

1 **The 2020 Vision Task Force**
2 Report for the
3 Presbytery of de Cristo Leadership Commission
4

5 Approved by Leadership: August 26, 2020
6

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1 **BACKGROUND**

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3 Since 2014, the Presbytery of Grand Canyon (PGC) and Presbytery de Cristo (PdC) have shared
4 staff. The shared staffing positions consist of: Presbytery Pastor, Stated Clerk/Associate, Office
5 Assistant, Associate Stated Clerk, and Communications Coordinator (the Finance Manager
6 positions are separate). A Combined Personnel Team and a Combined Finance Team have made
7 annual recommendations for the continued sharing of said staff, with annual adjustments to the
8 shared staffing ratio as needed. Over the past six years, however, both presbyteries have
9 experienced membership losses, resulting in reduced financial resources for all.

10
11 In December 2019, the Leadership Team of PGC authorized the creation of a vision task force
12 (VTF) for the sole purpose of making recommendations regarding the current staffing relationship
13 between PGC and PdC. Task force members include the Ruling Elder Ruth McPherson, Rev.
14 Steve Melde, Rev. Bailey Pickens, Ruling Elder Barb Schmidt, Rev. Bart Smith, and Rev. Ken
15 Skodiak. Ex Officio members include Bob Schulz (Stated Clerk) and Brad Munroe (Presbytery
16 Pastor).

17
18 The VTF prioritized the presbyterial tasks required by our Book of Order as well as those tasks
19 currently provided for operation of our presbytery in order to meet our mission and connection
20 goals. Considerations of time, job responsibilities and relevance to maintaining connections with
21 our churches, providing pastoral care and support, and serving the needs of our churches were all
22 essential to our task.

23
24 The VTF evaluated the following two options for moving forward:

- 25
26 1. Option A – Independent Presbytery, discontinues the “Shared Staffing” model and creates
27 the necessity of two separate and distinct presbyteries, each with its own staff.
28
29 2. Option B – Adjusted Shared Staffing Presbyteries, continues the “Shared Staffing” model
30 with adjustments made to make it sustainable for both presbyteries.

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32 A third option was created by the Combined Personnel and Combined Finance teams that, for the
33 last six years, have provided administrative and fiscal oversight of the shared staffing plan.

- 34 3. Option C – New Creation Presbytery* that creates a single, organic, administrative and
35 missional presbytery from the two presbyteries.

36 The job of creating a proposal for merging presbyteries was assigned to the Combined Personnel
37 and Combined Finance teams that, for the last six years, have provided administrative and fiscal
38 oversight of the shared staffing plan. Members of these teams who participated are:

1	<u>Combined Personnel</u>	<u>Combined Finance</u>
2	Linda Freeman (PdC)	Scott Fisher (PGC)
3	Jen Fraser (PGC)	Paul Frieling (PGC)
4	Denny Honodel (PdC)	Denny Honodel (PdC)
5	Jeanette Miller (PGC)	Mary Jo Norton (PdC)
6	Bob Orf (PGC)	Paul Rooker (PGC)
7	Janet Rowe (PdC)	Harry Tuck (PdC)
8		Mary Lynn Walters (PGC)

9 Bob Schulz and Brad Munroe participated *ex officio* and Bill Winters was unable to participate.

10
 11 *The proposal listed above as Option C was originally called the “merger option,” but was revised
 12 to be called the “New Creation Presbytery option” because it is acknowledged that a simple merger
 13 of organizations is insufficient to produce the needed energy, intelligence, imagination and love to
 14 provide support for ministry and mission. Only by imagining the coming together of the two
 15 presbyteries as a work of the Spirit will a new presbytery be created that is something more than a
 16 human merger but an act of God’s new creation. Therefore, from their first meeting the combined
 17 teams discussed and crafted their proposal by calling it a “New Creation Presbytery.” The
 18 combined teams do not propose this for its eventual name but as a helpful framework for reading
 19 the Option C proposal.

20
 21 **OVERVIEW**

Option	Staffing Level	Per Capita
A – Independent Presbytery	FT – PP/SC, PT – FM	\$42.01
B – Adjusted Shared Staff	1/3 – PP, 1/3 – SC, PT – FM, PT – ASC, FT – OA, CC to SoS	\$41.50
C – New Creation Presbytery	2/3 – PP, 2/3 – SC, PT – FM, PT – ASC, FT – OA, CC to SoS	\$38.10

23
 24 PP: Presbytery Pastor, SC: Stated Clerk, FM: Finance Manager, ASC: Associate Stated Clerk,
 25 OA: Office Assistant, CC: Communications Coordinator, SoS: Synod of Sun (contracts for
 26 website, newsletter, and social media).

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1 **CURRENT PRESBYTERY STAFF**

2 Current staffing for both presbyteries consists of the following:

3 The **Presbytery Pastor** (or Executive Presbyter) is a salaried, full-time position and reports to the
4 Combined Personnel Team. He or she is employed under Terms of Call, which are negotiated
5 between the pastor and the team. The Presbytery Pastor provides mostly spiritual and some
6 administrative leadership. He or she serves as pastor to our church pastors, promoting an
7 atmosphere of openness, responsiveness and trust via preaching, visiting all congregations
8 (especially those experiencing transitions or other special circumstances), exploring and adopting
9 programs to benefit churches, and facilitating supportive pastor cohort meetings. He or she is our
10 relationship person, leading by example and working to maintain connections between our pastors,
11 congregations and the presbytery staff and volunteers, as well as represent us at Synod and General
12 Assembly. The Presbytery Pastor serves on all committees in an ex officio capacity, encouraging
13 their work in accordance with polity, and helps to define and fulfill our mission goals, as well as
14 serve as a mentor to people considering or working through seminary to become pastors.

