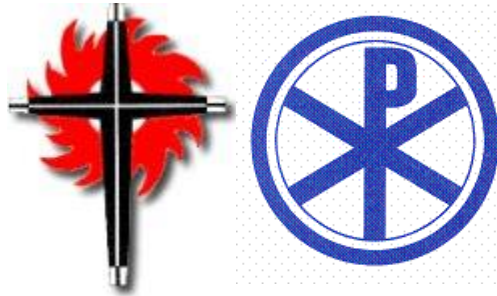


Joint Presbytery Staffing Work Team Final Report

The Presbytery de Cristo
The Presbytery of Grand Canyon



Prepared by the
Joint Presbyteries' Work Team for Cooperative Staffing

Table of Contents

Introduction	3
Proposed Joint Presbytery Staff Plan.....	11
Implementation Issues and Enabling Motions	17
Appendix A - Comparison of Presbytery Organizational Structures.....	21

Joint Presbyteries' Work Team for Cooperative Staffing

Teaching Elder Pete Seiferth, Moderator, Presbytery de Cristo, Co-Moderator
Ruling Elder Bob Schulz, Moderator, Presbytery Grand Canyon, Co-Moderator
Teaching Elder Sue Westfall, Presbytery Pastor/Stated Clerk, Presbytery de Cristo
Teaching Elder Dave Wasserman, Interim Executive Presbyter, Presbytery Grand Canyon
Ruling Elder Tony Cook, Interim Assoc. Executive/Stated Clerk, Presbytery Grand Canyon
Ruling Elder Paul Rooker, Treasurer, Presbytery Grand Canyon
Ruling Elder Janet Rowe, Past Moderator, Presbytery de Cristo
Teaching Elder Terry Palmer, Past Moderator, Presbytery Grand Canyon
Commissioned Ruling Elder Steve Brownson, Past Moderator, Presbytery de Cristo
Ruling Elder Gloria Young, Past Moderator, Presbytery Grand Canyon
Teaching Elder Thomas Green, Presbytery de Cristo
With thanks to Presbytery de Cristo and Presbytery Grand Canyon staff support

Introduction (To Be Received)

The Presbyteries of Grand Canyon and de Cristo have been in existence since October 1972 when they held their first meetings. Through the years, the church has experienced growth and decline and the two presbyteries, while separate entities, have at times learned and collaborated together around common mission. Of late, circumstances have arisen, prompting conversations amongst representatives of the two presbyteries to explore prospects for increased sharing and collaboration (see Sub-section 1: The Realities We Face on January 1, 2014).

In 2010, the first of two work groups between the presbyteries was formed and met over the course of six months. This group affirmed the value of working together and encouraged ongoing efforts to share in some programming and to meet together occasionally. The group was cautious to further discuss issues concerning sharing staffing or merging before receiving the report from Synod of the Southwest regarding its vision for the future.

In 2012, a second work group began meeting with the charge of identifying common bonds and circumstances between the presbyteries. Even as Grand Canyon Presbytery was formally beginning its search for a new General Presbyter, this work group was wrestling with the awareness of the approaching “financial cliff”. In January 2014, the General Assembly’s National Mission Partnership Funds program will cease, resulting in a combined loss of revenue of \$236,654. While the fiscal realities are daunting, the work group also recognized that the two presbyteries share common bonds and opportunities for service to God’s work and witness to Jesus Christ in our world – which could support efforts for collaboration.

Among them:

- Both presbyteries have the same constitutionally mandated committees (COM, CPM, PJC) which provide the opportunity to learn from one another.
- Both presbyteries have unique ways of organizing ministry, and unique histories, which provide the opportunity to learn from one another.
- Both presbyteries share the joy and challenges of a multi-cultural life, with the Native American, Hispanic, Anglo, African American, Asian American, and Middle Eastern congregations in our bounds.
- Both presbyteries share the same blessings and challenges which are a part of life in our bounds, including shared ministries along the border and with Native American peoples.
- Both presbyteries are challenged to face the changing nature of mid-councils in the PC(USA).
- Both presbyteries are focusing more of our energy and resources on congregational life and transformation.
- Both presbyteries are encouraging more collaborative ministry initiatives through the networking of people with common passions and mission calling.

Representatives from both presbyteries affirmed the positive possibilities of creating a shared staffing plan as a way to face the economies of scale by blending two presbyteries' staffs without organic merging.

