends a combination of appointed members and volunteers to ensure representation and passion for justice.

Rationale:

- Lifts up the role of advocacy/justice
- Invites more people with passion for advocacy and justice to participate
- Can meet with and speak at any time to Council
- Council may establish a budget for the work of this or any task force

Examples of Committee or Clerk’s Task Forces

As noted in the definitions, standing committees or the Stated Clerk may also form one or more task forces to assist with a particular area of their respective work. The following are offered as example task forces only:

1. The Stated Clerk could form a task force to aid with the following or other tasks of that office:
 - reviewing session minutes
 - explaining and facilitating the process of making motions and overtures (“Bills and Overtures”*)

*this responsibility moves from Council to Clerk

 - revising the Administrative Manual for presbytery approval
2. The Ministry Resource Committee could form any number of task forces to assist with their work.

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C. STANDING COMMITTEES

Each of the committees of Council has a significant responsibility to the whole presbytery. Committees designated by the *Book of Order** will remain and continue in the work they are already doing. They are encouraged to reflect our shared Vision: *building relationships and strengthening congregations*.

1. **Committee on Ministry (COM)**
2. **Committee on Preparation for Ministry (CPM)**
3. **Committee on Representation (COR)**

***Permanent Judicial Commission (PJC):** the PJC will continue to function as mandated by the *Book of Order*, as an ongoing *commission* of presbytery, tasked with disciplinary responsibilities.

Some committees will be consolidated with new names:

4. **Administration Committee (ADMIN)**

ADMIN is a new committee which sits on and reports to Council. The four elements of its makeup include: property, stewardship, personnel, and finance. In all these areas of responsibility the ADMIN committee can act, but some things will need presbytery approval or trustee approval as they do now. Six members with financial background are recommended for ADMIN. The committee may form task forces to accomplish their work.

Rationale:

- The four work areas all have fiduciary responsibility.
- Not all four work areas have monthly responsibilities.

Staff Support: ADMIN will be resourced by the General Presbyter and Comptroller.

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5. Ministry Resource Committee (MRC)

The Church Development Committee (CDC), Leadership Development Committee (LDC), and parts of Mission, Justice, and Outreach Committee (MJO) will form the **Ministry Resource Committee (MRC)**.

MRC will seek to connect to every congregation/session, asking:

*What is God doing with you and your community?
How can MRC support you in this ministry?*

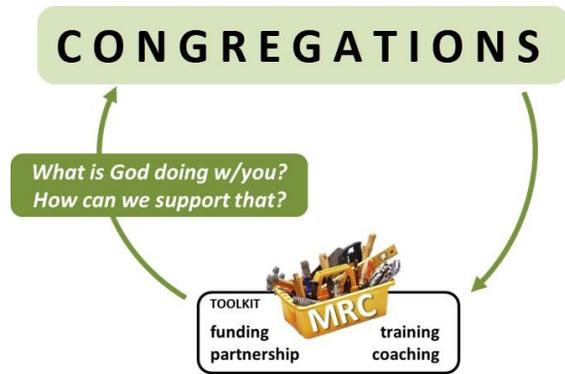
MRC is structured to *build relationships and strengthen congregations* around our shared Vision. In conversation with congregations, the MRC will offer and develop a range of resources and support (funding, partnership, training, coaching) around the priorities of our shared Vision: *discipleship, evangelism, pastoral care, mission, worship, community-building, and risking new ministry and mission*. New worshipping communities and transformation are foundational to the resourcing work of the MRC.

Sixteen members are recommended for MRC, to be formed initially by the Committee on Representation from members of CDC, LDC, or MJO.

Rationale:

- Promotes connections among churches and ministries in the presbytery
- Provides tools and resources to promote healthy churches and worshipping communities

Staff Support: MRC will be resourced by the Associate General Presbyter.



V. THE ROLE AND STRUCTURE OF COUNCIL



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286 **Role of Council**

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288 The role of the Council is to orient around a vision that derives from and nourishes the
289 congregations. It will focus on strengthening our shared Vision in committees, Presbytery
290 meetings, and throughout the Presbytery.

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292 *This role of Council lives into the characteristics of the Vision to be nimble, connectional,*
293 *self-examining, lean, and flexible – formed and informed by ministries from the*
294 *congregations.*

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296 **Responsibilities of Council**

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298 The continued responsibilities are fiduciary, communication among committees, and acting
299 on behalf of Presbytery between Presbytery meetings.

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301 **Rationale**

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303 It is recommended to reduce the size of Council in view of its clearly defined role and set of
304 responsibilities. A smaller Council is a better steward of human resources.