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Job	FT/PT	Gross Pay	PGC 68%	PdC 32%
Presbytery Pastor	FT			
Salary		\$ 43,184	\$ 29,365	\$ 27,815
Housing		\$ 35,000	\$ 23,800	\$11,200
Pension/Insurance		\$ 32,647	\$ 22,200	\$ 10,447
Medical Reimbursement		\$ 2,600	\$ 1,768	\$ 832
Continuing Education		\$ 2,500	\$ 1,700	\$ 800
Travel/Misc.		\$ 3,500	\$ 2,380	\$ 1,098
Vehicle		\$ 3,571	\$ 2,429	\$ 1,120
Declared Expenses		\$ 8,736	\$ 5,940	\$2,796
Total Compensation		\$ 131,738	\$ 89,582	\$ 42,112

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17 The **Stated Clerk/Associate** (SCA) is a salaried, full-time position and reports to the Combined
18 Personnel Team. He or she is employed under Terms of Call, which are negotiated between the
19 SCA and the team. The SCA is responsible for the general operations of the presbytery, adherence
20 to all Synod and General Assembly dictates, compliance with all required documents for the
21 purchase and sale of property, management of financial vehicles, personnel, and maintenance of
22 historical records. The Stated Clerk serves on all committees in an ex officio capacity, advising
23 and mentoring as needed to ensure compliance with our denomination polity and procedures. The
24 SCA also preaches at our churches when requested. This position must be filled by a strong
25 administrator with high organizational skills in addition to problem-solving, decision-making, and
26 competence in the use of information technology, as well as knowledge of parliamentary
27 procedure, PC(USA) polity and conflict management/mediation skills.

Job	FT/PT	Gross Pay	PGC 68%	PdC 32%
Stated Clerk / Associate	FT			
Salary		\$ 82,868	\$ 56,350	\$ 26,518
Pension/Insurance		\$ 27,663	\$ 18,811	\$ 8,852
Medical Reimbursement		\$ 829	\$ 564	\$ 265
Continuing Education		\$ 2,500	\$ 1,700	\$ 800
Travel/Misc		\$ 8,000	\$ 5,440	\$ 2,560
Total Compensation		\$ 121,860	\$ 82,865	\$ 38,995

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The **Communications Coordinator** (CC) is a salaried part-time position, currently 100% virtual. The CC reports to the Presbytery Pastor. The CC maintains the presbytery website and is responsible for its content and maintenance, as well as the weekly Las Noticias newsletter. The CC maintains the presbytery calendars, assembles presbytery meeting call materials, maintains the presbytery personnel database, and organizes the Big Event annually, in addition to maintaining directories.

Job	FT/PT	Gross Pay	PGC 68%	PdC 32%
Communications Coord.	PT			
27 hours per week			18	9
Salary		\$ 32,221	\$ 21,910	\$ 10,311

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The **Finance Manager** (FM) is a salaried, part-time position and reports to the Presbytery Pastor. The FM is responsible for the accounting system and internal controls to safeguard assets and assure accurate financial records and information. The FM oversees the daily activities of receipts, payables and monthly financial reports. The FM serves as an ex officio member of the Administration Committee and the Combined Finance Team, as well as the Investment Committee, which oversees the presbytery's financial assets. The FM tracks and balances all bank and investment accounts monthly, as well as manages our annual audit of financial records. The FM works with the Treasurer to process payables and plan for future expenditures as well as prepare the annual budget.

Job	FT/PT	Gross Pay	PGC 100%	
Finance Manager	PT			
20 hours per week			20	
Salary		\$32,250	\$ 32,250	
Medical Insurance		\$ 9,241	\$ 9,241	
Total Compensation		\$ 41,491	\$ 41,491	

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1 The **Associate Stated Clerk** (ASC) is a part-time, salaried position and reports to either the Stated
 2 Clerk/Associate or Presbytery Pastor. This person serves as the Recording Clerk for all Called
 3 and Stated meetings of the presbytery, PGC leadership team, and COM for both presbyteries. The
 4 ASC works with the Stated Clerk to maintain all records in accordance with presbytery, Synod
 5 and General Assembly requirements. The ASC maintains the rolls of the presbytery including
 6 pastor call lists, Teaching Elders, CREs and Inquirers/Candidates. The ASC prepares all records
 7 for review by the Synod annually. The ASC covers the Office Assistant position when that person
 8 is unavailable. The ASC serves as a resource for the leadership team regarding motions and actions
 9 required by that body on an annual basis. This position requires a high level of organizational
 10 skills, great attention to detail, and flexibility.

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Job	FT/PT	Gross Pay	PGC 68%	PdC 2%
Associate Stated Clerk	PT			
32 hours per week			22	10
Salary		\$ 31,723	\$ 21,572	\$ 10,151
Medical Insurance		\$ 9,241	\$ 6,284	\$ 2,957
Medical Reimbursement		\$ 317	\$ 216	\$ 101
Continuing Education		\$ 250	\$ 170	\$ 80
Total Compensation		\$ 41,531	\$ 28,242	\$ 13,289

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13 The **Office Assistant** (OA) is a part-time, hourly position in the presbytery office and reports to
 14 the Presbytery Pastor. The OA answers the telephone, handles incoming mail and distribution,
 15 arranges monthly meetings for various presbytery groups, and maintains the office equipment.
 16 The OA works with the Stated Clerk to process background checks, prepare for presbytery
 17 meetings including logistics, and communicate as needed with other team members to plan and
 18 carry out duties as assigned during such meetings. The OA prepares PowerPoint presentations for
 19 said meetings as well. The OA is responsible for the annual ordering of calendars and the Book
 20 of Order for churches who request them. The OA serves as the staff person assigned to the PGC
 21 CPM, keeps track of Inquirers and Candidates, as well as records minutes of the meetings and
 22 interfaces with CPM staff.

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Job	FT/PT	Gross Pay	PGC 68%	PdC 32%
Office Assistant	PT			
24 hours per week			16	8
Wages		\$ 15,574	\$ 10,590	\$ 4,984

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25 *Please note: The above compensation schedules do not include Workman's Compensation
 26 insurance, FICA taxes or other related payroll expenses. FICA taxes are estimated to be \$16,226
 27 for 2021. The 2021 compensation schedule is approximately \$400,000 with the PGC portion
 28 approximately \$272,000 and the PdC portion approximately \$126,000.