With these common bonds and shared opportunity in mind, the leadership groups (Ministry for Leadership in the Presbytery de Cristo and the Leadership Team of the Presbytery of Grand Canyon) authorized the work team to explore the possibility of a shared staff plan.

This work team had initially identified three alternatives for approaching staffing in the face of decreased revenue, and those are described below. While each presbytery uses slightly different terminology and ways of understanding finances, every attempt has been made to compare present and forecast financial information in as nearly as equal terms as possible.

- The first alternative continued the status quo pattern of each presbytery determining its own staffing needs and solutions.
- The second alternative combined presbytery leadership and stated clerk responsibilities into two full-time positions which serve both presbyteries, supported by personnel committees from each presbytery.
- The proposed plan, which is the basis of the final report, identifies two full-time positions, a presbyteries' pastor and a stated clerk/associate with the same specific responsibilities for each presbytery, supported by one combined joint personnel committee.

Much effort has gone into meeting together and collaborating on the Joint Presbyteries Staff Plan. The spirit of this work is to facilitate a process of discernment to take place among the people of the Triune God of grace, love, justice, joy and hope...who will lead us in the way that honors the Risen Christ and best equips the churches in carrying forth God's mission in the world.

Realities

In preparing this report and recommendations, the work team identified situational realities and values that drive consideration of this exploration of a Joint Presbytery Staff Plan. Among them are the following:

Finances: There are two financial certainties that our presbyteries face. First, on January 1, 2014, all four presbyteries in the Synod of the Southwest will experience the loss of national mission partner funding, a source of revenue that has been forwarded by the Synod for many years. For Presbytery de Cristo and Presbytery Grand Canyon, the combined loss will be \$236,654, which represents a loss in funding of 30.4 % for de Cristo and 11.3 % for Grand Canyon. Both presbyteries use the entire amount of these funds to support budgets for programming/mission and staffing. Second, income from congregations is decreasing. Cutbacks in giving have resulted from economic pressures and have coincided with trends among some congregations directing funds

either because of specific mission partnerships or because of discomfort with actions of the General Assembly.

Given these financial realities, both presbyteries will need to reduce staffing, even beyond reductions which have already occurred.

Changing Culture: All organizations, including the mid-councils of the PC(USA), are finding fewer available resources to support mid-level structures and staff positions. This “flattening the organization” changes the ways multi-level organizations are structured with a trend toward smaller staffs. For example, since 2010 Grand Canyon Presbytery has changed its core staff from 6 full-time employees and 6 part-time, to 4 full-time employees and 7 part-time. In 2009, Presbytery de Cristo created a new full-time position of Presbytery Pastor/Stated Clerk, which cut a part-time stated clerk position.

Presbytery Relationship: Since 2009, there have been efforts to nurture the relationship between our two presbyteries. Shared workshops and common presbytery gatherings have proven to be enriching. There has been a good spirit when the leaders of the two presbyteries have met, particularly among this staffing work team. Our shared placement in the Southwest provides a natural way to see our common mission especially in our commitment to the border and our heritage of service with Native American and Hispanic peoples. Despite a season of denominational controversies, both presbyteries have an opportunity to build on the desire of some, in developing pathways in which both accept areas of uniqueness and which encourage both presbyteries to grow in their support of congregations’ participation in the mission of Jesus Christ.

Synod Relationship: The Synod has been a willing contributor to the success of the presbyteries by forwarding the National Mission Partnership funds to the four presbyteries. In 2010, in anticipation of the revenue loss, the two presbyteries requested that the Synod host a consultation about the future. The Synod of the Southwest has initiated its own Task Force on the future, whose report will not be completed until October 2013.

The Book of Order provides that “councils may, in consultation with the next higher council, share staff as required by the mission of the body” (G-3.0110). This work team has made the Synod of the Southwest aware of its work through the Synod Executive/Stated Clerk and has invited comment to the process. Comments have been received with suggestions to inform the Synod of the final decision of both presbyteries, and to learn from the efforts of the New Mexico presbyteries to merge into one presbytery. The presbyteries of Santa Fe and Sierra Blanca, after a season of sharing staff, narrowly rejected merging.

Timing: The presbyteries’ leaders need to plan now, by either moving forward together, or deciding that it will be better to move forward separately. In either case, there will be staff cutbacks to prepare in 2013 in order to implement for 2014. Also, a

search committee for Grand Canyon's General Presbyter position has been put on hold until the presbyteries decide on a shared or independent approach.