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306 **Composition of Council:**

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308 9 elected (voice and vote)

309 • 3 officers (Council moderator, Council moderator-elect, past Council
310 moderator)

311 • 6 at-large members: elected from the breadth of the presbytery to bring a
312 “wide perspective” to Council to help articulate the shared vision

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314 4 ex-officio (voice and vote)

315 • Committee on Ministry moderator

316 • Committee on Preparation for Ministry moderator

317 • Admin Moderator

318 • Ministry Resources Committee moderator

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320 7 Advisory (Voice only)

321 • Presbytery moderator

322 • Presbytery vice-moderator

323 • General Presbyter

324 • Associate General Presbyter

325 • Stated Clerk

326 • Comptroller

327 • Committee on Representation moderator

VI. PRESBYTERY MEETINGS

The Strategic Planning Task Force affirms the direction Council is taking Presbytery meetings. Recent meetings have shifted the focus from primarily business to opportunities to engage with one another to learn. Teaching and Ruling Elders have responded very positively to the shift.

To support the Emmaus principles of *building relationships* and *strengthening congregations*, we recommend Council lean into this shift.

The focus of Presbytery meetings:

- Engaging Worship
- Providing learning opportunities
- Highlighting and hearing about ministries in various congregations
- Creating a forum for the formation, encouragement, and identification of Ministry Teams
- Building relationships
- Handling business as efficiently as possible

Operating Suggestions – some useful tools for eliciting participation

- “Open Space”: In its pure form, there are no pre-planned list of topics, only time slots and a space in the main meeting room where participants with a passion can gather to discuss a common passion for ministry.
- “Story Sharing”: sharing in groups about life, ministry, and mission in the local congregations (connect to MRC!)
- “World Café”: a whole group interaction method focused on conversations; a creative process for leading collaborative dialogue, sharing knowledge, and creating possibilities for action in groups of all sizes.

For more info: www.kstoolkit.org/The+World+Cafe

357 **VII. PROPOSED STAFFING**

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359 *As the plan is implemented, and if the way be clear from a budgeting and financial*
360 *perspective for funding, the following is the proposed staffing model for the presbytery,*
361 *through the annual budgeting process of the presbytery.*

362
363 **General Presbyter (full time):** responsibilities to serve the overall Vision of the Presbytery
364 and lead the Presbytery staff, with specific partnership with the Committee on Ministry and
365 with ADMIN.

366 Approx. salary/benefits: \$152,000

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368 **Associate General Presbyter (full time):** primary responsibility to partner with the
369 **Ministry Resources Committee (MRC).**

370 Approx. salary/benefits: \$99,000

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372 ***Rationale***

- 373 • **Devotes one full-time, staff position to enhance and equip the MRC.**
374 • **Directs the staffing structure to support local ministry and build relationships with**
375 **and among the congregations.**
376 • **Creates an outward looking, congregation-supporting culture among the staff.**

377
378 **Stated Clerk/Office Administrative Assistant (full time)**

379 Approx. salary/benefits: \$82,000

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381 **Comptroller (27 hrs. a week)**

382 Approx. salary/benefits: \$65,000

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384 **COM/CPM Administrative Coordinator**

385 **(15 hrs a week):** primary responsibility to partner with COM and CPM.

386 Approx. salary/benefits: \$19,000

387
388 **Resource Center Librarian (housed at Union Seminary)**

389 Approx. cost \$10,000

VIII. IMPLEMENTATION

It is the recommendation of the Strategic Planning Task Force that this structure be implemented over the next 9 months. It is recommended the Presbytery live into this plan for three years leading to a complete evaluation by Council of its strengths and weaknesses.

JOINING JESUS, THE RISEN CHRIST IN BUILDING, CELEBRATING, AND ANTICIPATING THE KINGDOM OF GOD IN OUR SEVEN COUNTIES AND BEYOND

IX. **ACRONYMS/DEFINITIONS (alphabetized)**

- ADMIN: Administration Committee
- AGP: Associate General Presbyter
- CDC: Church Development Committee
- COM: Committee on Ministry
- Comptroller: aka Donald Latham
- COR: Committee on Representation
- COUNCIL: something like presbytery's equivalent of a church session
- CPM: Committee on Preparation for Ministry
- GP: General Presbyter
- LDC: Leadership Development Committee
- MINISTRY TEAM: individuals or groups from multiple churches connecting for ministry or mission
- MJO: Mission, Justice, and Outreach Committee
- MRC: Ministry Resource Committee
- PJC: Permanent Judicial Commission
- POC: Presbytery of Charlotte
- PW: Presbyterian Women
- SPTF: strategic planning task force
- STANDING COMMITTEES: elected groups serving the presbytery in different areas of ministry and mission
- Stated Clerk/Administrative Coordinator: aka Tamara Williams
- TASK FORCE: group formed by action of a presbytery, council, standing committee, or stated clerk for particular work
- TGP: Transitional General Presbyter, aka Betty Meadows