1 **PRESBYTERY TASKS: BOOK OF ORDER REQUIREMENTS**

2 A presbytery is required to perform the following specific tasks (the staff position or committee
3 responsible for each task is listed in parentheses):
4

5 **Consultations and Care**

- 6 Ministry advising for pastors or churches without a pastor (PP/SCA/COM)
- 7 Assist Sessions to develop Human Resources policies and procedures (COM)
- 8 Assist Sessions in mediation discernment with pastors and other staff (PP/COM)
- 9 Assist pastors to navigate mediation issues with their Session or staff (PP/COM)
- 10 Assist Sessions to manage embezzlement / malfeasance situations (PP/SCA)
- 11 Provide guidance to Sessions re: pastor salary and benefits (COM)
- 12 Set required minimum limits for Insurance Board policy coverage (SCA/RC)
- 13 Advise Inquirers / Candidates process and/or discernment (PP/CPM)
- 14 Meet with Sessions in the midst of crisis (PP)
- 15 Options for pastors and/or churches in crisis re: health issues, disaster assistance, etc. (PP)
- 16 Emotional crisis-care for pastors (PP/COM)
- 17 Support administrative commissions for congregations being dissolved (SCA)
- 18 Train and support ecclesiastical investigative teams per Rules of Discipline (PP/SCA)

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20 **Pastoral Transitions**

- 21 Engage conversations with Sessions who have limited options in pastoral search process (COM)
- 22 Facilitate conversations between churches, COM, and pastoral candidates (COM)
- 23 Consult with Sessions, interims, COM liaisons re: mission study process (COM)
- 24 Consult with PNCs re: content of Ministry Information Form (COM)
- 25 Approve MIF for church leadership connection / online system (COM)
- 26 Request MIFs be matched by the CLC system to give PNCs list of candidates / PIFs (COM)
- 27 Oversee COM interview process of incoming pastoral candidates (COM)
- 28 Coordinate background checks (COM)
- 29 Pastor reference checks with other presbytery executives (PP)
- 30 Advise pastoral candidates and PNCs re: negotiating terms of call (COM)
- 31 Facilitate ordination / installation services, represent the presbytery at said services (PP/SCA/LT)

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33 **Mission Interpretation and Support**

34 None

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36 **Communication**

37 Ministry resources (OA)

38

39 **Governance**

40 Answer polity questions from pastors and elders (PP/SCA)

- 1 Facilitate sexual misconduct prevention training for pastors and CREs (COM/CRE)
- 2 Give General Assembly information / perspective on ministry and mission within the presbytery
- 3 (PP/SCA/COM)
- 4 Serve as clearinghouse for pastoral actions, reporting to General Assembly (SCA)
- 5 Support statistical reporting by congregations to General Assembly (CC)
- 6 Provides required review of records for Session clerks (SCA/Volunteers)
- 7 Provides for the receipt of per capita assessments from GA and synod and the transfer of
- 8 assessments to these councils as required in our polity (RC)
- 9 Provides for representative selection and training of GA commissioners (SCA)
- 10 Creates an equitable system for balancing the number of ruling and teaching elder
- 11 commissioners to presbytery (SCA/ASC)
- 12 Documentation and legal processing for congregations dissolved or dismissed (SCA)
- 13 IRS /Arizona Corporate Commission terms of call questions from pastors or Sessions (COM)
- 14 Assist with registration, respond to questions from clerks (SCA/Volunteers)
- 15 Documentation of tax-exempt status (SCA)
- 16 Documentation and legal processing for congregations dissolved or dismissed (SCA/AC)
- 17 Provide template / structure for Personnel Committees (SCA)
- 18 Child Protection and Sexual Misconduct Preventions policies (COM)

19

20 **General Assembly Resources**

21 None

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23 **Leadership Training**

24 Train COM members in interim, mission study, liaison process (PP/COM)

25 Train Investigative Committees for Permanent Judicial Commissions (SCA)

26 Session Clerk training (SCA/Volunteers)

27 Proper recording of church documents (SCA/Volunteers)

28 Need and process for annual reporting (SCA)

29 Assist in post-annual reporting for needed corrections (Volunteers)

30 Maintain pulpit supply list (ASC)

31 Maintain and distribute upon request pastor salary review (OA)

32 Maintain files for: pastors, inquirers/candidates, Commissioned Ruling Elders, churches,
33 insurance, judicial actions (SCA/ASC/OA)

34

35 **PRESBYTERY TASKS: ELECTIVE PRESBYTERY RESPONSIBILITIES**

36 Presbytery of Grand Canyon staff and volunteers perform the following specific tasks:

37

38 **Consultations and Care**

39 Vocational advising for employed pastors (PP)

40 Vocational advising for unemployed pastors (PP)

- 1 Assist Sessions to develop financial policies and procedures (FM)
- 2 Serve as liaison with Insurance Board when there is a claim (SCA)
- 3 Assist churches who request help with Insurance Board registration (SCA)
- 4 Develop support for Insurance Board premiums as part of mission partnerships (RC)
- 5 Track mission partner insurance to coordinate with presbytery level co-insurance (SCA)
- 6 Maintain list of churches served by the Insurance Board vs. other insurers (SCA)
- 7 Advise Candidates re: Ordination exams (CPM)
- 8 Facilitate scholarship applications for seminarians (CPM)
- 9 Advise pastors re: Personal Information Forms (COM)
- 10 Advise PNCs re: Ministry Information Forms, use of Church Leadership Connection website
- 11 (COM)
- 12 Illness / visit in hospital for pastors (PP)
- 13 Bereavement support for pastors (PP)
- 14

15 **Pastoral Transitions**

- 16 Recruit gap interim and/or full interim candidates for Session to interview (PP)
- 17 Train/Advise COM members in work with Sessions and PNCs (COM)
- 18 Communicate “big picture” issues confronting congregations and/or PGC to candidates (COM)
- 19 Engaged conversation with pastor about need to retire (PP/COM)
- 20