Planned staff changes: The anticipated changes in several staff positions provide an opportunity to re-structure without affecting incumbents. The Interim Executive Presbyter and Interim Associate/Stated Clerk for Grand Canyon are both anticipated to end during the 2013-2014 time-frame. The incumbent in the full-time administrative support position for de Cristo will retire in September, 2013. Sue Westfall's full-time position in de Cristo, as Presbytery Pastor/Stated Clerk was initiated as a five-year contract for the period 2010 to 2014. Presbytery de Cristo, anticipating the loss of revenue in 2014, has accumulated reserves to sustain this position full-time through the end of 2014, but does not anticipate being able to afford a full-time staff position beyond 2014 without a significant increase in revenue.

Mid Council Commission Learning: In 2012, the General Assembly Commission on Mid Councils submitted its report to the 220th General Assembly. Though the General Assembly did not approve the commission's recommendations, the report contained much good information and research about what mid councils are doing in the face of nationwide challenges. The commission discovered many emerging trends in healthy presbyteries and synods. These are important adaptations and movements to notice as churches and mid councils face the inevitability of change.

From “A Report to the 220th General Assembly from the General Assembly Commission on Mid Councils,” p51-52.

Emerging Trends

- *The number one shift in presbyteries is to a new focus on support of congregations as the primary agents of mission in the world—that is, instead of seeing themselves as “doing mission” and supporting mission programs, they are putting most of their energies and dollars into supporting congregations as they seek to engage in God’s mission. By the same token, the number one shift in synods is to support presbyteries.*
- *Presbyteries are intent on building relationships and developing a sense of community in the presbytery while a similar trend can be seen in some synods.*
- *There is a renewed emphasis on deepening the spiritual life of presbyteries and encouraging spiritual practices in congregations.*
- *Related to the focus on serving congregations is a demand for excellence in Ruling and Teaching Elders—for lifting up the spiritual leadership role of Ruling Elders, encouraging pastors to participate in ongoing spiritual formation and learning new skills in congregational transformation.*
- *Presbyteries and synods are experimenting with structures and patterns of decision-making—from down-sizing committees and staffing to using discernment practices or new technologies to connect people for meetings. Some presbyteries took a “sabbatical” for a time from all but Book of Order committee functions to see what emerged as important to renew or begin.*
- *As giving patterns in our culture have changed mid councils are seeking ways to respond --with different ways of cultivating generous stewards and/or encouraging people to give to their passions. They are attending to their fiduciary responsibilities while looking for new funding streams.*
- *Cultural shifts and in many cases declining financial support also push mid councils as organizations to let go of some ways of doing things —no longer offering a range of programs or providing staff to do the work of numerous committees or funding local social service agencies.*
- *Changing demographics are leading some mid councils to risk doing ministry in new ways to reach out to new immigrant communities and/or younger generations—new church developments, fellowships, and emergent worshipping communities may take different forms and use bi-vocational pastors, Commissioned Ruling Elders, or full-time organizing pastors. Presbyteries and congregations are conscious of the nature of their “mission field” and recognize that traditional forms of new church development may not be appropriate. The best efforts include developing “cultural proficiency” among present members of the Presbytery so that they learn how “to interact effectively with people who differ from them.”*

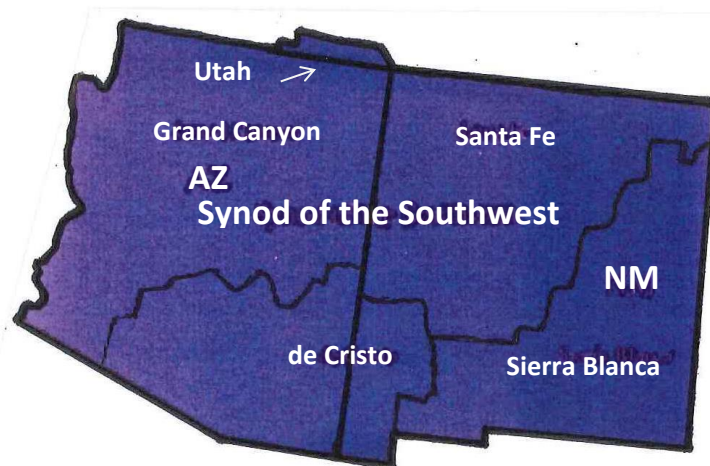
Values

As the work team began, values were identified which served as a bond and guide in our joint planning efforts.

- We value what has been important in the life of each Presbytery. We commit to preparing new job descriptions that accurately define the staff services to best support the desired programs within the two presbyteries, based on budgets available to us.
- We value the opportunity for two mid-councils to find a way to maintain or improve mission and ministry and reduce administrative costs through greater efficiencies and economies of scale.
- We value working in a way that encourages respect, trust, honesty, openness under the premise that we are equal partners.
- We value being good stewards of resources that have been entrusted to us.
- We value the theological differences that are found in our presbyteries and look for programs and staffing to support all opportunities to serve Christ's Church.
- We value communicating to our presbyteries fully and completely during this planning/discerning process through websites, email updates, printed letters and other alternatives that enhance the transmission of information.
- We value keeping the current staff's role and positions clear, as we move through this planning process – (e.g., suggesting a process, providing data, and offering observations/content when asked).

Who Are We? Presbytery de Cristo and Presbytery Grand Canyon are two of four presbyteries in the Synod of the Southwest. Presbytery de Cristo has 29 congregations representing about 7,000 members in the southeast corner of Arizona and the southwest corner of New Mexico. Presbytery Grand Canyon has 69 churches representing 14,000 members covering the remainder of Arizona and a small area of Utah.

For each of the major areas of comparison: number of churches, number of members, full time equivalent staff (FTE), and total operating budgets, the ratio between de Cristo and Grand Canyon is about 1:2. The programming budget ratio is slightly higher at 1:3.



Both presbyteries have gone through a reorganization of their management structures over the past several years. Although they are not identical in detail, they are very similar in practice. Both presbyteries have developed a much flatter management structure in place with the majority of the presbytery work being spread out among the churches and congregational members. Similar committee structures and responsibilities are about the same in scope. Today's church, in the process of confronting the issues before it, finds the need to become more effective in sustaining our resources.

Organizational and Staffing Structure. Committees, commissions and teams for each presbytery have been compared for two purposes. First, to make sure the joint staff is aware of the duties currently defined in each presbytery and that these duties are distributed within the assignments of this joint staff. Secondly, to identify any needs for modifications to accommodate the use of a joint staff.

The appendix contains a detailed listing of the organizational structures for both presbyteries in a side-by-side layout with color coding to define similar duties and responsibilities. This table is used to assist in developing proposed position descriptions for each of the combined staff positions proposed.

Based on the "Realities" discussed earlier in this report, achieving success in sustaining limited resources can be met by sharing staff. Both presbyteries have staff that are either interim or have announced their intention to retire. The time is right to make adjustments in duties without having to lay people off.

Consultants, who have special gifts in areas of critical need to the presbytery, but do not require full-time work, have been deployed in effective ministry in Grand Canyon for Native American Ministries.

In the past several years, Presbytery de Cristo, through the leadership of the Presbytery Pastor/Stated Clerk, has placed special emphasis on encouragement and connection between the teaching elders in the presbytery.

Administrative duties for the presbyteries are more functional in nature, not necessarily dependent on a particular location. Advances in electronic communication make it easier and more efficient to conduct business off site and share information across long distances. Both presbyteries have been using conference calls and video conferencing to supplement the normal face to face meetings.

Development of Options. As the work team began its work a number of options in a variety of configurations were brainstormed and reviewed, all were based on the same number of FTEs.

The proposed Joint Presbytery Staffing Plan was developed as a model of an area-wide staffing plan with shared responsibilities to both presbyteries at all staffing levels and provides more staff (5.6 FTE) than if each presbytery were to go it alone with a

combined staff level of 5 FTE. Note that after 2014 (alone), the total FTE would drop to 4.5 because de Cristo would lose an additional ½ FTE due to loss of reserves for this purpose. As a point of reference, the 2013 combined budgets for both presbyteries provide for 7.2 FTE.

One of the hopes of the work team is that in a shared staffing situation, efficiencies could be realized that would provide for a key emphasis of presbytery staff leadership to support and foster relationships with and among teaching elders in both presbyteries, as has been effective in de Cristo. Each presbytery brings qualities that can contribute to the strengthening of both.

Proposed Joint Presbytery Staff Plan (To Be Adopted)

Combined staffing for the **Joint Presbytery Staff Plan** offers a full-time position as area-wide Presbytery Pastor serving both presbyteries (preferably residing in de Cristo) and a full-time position as area-wide Stated Clerk/Associate serving both presbyteries (preferably residing in Grand Canyon). The focus of the Presbytery Pastor would be leadership development and the focus of the Stated Clerk/Associate would be constitutional services and congregational transformation.