21 **Mission Interpretation and Support**

- 22 Help tell the story for our mission partners (CRT)
- 23 Staff support for mission funding (CRT)
- 24 Represent presbytery at mission partner events (CRT)
- 25 Represent presbytery at interfaith and interdenominational events (PP/SCA/CRT)
- 26 Advise mission partners on funding possibilities (CRT)
- 27 Facilitate mission giving from congregations (CRT/RC)
- 28 Coordinate Native property assessments (RC)
- 29 Facilitate donations directed to mission partners, new worshipping communities and churches
- 30 receiving grants (CRT)
- 31

32 **Communication**

- 33 Weekly newsletter (CC)
- 34 Mission stories (CC)
- 35 Links to registrations (CC/OA)
- 36 Congregational announcements (CC)
- 37 Job openings (CC)
- 38 Item giveaways (CC)
- 39 Board of Pension notices (SCA/CC)
- 40 Deaths / Funeral notices (CC)

- 1 Pastor cohort opportunities (PP/CC)
- 2 Disseminate information from church to church (CC)
- 3 Disseminate information from synod and GA to pastors and churches (SCA)
- 4 Interpret and define impacts of GA and synod actions on local churches (SCA)
- 5 Maintain the presbytery website (CC)
- 6 GA forms (OA)
- 7 Documents and Manuals used by pastors and congregations (OA)
- 8
- 9 **Governance**
- 10 Provide background checks (OA)
- 11 Provide template / structure for Bylaws (SCA)
- 12 Provide template / structure for Manuals of Operation (SCA)
- 13 Reconciliation Team Handbook (PP/RT)
- 14 Revised Grant application for mission / congregational revitalization funding (CRT)
- 15 COM Handbook (COM/SCA)
- 16 Mission study tools (COM)
- 17 Interim Search process (COM)
- 18 Accelerated interim process (PP/COM)
- 19 Interim to installed process (COM)
- 20 Periodic visits from COM to Session (COM)
- 21 Sexual Misconduct Prevention Training (COM)
- 22 Gracious Dismissal Policy (SCA)
- 23
- 24 **General Assembly Resources**
- 25 Answer BOP questions (SCA)
- 26 Intercede on churches behalf with BOP (SCA)
- 27 Provide health insurance options and/or problem solving (SCA/COM)
- 28 Provide retirement options / available resources (SCA/COM)
- 29 Board of Pensions Emergency Assistance Grants – assist in developing, signature / approval
30 required (SCA/PP)
- 31 New Worshipping Community Grants – help develop, signature / approval required, report back
32 (PP)
- 33 Write initial request for all Presbyterian Disaster Assistance grants (SCA)
- 34 Write GA Restricted fund grants (SCA/PP)
- 35 Review and signature / approval required for all PDA, Mission Development Resource
36 Committee (MDRC), and NWC grants submitted (SCA/PP)
- 37 Manage disbursement of funds to churches (RC)
- 38 Report back to PDA, MDRC, and NWC grantors (CRT)
- 39 PILP - Provide legal documentation with certification/resolution for presbytery guarantor (SCA)

- 1 Provide guarantor agreements, including Certificate of Incumbency for church loans as guarantor
- 2 (SCA)
- 3 Follow-up on requirements of presbytery loans—identify property sale, sharing of proceeds with
- 4 PILP (SCA/RC)
- 5
- 6 **Leadership Training**
- 7 Executive staff personal ministry (PP)
- 8 Preach 48 times per year (SCA/PP)
- 9 Teach adult classes (various topics) 6 times per year (V)
- 10 Retreat speaker 1-2 times per year (PP)
- 11 Presbytery / Congregational workshops offered / taught (V)
- 12 Big Event / Elder training workshops (V)
- 13 Conflict reconciliation workshops (PP/RT)
- 14 Leading Emotional Systems Training (V)
- 15 Thrive workshops (V)
- 16 Ignite the Spark workshops (V)
- 17 Officer training handbook (SCA)
- 18 Brad’s weekly missive (PP)
- 19 Thrive Handbook for church revitalization (PP)
- 20 Pastoral Cohort (PP)
- 21 Order church calendars in bulk (OA)
- 22 Order Books of Order in bulk (OA)
- 23 Support Montlure administration (CRT) Corporate (SCA)
- 24 Mail newsletter to those without email (OA)
- 25 Coordinate services and hospitality with church members hosting a presbytery meeting or
- 26 training (OA/SCA)
- 27 Maintain Native American ministries archive (SCA)
- 28 Maintain and distribute church, pastor, mission partner, and elder directories (OA)
- 29 Book hotel rooms for presbytery meetings and training events (OA)
- 30 Design and create ordination certificates, award / honor certificates, etc. (OA)
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1 **OPTION A – INDEPENDENT PRESBYTERY**

2
3 Option A is envisioned as a trimmed down staff that would include a full-time Presbytery
4 Pastor/Stated Clerk and a part-time Finance Manager. The full-time job description position would
5 be the following:

6
7 **TITLE:** Presbytery Pastor/Stated Clerk

8 **STATUS:** Salaried, Full Time, Exempt

9 **PURPOSE:** The Presbytery Pastor/Stated Clerk (PPSC) is responsible for the spiritual
10 and practical support of the leaders within the bounds of the Presbytery de Cristo, as they in turn
11 support and nurture their congregations. The goal of this position is to foster relationships among
12 leaders and enhance connections among churches in the presbytery. This person will also carry out
13 the required duties for Stated Clerks as explicitly stated in the PC(U.S.A.) *Book of Order*.

14 **QUALIFICATIONS:**

15 **Education:** Minimum of a bachelor's degree in a related field. Ministers should have at least a
16 Master of Divinity.

17 **Experience and Skills:**

- 18 ● Demonstrated commitment to Jesus Christ as Savior and Lord, and a faithful witness to
- 19 Jesus Christ in word and deed.
- 20 ● Demonstrated commitment to the Presbyterian Church (U.S.A.)
- 21 ● An ordained Minister of the Word and Sacrament or Ruling Elder in the Presbyterian
- 22 Church (U.S.A.)
- 23 ● Knowledge of the Scriptures, the *Book of Order*, and the *Book of Confessions*.
- 24 ● Experience as a church pastor or as an active elder serving on a session.
- 25 ● Experience in strategic planning, visioning and organizational development.
- 26 ● An understanding, through experience and/or training, of the dynamics which foster
- 27 effective, vital and faithful congregations.
- 28 ● Skilled at using tools for effective communication, including social media.
- 29 ● Ability to work with diverse groups of persons without regard to gender, age, racial ethnic
- 30 background, differing social, economic, and cultural backgrounds.
- 31 ● Passionate and enthusiastic about the work, affirming and encouraging in manner,
- 32 articulate and reliable, trustworthy in character, diligent in performance of assignments,
- 33 flexible and collegial in relationships, open to insights of others.
- 34 ● Has vision and imagination, is creative and energetic.

1 **ESSENTIAL TASKS:**

2 ***In relation to congregations and minister members: (60% of work time)***

- 3 ● Encourage the building of strong relationships and connections in mission and
- 4 fellowship among our PDC churches.
- 5 ● Personally engage with ministers/CLPs on a regular basis to provide pastoral care.
- 6 ● Pray for our leaders and congregations.
- 7 ● Be part of the organizing and planning team for Macedonia Pastoral Cohort.
- 8 ● Provide frequent contact with new ministers to the presbytery, first call pastors,
- 9 NCD pastors, and pastors serving in remote areas.
- 10 ● Meet and assist sessions in the midst of crises and/or discernment.
- 11 ● Support administrative commissions.
- 12 ● Attend ordinations and installations of new pastors.
- 13 ● Provide staff support and guidance to presbytery committees.
- 14 ● Preach in PdC congregations as requested and as schedule permits.

15 ***In relation to the Stated Clerk requirements: (30% of work time)***

- 16 ● Fulfill the responsibilities of the Stated Clerk as outlined in the *Book of Order*.
- 17 ● Be available to answer polity questions from pastors, elders or sessions.
- 18 ● Assist Sessions in developing policies and procedures.
- 19 ● Provide guidance to Sessions re: pastor salary and benefits.
- 20 ● Train/Advise COM members in work with Sessions and PNCs.
- 21 ● Consult with Pastor Nominating Committees on Ministry Information Forms.
- 22 ● Facilitate/assist elder training workshops.
- 23 ● In coordination with volunteers:
 - 24 ○ Ensure that the minutes of presbytery meetings are accurately recorded and
 - 25 published no later than two weeks after each presbytery meeting.
 - 26 ○ Keep accurate roles of minister membership and attendance.
 - 27 ○ Oversee reviews of session records.
 - 28 ○ Submit minutes of presbytery for review by the Synod of the Southwest.
 - 29 ○ Maintain accurate financial records of the presbytery.

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31 ***In relation to the wider church: (10% of work time)***

- 32 ● Disseminate Synod and General Assembly information to ministers and sessions.
- 33 ● Interpret the actions of Synod and General assembly to ministers and sessions.
- 34 ● Represent the presbytery at governing body levels of the PC(USA).

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1 **ACCOUNTABILITY:** The PPSC is employed by Presbytery de Cristo and supervised by the
2 Personnel Committee. Confidentiality is expected and critical to the position.

3 **EVALUATION:** An annual review and evaluation of performance of the PPSC will be
4 held during the fall meeting of the PDC or at another time mutually acceptable to the Personnel
5 Committee and the presbytery pastor.

6 **VOLUNTEER TASKS (currently done by staff that will need to be done by volunteers):**

- 7 1. Record presbytery meeting minutes (volunteer/stipend associate stated clerk)
- 8 2. Set up for presbytery meetings (coordinate with host, registration, copies, nametags)
- 9 3. Help with presbytery-wide mailings
- 10 4. Publishing the weekly newsletter

11

12 ***Pros and Cons for the Solo Option: Presbytery Pastor/Stated Clerk (Presbytery de Cristo)***

13 **Note:** All the ‘pros’ have the core understanding, that because Presbytery de Cristo will no longer
14 share a Presbytery pastor with another Presbytery, this person will be able to be singularly focused
15 concerning the time, resources and energy he/she has to build relationships with the ministers,
16 sessions and mission(s) partners of our Presbytery.

17 ***Pros:***

- 18 ➤ Fosters strong and healthy relationships between the Presbytery pastor and pastors/CRE’s
19 in our Presbytery.
- 20 ➤ Fosters strong and healthy relationships between the Presbytery pastor and church
21 sessions/churches.
- 22 ➤ Fosters a more focused discipleship/mentoring relationship between the Presbytery pastor
23 and other pastors in the Presbytery as well as sessions, especially during times of transition
24 and/or conflict.
- 25 ➤ Fosters a more robust and intentional mission/outreach focus. This applies to both our
26 mission partners as well as individual churches who are attempting to reach out and be a
27 witness of the gospel in their communities.
- 28 ➤ Simplifies the budget.
- 29 ➤ Fosters the possibility of our churches becoming more mission/outreach focused and be
30 able to be empowered and adjust ministry strategies in their local communities.
- 31 ➤ Allows for Presbytery meetings to have a more intentional de Cristo narrative which
32 celebrates the ministries and mission of the Presbytery and individual churches.
- 33 ➤ Allows more intentionally focused discussions and educational opportunities which
34 address the needs of de Cristo Presbytery.