The **Joint Presbytery Staff Plan** provides for part-time administrative liaison to assist the full-time staff in providing coverage and communication by attending committee meetings which the full-time staff may not be able to attend.

The proposed plan combines all administrative functions for both presbyteries, staffed by an office manager, a finance manager, and an administrative associate at the current offices for Grand Canyon Presbytery in Phoenix. Existing administrative staff in the Presbytery Grand Canyon would be given the first opportunity for consideration of these positions, which would include increased hours and compensation for the additional work. To meet the needs of both presbyteries, approximately one additional day per week would be added to both the financial manager and administrative associate.

Two consultants for Native American Ministries, currently employed in Grand Canyon Presbytery, would continue to address the needs of the 25 Native American churches in the Presbytery Grand Canyon; the one Native American church in de Cristo would be assigned to the southern Native American church cluster for nurture and assistance.

See the chart on page 12 for a listing of staff.

Joint Presbytery Staff Plan	
Joint Presbytery Responsibilities	
1	Common Administrative Staff (Office Manager, Finance Manager, Administrative Associate).
1	Presbytery Pastor with focus on pastoral and congregational leadership – Full Time.
1	Stated Clerk / Associate with focus on congregational transformation – Full Time.
de Cristo Responsibilities	
1	Administrative Liaison – Part Time
Grand Canyon Responsibilities	
2	Consultants for Native American Ministry – Part Time. Deployed to north and south of state with new relationship in de Cristo.
1	Consultant for Food Bank – Part Time.
3	Consultants for Hunger, Hispanic Ministry, and Peacemaking) – Part Time.
1	Administrative Liaison – Part Time

Responsibilities for Key Core Staff

We suggest that both presbyteries affirm these key responsibilities for the Core Staff Team as identified in the Joint Presbytery Staff Plan with the understanding these will be developed into formal position descriptions by the Joint Presbytery Search Committee and the Joint Presbytery Staffing Plan Team:

Presbytery Pastor (4-year term – renewable) will:

- Serve as the pastor to pastors and provide visionary leadership in both presbyteries.
- Encourage professional development and collegial relationships.
- Nurture the growth of all ordained leaders (Teaching & Ruling Elders, Deacons)
- Co-lead in a Ministry of Visitation to all churches in both presbyteries.
- Serve as head of staff.
- Provide Primary Staff Support to:
 - de Cristo Presbytery:
 - Ministry for Leadership
 - Commission on Ministry
 - Grand Canyon Presbytery:
 - Leadership Team
 - Commission on Ministry

- Provide information to/from other Presbyterian Councils and ecumenical bodies.

Stated Clerk/Associate (4-year term – renewable) will:

- Serve as the manager of constitutional services in both presbyteries.
- Encourage and develop the missional identity in each congregation in both presbyteries.
- Nurture the growth and networking of leadership for transformation and mission partnering.
- Co-lead in a Ministry of Visitation to all churches in both presbyteries.
- Provide Primary Staff Support to:
 - de Cristo Presbytery:
 - Ministry for Leadership
 - Commission on Ministry
 - Grand Canyon Presbytery:
 - Leadership Team
 - Commission on Ministry

Office Manager will:

- Manage the office – answer phone, provide meeting setup, etc.
- Oversee the development of a website for each presbytery.
- Oversee the development and distribution of communications to each presbytery.
- Oversee preparation for all presbytery meetings (notifications, materials and logistics).
- Manage the database for each presbytery.
- Process mailings, invoices, and receipts.

Financial Manager will:

- Manage payroll for all employees.
- Provide financial statements to all churches re: per capita, pledges, donations.
- Oversee accounts receivable and accounts payable.
- Provide yearly audit preparation and assistance to field auditors.
- Make bank deposits.
- Assist in budget development and prepare financial reports, as requested.
- Monitor investments and serve on investment committees.

Administrative Associate will:

- Serve as Recording Clerk for all presbytery meetings and prepare drafts of minutes.

- Develop, in concert with the Stated Clerk, a consent agenda for presbytery meetings.
- Maintain all required rosters, minister files, recording all minister transactions.
- Assist with annual reports, statistical reports, necrology, etc.
- Assist in all Stated Clerk communications between the Presbyterian Councils.