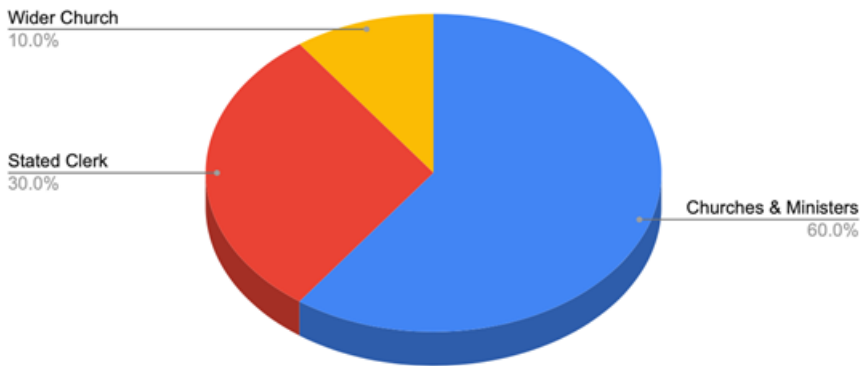
35

1 **Cons:**

- 2 ➤ Puts a strain on sustaining the Presbytery's budget for the long term unless there is either
- 3 an increase membership and/or in per capita (Revenues) and/or a decrease in expenses.
- 4 ➤ The combination position of pastor/stated clerk may at times create a tension between
- 5 which position needs more time and attention.
- 6 ➤ More of the administrative work of the Presbytery may need to be accomplished by
- 7 volunteers and/or part time staff. This could lead to additional confusion and/or
- 8 unreasonable expectations.
- 9

10

Presbytery Pastor/Stated Clerk Time Distribution



11

12

13

1 **OPTION B – ADJUSTED SHARED STAFFING**

2
3 The current share staffing plan calls for annual review and adjustments to the sharing ratio
4 annually. Continuation of the shared staffing model preserves the current presbytery staff and
5 volunteers, and will continue to be a cost-efficient way to conduct business.
6

7 Having demographic and geographic similarities, both presbyteries will continue to assist each
8 other if facing the challenges and opportunities of the future of the Presbyterian churches in the
9 Southwest. This can be accomplished through combined committees (use of Zoom meetings) and
10 other opportunities for mentoring (adopt-a-church, like the sister-cities concept).
11

12 Having combined meetings periodically allows the two presbyteries to interact and share ideas,
13 missions, and opportunities to spread the “Good News” of Christ throughout the Southwest.
14

15 **OPTION B – RECOMMENDATIONS**

16
17 The Vision Task Force recommends the following:

- 18 1. That the Shared Staffing Model be maintained over the next three years.
- 19 2. That the shared staffing **financial ratio** be fixed at 75% PGC and 25% PdC in an effort to
20 support the ongoing mission work and connection goals of our each presbytery. The **work**
21 **ratio** will continue as before with staff seeking to meet the needs of both presbyteries as
22 required; historically this has meant a roughly two-thirds vs. one-third ratio, which will
23 continue.
- 24 3. Review, clarify, and maintain the boundaries between the PP and SC duties, with an emphasis
25 placed on encouraging pastors, elders and congregants to allow each staff person to function
26 according to their assigned job description.
- 27 4. That the presbytery office continue its current physical location at Memorial PC, 4141 E.
28 Thomas Road, Phoenix, AZ 85018.
- 29 5. That consideration be given for the number of presbytery meetings to be reduced in number
30 from a combined six per year to three per year. The meetings would be combined meetings of
31 both presbyteries. The January meeting would fulfill the required annual meeting for election
32 of officers of each corporation. The May-August meeting would be held in conjunction with
33 the Big Event educational meeting. The third meeting would take place between September-
34 December and include election of GA commissioners, if applicable. Business affecting only
35 one presbytery would take place in breakout sessions. A Zoom videoconference option will
36 be made available to all presbytery members for each meeting. **Approval of this**
37 **consideration must be agreed to by both presbytery leadership commissions prior to**
38 **implementation.**
- 39 6. **For Grand Canyon only:** That the number of committee meetings be reduced from twelve
40 per year to six per year, with the continuation of monthly Leadership Team (LT) meetings.

- 1 The LT will take on greater responsibility to act on behalf of the presbytery. Meetings will be
2 held via Zoom videoconferencing, originating in the offices of the presbytery.
- 3 7. **For Grand Canyon only:** That the Commission on Ministry transition from a liaison
4 organization to a subcommittee organization, thereby reducing the number of volunteers
5 required to meet regularly. Each subcommittee would have the authority to act on behalf of
6 COM, and these actions would be ratified by the entire COM body quarterly. Subcommittee
7 meetings will be held via Zoom videoconferencing, originating in the offices of the presbytery.
- 8 8. That the position of Communications Coordinator be eliminated and those duties split between
9 the Office Assistant and Synod of the Sun (SOS) Communication Service Plan. The OA
10 position would increase to a full-time, salaried position. The OA would maintain the
11 presbytery directory, maintain the presbytery calendar, produce the annual report (as an
12 electronic document) and forward newsletter information to SOS in addition to current duties.
13 The switch to SOS to maintain the website and weekly newsletter would result in an annual
14 cost savings of approximately \$20,000.
- 15 9. That all presbytery tasks required by the Book of Order continue to be performed.
- 16 10. That all voluntary presbytery tasks be reviewed by both LTs and recommendations made to
17 the Combined Personnel team for possible elimination to reduce expenses by December 2021.
- 18 11. That all presbytery staff report to the SCA in the future.
- 19 12. That the PP continue to maintain direct connections with each of the presbytery churches by
20 visiting and/or preaching at each church at least once every five years in PGC and once every
21 two years in PdC.
- 22 13. That all Insurance Board and PILP loan issues be handled directly by the SCA.
- 23 14. That the office copy machine contract be eliminated and replaced with a purchased
24 fax/copy/scan/print machine costing no more than \$400, with capability of scanning large
25 documents a prerequisite. This step will result in an annual savings of \$6,000 as we move
26 forward toward a paperless office setting.
- 27 15. That the PP and/or SCA may continue to represent our two presbyteries at each called GA
28 meeting as usual, though funding for this can be cut in half to \$1,500 per year.
- 29 16. Recommend decreasing Continuing Education funding for PP and SCA to \$500 and \$1,000,
30 respectively, with action required by Combined Personnel team.
- 31 17. That the Native American consultants in PGC be moved from the connecting side of the budget
32 to the mission side. To fund these positions, increased mission endowment funds will be drawn
33 by PGC Resources Committee to ensure a primary funding for these positions. (Note: Native
34 American consultants are a PGC only staff position but included here for clarity when this
35 report is distributed in both presbyteries.)
- 36 18. That a moratorium be placed on presbytery-wide church programs that increase the budget for
37 the next three years, so as to allow our congregations to recover from the financial struggles
38 we all are experiencing as a result of the COVID-19 pandemic.
- 39 19. That the current COVID physical meeting precautions remain in place until an effective
40 vaccine is offered, at which time Zoom videoconferencing will be reevaluated by LT.

1 20. That the communications model currently utilized between presbytery and church members be
2 revised to include weekly newsletter delivery to all church members of each presbytery,
3 (approximately 14,000), in an effort to recruit those members residing in remote areas to
4 participate in presbytery work via Zoom videoconferencing.
5

1 **OPTION C – NEW CREATION PRESBYTERY**

2
3 This proposal, Option C, is built on the foundation of the Option B proposal that imagines an
4 adjustment to the current shared staffing plan. *All assumptions about staffing including in Option*
5 *B are carried forward into Option C*; therefore, they will not be reviewed here. Further, Option C
6 is a *starting place* proposition, which means it begins but does not finalize the conversation
7 between the two presbyteries. Finalization of the Option C proposal, if chosen, will be completed
8 throughout 2021 by a task force consisting of members from both presbyteries who represent the
9 demographic settings and diverse ethnicities within each presbytery, with each presbytery voting
10 on the final version of the proposal upon its completion by the task force.

11
12 This Option C proposal will examine the following areas of the presbytery’s ministry:

- 13 • Mission giving and support
- 14 • COM
- 15 • CPM
- 16 • Managing restricted and designated funds
- 17 • Impact on per capita
- 18 • Legal and statutory changes required to form a new corporation

19 20 **What Mission Giving Could Look Like**

21 Envisioning what a New Creation Presbytery might look like in terms of mission giving, we
22 considered the practices and principles that guide de Cristo and Grand Canyon Presbyteries
23 currently and tried to combine the best of both systems. Our proposal is a simple structure that
24 presents a general road map. We left it sparse, knowing that a true combined presbytery would be
25 created over time. The materials here are simple guideposts to help each presbytery consider the
26 possibilities that a combined presbytery could offer.

- 27 1. We might have a Mission/Values statement that would look like this:
 - 28 a. As New Creation Presbytery, we see all people as created in God’s image. We
29 worship and pray, work and serve, so that, through us, God equips our
30 congregations and mission partners to bring Christ’s reconciling love to the world
31 for the sake of healing brokenness wherever and however we find it. ***We commit***
32 ***ourselves and our churches to bringing the Hope of Christ, the Love of Christ,***
33 ***and God’s New Creation to the world.”***
- 34 2. We would recommend a visions statement that would address the following points:
 - 35 a. Begins with why we serve
 - 36 b. Recognizes the brokenness that we witness to in our local communities
 - 37 c. States the hope that we have in Christ toward which we are being called
 - 38
 - 39

1 **What and How of Mission Giving**

2 The following chart breaks down what New Creation Presbytery’s mission giving would look like
3 as a combination of the best practices and principles of the two current presbyteries. de Cristo’s
4 current mission giving is focused primarily on a few long-term partnerships while Grand Canyon
5 funds missions through a grant application process. de Cristo’s method builds historic
6 commitments that have deepened over time, while Grand Canyon offers flexibility to respond to
7 emerging crises or opportunities.

8 This model seeks to merge the best of these systems allowing for longer-term relationships and
9 options for short-term projects. The educational focus fosters communication about the impact of
10 our mission dollars and to build connections across a large geographic area. Finally, the focus
11 will honor our historic commitments but will allow for new ideas to emerge. A vigorous strategy
12 of communication, promotion, and mission story-telling will be initiated to introduce mission
13 partners and mission possibilities to all congregations and to solicit generous mission support.

14

Relational	Financial	Educational	Focus of Mission Giving
Combination of both long-term partnerships and availability of funds for innovative, short-term, grant application projects	2/3 of all mission funding dedicated to mission partners, 1/3 available for grant projects	Long-term partnerships supported by presbytery gatherings, at which presentations, updates and narratives can be presented by mission partners and those doing innovative projects	Will honor the historic commitments of both presbyteries, (e.g. Native American and border ministries), while also leaving room for new initiatives led by God’s Spirit.

15

16 **Mission Funding in a Merged Presbytery**

17 In terms of accounting procedures, the accumulation methods for both presbyteries are quite
18 similar – slightly different, but both solicit requests for mission dollar allocation (i.e. how much is
19 each church willing to commit to the mission programs of the presbytery). PdC appears more
20 successful in reaching their predetermined goals than PGC. Mission designated entities are
21 determined by committee(s). Dollars are allocated as they are received with slightly different
22 methods in PGC verses PdC. The differences are minimal, easily reconciled by a joint committee

1 composed of members from the previous separate presbyteries. This committee would lay the
2 groundwork for:

- 3 1. How dollars are collected (solicited)?
- 4 2. Which mission projects will be funded?
- 5 3. Allocation of dollars to each approved mission project?
- 6 4. How will new mission project be determined/selected?

7 The New Creation Presbytery option could expand each individual church's mission vision outside
8 the present circles of focus and a provide the avenue for an expansive mission outreach aiding the
9 mission passion of individual church congregations.

10 **Commission on Ministry (COM)**

11 Both presbytery COMs function in the same fashion according to COM handbooks that are 99%
12 the same. Grand Canyon has a policy that allows an accelerated option for pastoral transitions in
13 certain circumstances that is not included in the de Cristo COM handbook. The challenge to
14 overcome in a New Creation Presbytery will be the increased geography and need to continue
15 congregational and pastoral support. Therefore, we envision a transition from the current Liaison
16 model for doing COM used in both presbyteries to a hybrid, Liaison / Work Teams model.

17 **Transition from Liaison Model to Liaison / Work Teams Model for COM**

18 We envision five work teams. The responsibilities of the work teams will reflect different skill sets
19 and talents. Regular Presbytery-wide training would be provided to each work team focusing on
20 the Team's specific needs. ZOOM meetings would be used on a regular basis.