Financial Structure. The presbyteries, combined, spend approximately 42 % of their budget on personnel. The target percentage to build the staffing model was 45 % and at the conclusion of the analysis for the joint presbytery staff plan, a combined 43 % was achieved. A total personnel budget of \$519,000 represents 43 % of the total presbytery budgets (\$1,210,425). To assist in the development of cost models, the following staff salary costs have been established for the analysis.

Staffing Category	
<i>(figures represent total compensation package and include salary, benefits, and expenses)</i>	Proposed Plan
Area-wide Presbytery Pastor – FT	\$116,000.
Area-wide Clerk/Associate - FT	\$116,000.
Consultants (NA) (2 PT as current in GC)	\$ 36,000.
Administrative Liaisons 2 PT	\$ 20,000.
PT Food Bank Consultant (pass through funds)	\$ 65,000.
PT Consultant (Hispanic Hunger Peacemaking)	\$ 11,000.
Payroll Taxes	\$ 12,000.
Common Administrative Staff (3)	\$143,000.
TOTAL MAXIMUM:	\$519,000.

A summary of the cost model for the structure shown on the previous page is as follows:

de Cristo Grand Canyon Combined

2013 Budgets for de Cristo and Grand Canyon Presbyteries						
	de Cristo		Grand Canyon		Combined	
EXPENSES						
Per Capita	\$75,114	17%	\$149,872	14%	\$224,986	15%
Mission/Admin	\$179,192	41%	\$439,160	42%	\$618,352	42%
Personnel	\$164,917	38%	\$454,091	44%	\$619,008	42%
Contingency/Reserve	\$20,000	4%	\$0	0%	\$20,000	1%
		0%		0%	\$0	0%
Total	\$439,223	100%	\$1,043,123	100%	\$1,482,346	100%
		FTE-7.2			Metric =	\$205,881

Joint Presbytery Staffing Plan - Projected 2014						
	de Cristo		Grand Canyon		Combined	
EXPENSES						
Per Capita	\$74,764	23%	\$149,782	17%	\$224,546	19%
Mission/Admin	\$119,136	37%	\$347,743	39%	\$466,879	38%
Personnel	\$126,100	40%	\$392,900	44%	\$519,000	43%
Contingency/Reserve	\$0		\$0		\$0	
Total	\$320,000	100%	\$890,425	100%	\$1,210,425	100%
		FTE-5.6			Metric =	\$216,147

Note: Metric equals Total Expenses divided by FTE.

Cost sharing for the Joint Presbytery Staff Plan is based on a 30% for de Cristo and 70% Grand Canyon split since those percentages represent what can be expected with an area-wide based staff serving the congregations in each presbytery.

For the purposes of this analysis and development of budget information, the Per Capita budgets are fixed for each presbytery, and the remaining dollars are for mission program/administration. Note that in actual practice, de Cristo uses the per capita budget for personnel and administration, the other budget for "mission". Actual budget dollars in a final implementation plan will need to take the differences in budgeting processes into account. This proposes personnel dollar contributions of \$126,100 for de Cristo and \$392,900 for Grand Canyon. These values represent a reduction in programming dollars for de Cristo and for Grand Canyon compared to 2013 budgets.

Decreases in mission/programming are necessary, based on the desire to provide a balanced staff. A point has been reached when it is not practical to reduce staff further at the expense of programs. Programming may have to be less formal with more emphasis on networks and/or other organizational team responsibilities. As discussed earlier, losses in programming budget for Grand Canyon Presbytery does not necessarily represent a real loss in ministry. Each presbytery brings experiences that will allow each presbytery to take advantage and move into new and exciting ways of communicating God's message of grace and hope to our congregations and potential new church development.

Implementation Issues and Enabling Motions

Staffing. In order to implement a plan approved by both presbyteries, practical operational issues would essentially be implemented to allow for a transition from current practices to shared staffing. Since there would continue to be separate presbyteries, there would continue to be separate accounting for each presbytery. Both presbyteries would continue to generate and track income as they currently are. Currently the major categories for income include: mission pledges, per capita, investments, and special gifts and grants.

Most expenses would also remain separated by presbytery for disbursement of per capita, mission programming and administration, and contingencies. The plans propose some overall changes to the personnel accounts. Based on annual evaluation of staffing and personnel needs, as is done for 2014, a total combined cost would be developed for the joint staffing needs. Based on a formula that factors in presbytery location, area of responsibility by staff and geographic influence, the staffing costs would be apportioned to each presbytery, as depicted in the previously developed tables of expenses. It is envisioned a joint account be set up for salary, pension, medical, travel etc. for the staff. Each presbytery would pay into the joint account based on the apportioned value determined in the annual budgeting process.