- 21 1. Executive Team
 - 22 a. Presbytery-wide
 - 23 b. Responsible for policies, contracts, monitoring work teams
 - 24 c. About 5 members
 - 25 d. Zoom meetings quarterly
- 26
- 27 2. Mission Study Team
 - 28 a. Responsible for guiding congregations through writing a Mission Study both
 - 29 during pastoral transitions and upon request to support a congregation's "Season
 - 30 of Discernment"
 - 31 b. About 10 – 12 members
 - 32 c. Zoom meetings quarterly, assigning 2 members to a given congregation
 - 33
- 34 3. Pastor Nominating Committees Team
 - 35 a. Responsible for guiding congregations through the PNC process: training the
 - 36 PNC, writing the MIF, interviewing pastors, facilitating new pastor arrival

- 1 b. About 10 – 12 members
- 2 c. Zoom meetings quarterly, assigning 2 members to a given congregation

3

4 4. Mediation / Reconciliation Team

- 5 a. Responsible for mediating disputes within a congregation
- 6 b. About 8 - 10 members
- 7 c. Zoom meetings quarterly, assigning 2 members to a given congregation

8 In addition to the above work teams, the New Creation Presbytery proposal envisions having a
9 fifth team that provides one of the functions of the current COM liaisons: that of making
10 connections and maintaining contact for prayer, two-way communication, support, encouragement
11 and as a heads-up for potential congregational difficulties. This fifth team will be called Caring
12 Circle Connections.

13 5. Caring Circle Connections

- 14 a. Responsible for encouraging regular opportunities for congregations to connect
15 within a Caring Circle through shared activities, educational events, mission
16 outings, etc. (This is similar to current liaison check-ins.)
- 17 b. About 9 - 12 members
- 18 c. Zoom meetings quarterly

19

20 **Committee on Preparation for Ministry (CPM)**

21 Both presbyteries function in the same way, according to the guidelines set forth in the *Book of*
22 *Order* and suggested in the General Assembly’s *Advisory Handbook on Preparation for Ministry*
23 (December 2017). It is envisioned that a New Creation CPM would meet virtually with applicants,
24 inquirers, and candidates for teaching elder or commissioned ruling elder. Initially, the number
25 CPM members would remain the same as the current, combined number of members, and it is our
26 guess that number could be paired down as the two presbyteries transition into a combined CPM.
27 In any case, sufficient number of members can be found to accommodate current and future
28 applicants, inquirers and candidates.

29

30 **Managing and Blending Restricted and Designated Funds**

31 The key to managing and blending restricted and designated funds is to end up with a coherent
32 management system for finances. Presently both presbyteries use a similar bookkeeping system,
33 QuickBooks Desktop. Both presbyteries administer similarly, keeping the corpus of those
34 restricted and designated funds intact, using the income to fund designated or restricted activities.
35 The New Creation Option will require a small finance-knowledgeable team to work with current
36 financial managers to generate a new chart of accounts and add or combine funds as appropriate
37 for a consolidated “New Creation Presbytery” Financial Company in QuickBooks.

1 One item that came to light during the evaluation of this process is that PdC has not had a financial
2 review/audit of its financial records since the end of fiscal year 2018. It will be mandatory that an
3 independent review/audit be completed prior to the merge to ensure that the bank and investments
4 accounts accurately contain all the cash equity to support the restricted and designated fund
5 balances.

6

7 **Per Capita Impact**

8 Currently there is a \$8.77 differentiation in assessment between PGC and PdC. For a New Creation
9 Option, per capita must be the same for all churches. Since per capita is the most favored method
10 of funding fixed expenses, the bottom line will be the determination of expenses. During a review
11 for continuing a Shared Staffing Option, the 2020 Vision Task Forces of both presbyteries have
12 considered in detail areas where fixed expenses can be reduced. Bob Schulz has put together an
13 analysis taken from the work done by these task forces and is included below.

14 Personnel cost is normally the largest fixed cost budget item. With the New Creation Option some
15 reduction in personnel needs are obvious. Completing some necessary tasks with contracted
16 services is being considered with the goal of reducing overall budgeted fixed cost while continuing
17 to provide leadership and support for all the churches and mission partners with the New Creation
18 Presbytery. It appears there are viable reduced-cost options to support this objective that will
19 permit per capita to remain relatively consistent with the present PGC apportionment. A very
20 slight increase is observed as compared to the adjusted shared staffing plan but significant savings
21 in both presbyteries as compared to the independent presbyteries plan.

22

23 **Legal and Historical Issues**

- 24 1. Write new Articles of Incorporation.
- 25 2. Write new Operation Manuel.
- 26 3. Modify Committee/Commission Manuals of Handbooks to correspond to new Operations
27 Manual.
- 28 4. Correspond with General Assembly on presbytery name change for all TEs.
- 29 5. Write new financial procedures consistent with Finance sub-team recommendations.
- 30 6. All property of GC and dC will need to be sold for \$1.00 to the new Presbytery.
- 31 7. All new accounts will be set up for investments including with the Presbyterian Foundation.
- 32 8. PW
- 33 9. Create new lists for General Assembly Commissioners to determine how they are selected.
- 34 10. Create new lists for determining the number of Presbytery Commissioners for each church.
- 35 11. Write new covenant to define relationship of Presbytery to the Tucson Borderlands Young
36 Adult Volunteers.
- 37 12. Write new covenant to define relationship of Presbytery to the Presbyterian Campus Ministry.

- 1 13. Write new covenant to define relationship of Presbytery to the Ganado Foundation.
- 2 14. Conversion of all loans out to churches and/or pastors to the new Presbytery.
- 3 15. Special effort to make sure all counties with respect to property are notified of the change of
- 4 status, with special attention to continuance of 501(c)3 status.
- 5 16. Because of the new size of the Presbytery, find a recommendation for permanent legal counsel
- 6 for on-call services.
- 7 17. Coordinate any on-going contracts underway at any churches under the name of the Presbytery
- 8 initiating the work.
- 9 18. Provide notification to other legal entities as needed (e.g. cell towers, etc.).

10

1 **LIST OF ATTACHED FINANCIAL ANALYSIS / SPREADSHEETS**

- 2 • Option A – Independent Presbytery
- 3 • Option B – Adjusted Shared Staff Presbytery
- 4 • Option C – New Creation Presbytery
- 5 • All Options – Overview of Per Capita Impact

6