A joint personnel committee would need to be developed from the personnel committee structure existing for both presbyteries. The joint personnel committee would be responsible for conducting annual performance appraisals and setting annual salaries. Since all staff have responsibilities to both presbyteries, it is appropriate to gather performance evaluations from the committee structures in both presbyteries. This information can best be developed by the personnel committees in each presbytery and forwarded to the joint personnel committee for formal annual reviews.

For staffing positions requiring a formal search committee, a joint search committee should be selected to fill those positions. Both presbyteries will need to vote on the recommendation provided by the joint search committee. The following are enabling motions for implementation of the "Plan".

Enabling Motions

The Work Group established by Presbytery de Cristo and Presbytery Grand Canyon has studied values, realities of today's future for each presbytery, future directions in staffing with associated programming modifications, and proposed creation of area-wide organizational entities to govern the combined staffing structure within the current framework of each independent presbytery. Based on the study, the Work Group recommends that the presbyteries consider adoption and implementation of a Joint Presbytery Staff Plan for a four-year period. A minimum time of four years allows time for mid-course corrections to be made and provides a platform with which new staff positions can adequately perform their duties/responsibilities and be evaluated accordingly. With

this background and evaluation, the Work Team recommends the following enabling motions be brought before the Presbytery de Cristo and the Presbytery of Grand Canyon:

Joint Presbytery Staff Plan (2014 thru 2017)

1. Receive the Joint Presbytery Staff Plan Introduction and Appendix A.
2. Adopt the Joint Presbytery Staff Plan as described on pages 11 through 16.

Implementation Period and Financial Commitment

3. Commence the Joint Presbytery Staff Plan by 2014 and commit sufficient financial resources to maintain the personnel portion at the level budgeted in the plan for four years, through the end of 2017 (\$126,100 for de Cristo Presbytery, \$392,900 for Grand Canyon Presbytery).

Joint Presbytery Search Committee

4. The two presbyteries shall form a Joint Presbytery Search Committee for the Presbytery Pastor position and the Stated Clerk/Associate position by continuing the members (10) of the Grand Canyon Presbytery Search Committee AND by the election of ten (10) persons from the Presbytery de Cristo.
5. The Joint Presbytery Search Committee shall split into two teams of 10 each such that the Search Team for the Stated Clerk/Associate shall be made up of 5 Grand Canyon members and 5 de Cristo members, known as the Stated Clerk/Associate Search Committee, and the Search Team for the Presbytery Pastor shall be made up of 5 de Cristo members and 5 Grand Canyon members, known as the Presbytery Pastor Search Committee.
6. Each 10-member team shall elect a chairperson and both chairpersons will serve as co-chairs of the Joint Presbytery Search Committee.
7. The schedules for both the Stated Clerk/Associate Search Committee and the Presbytery Pastor Search Committee shall be parallel in preparation of activities and duties to identify and publish the positions. This includes a delay in final election of the Stated Clerk/Associate to permit input and evaluation of candidates by the selected Presbytery Pastor following the election.
8. The Joint Presbytery Search Committee shall prepare Position Descriptions for the Presbytery Pastor and Stated Clerk/Associate AND secure the approval of both the Ministry for Leadership of the Presbytery de Cristo and the Leadership Team of Grand Canyon Presbytery for each.
9. The Joint Presbytery Search Committee prepares the Church (Presbytery) Information Form, to be approved by the Ministry for Leadership of the Presbytery de Cristo and the Leadership Team of Grand Canyon Presbytery.

Office Location and Staff Residency

10. To adopt the following plan for office and residency: that an office for the two presbyteries will be kept in Phoenix, Arizona, until the current lease ends (April 2015), that a joint presbytery work group be assigned to consider future office matters beyond this time, and that, with the exception of the Presbytery Pastor, the members of the Core Staff Team will preferably reside in the bounds of Grand Canyon Presbytery and the Presbytery Pastor will preferably reside in the bounds of de Cristo Presbytery.

Joint Presbytery Staff Planning Team

11. The Ministry for Administration of the Presbytery de Cristo and the Operations Committee of the Grand Canyon Presbytery shall form a Joint Presbytery Staff Planning Team and prepare position descriptions for all remaining core staff positions in this proposal, set salaries for each of the staff positions; AND secure the approval of both the Ministry for Leadership of the Presbytery de Cristo and the Leadership Team of Grand Canyon Presbytery.
12. Upon the election and arrival of the new Presbytery Pastor and Stated Clerk/Associate, the Joint Presbytery Staff Planning Team serves as the search committee for all other staff positions proposed in this plan.
13. The Joint Presbytery Staff Planning Team shall advertise and offer first consideration to those current members of either staff wishing to serve in a position of this Joint Presbytery Staff plan.

Joint Presbytery Personnel Team

14. Upon the filling of all positions in this plan, the Ministry for Administration of the Presbytery de Cristo and the Operations Committee of the Grand Canyon Presbytery shall form a Joint Presbytery Personnel Team to provide support of the Presbytery Pastor in implementing the plan, and to establish policies and procedures for the encouragement, development and oversight of the joint presbytery staff team. The Joint Presbytery Personnel Team will report to the Ministry for Administration of the Presbytery de Cristo and the Operations Committee of the Grand Canyon Presbytery, as needed.

Joint Presbytery Financial Tracking Team

15. The Ministry for Administration of the Presbytery de Cristo and the Resources Committee of the Grand Canyon Presbytery shall form a Joint Presbytery Financial Tracking Team composed of members of both of these entities, as well as officers and staff, to meet quarterly to review the income and expense statements of both presbyteries as it pertains to the financial support and underwriting of the Joint Presbytery Staff Plan.
16. That the Joint Presbytery Financial Tracking Team meet annually to evaluate the necessity of using unrestricted reserve funds or increased Per Capita from both

presbyteries to fulfill the four-year implementation of this plan, and bring recommendations to both presbyteries through their appropriate procedures as part of adopting an annual budget for each presbytery. The Joint Presbytery Financial Tracking Team will report to the Ministry for Administration of the Presbytery de Cristo and the Resources Committee of the Grand Canyon Presbytery, as needed.

Overall Implementation of the Joint Presbytery Staff Plan

17. In the process of executing the implementation of the Joint Presbytery Staff Plan, if proposed actions appear to conflict with the actions identified in the adopted Joint Presbytery Staff Plan, the Ministry for Leadership of the Presbytery de Cristo and the Leadership Team of the Presbytery Grand Canyon are authorized to resolve the apparent conflict.

APPENDIX A - Comparison of Presbytery Organizational Structures

Comparison of Presbytery Organizational Structure

Presbytery Grand Canyon

Leadership Team

- Prayer
- Presbytery Meetings
- Oversight of Teams
- Delegation

COM

CPM

Operations Committee

- Personnel
- **Nominations**
- Review Minutes of Pres Mtgs
- Organizational communication network

Resources Committee

- Budgets
- Mission
- Per Capita
- Property
- Grants, etc.

Congregational Development Team (Congregational Perspective)

- Interface Congregational Leaders
- Link Presbytery people with Congregational needs
- Search for training
- Evaluate Teaching

Congregational Leadership Team (Congregational Leader Perspective)

- Listen to Congregational Leaders
- Link Presbytery people with Congregational needs
- Search for training
- Evaluate Teaching

Mission Partnership Team (interaction with congregations)

Networks - Communication tool across boundaries within the Presbytery

Permanent Judicial Commission

- A Permanent Judicial Commission will be established in conformity with the Rules of Discipline, section D-5.000.

Presbytery de Cristo

Ministry for Leadership and Board of Trustees

- The Ministry for Leadership will prepare for and handle any crisis in the Presbytery when it arises. It will serve as the receiving body of an remedial of disciplinary complaints and will, through the stated clerk, respond as appropriate.

Ministry for Administration

- Finance
- Budgets
- Loans
- Personnel

COM

CPM

Ministry for Witness and Outreach

- Social Justice
- Mission
- New Church Development

Committee on Representation

- The ministry will provide written advice to all Presbytery bodies and organizations concerning membership as required in the Book of Order G-9.0105 and G-9.0106. The ministry will annually review the performance of the Presbytery and its bodies relative to membership and report its findings to the Presbytery and the Synod and recommend any required actions. The annual report to the Presbytery will be no later than the spring meeting of Presbytery.

Permanent Judicial Commission

- A Permanent Judicial Commission will be established in conformity with the Rules of Discipline, section D-5.000. Due to the nature of its work, there will be no liaison assigned from the Ministry for Leadership

Nominating Committee