

Presbytery of Coastal Carolina

Transition Team Report to Presbytery

October 6, 2007

Executive Summary

As a result of an Organization Design Task Force recommendation, a Transition Team was created to study and recommend changes to the Presbytery's geographic and personnel structure. The Team focused on four broad areas using recommendations from the Task Force report and those of previous studies. First, the Team recommends that the Presbytery adopt a geographical structure that consists of three "Communities," each composed of two regions. Next, the Team recommends that three full-time Regional Mission Coordinators (one position per Community) be employed to serve churches, Region Leadership Councils and the Presbytery and its associated committees. Failing to receive sufficient justification for a change in leadership structure, the Team recommends that the Presbytery retain its single General Presbyter and Stated Clerk position. It further recommends that the position supporting Outdoor Ministries, Youth Ministries and Finance be eliminated and the person occupying this position be moved to the newly updated position of "Receptionist/Administrative Assistant and Database Manager" with no change in salary. It recommended that the Personnel Committee be instructed to conduct several position studies and report findings back to Council. Next, the Team recognizes that there are numerous processes that are not working efficiently nor are they producing all the needed and desired results. To take steps to correct these organizational deficiencies, the Team recommends that the General Presbyter establish an on-going systematic process improvement effort and take steps to correct identified problems. Lastly, the Team received numerous comments and questions about the near and long term status of Camp Kirkwood and Camp Monroe. After lengthy discussion, the Team recommends that Presbytery authorize Council appoint and receive a report from a taskforce charged with conducting a comprehensive study of Outdoor Ministries facilities and programs and to identify current and future opportunities in each of these areas.

Introduction

Since its formation in 1989, we the people of the Presbytery of Coastal Carolina have sought to address the challenges of geographic size, number of churches and mission and demographic diversity. Throughout its short history, the Presbytery demonstrated its commitment to addressing the needs that these challenges produced. In 2003, the Presbytery adopted a strategic plan that resulted directly from a comprehensive study involving officers and members of over 190 constituent churches. The motto, "A NEW DAY, A NEW WAY – TOGETHER!" adopted at that time, simply states the vision, mission and goals of a Presbytery seeking to fulfill Christ's call to the faithful and to the community in which it ministers. Today, the challenges of the past remain but are further compounded by the fact that fewer personnel and financial resources are now available to support the Presbytery's on-going programs and activities. To address the problem of dwindling resources and increasing expectations, the Presbytery and its Council authorized the development of a proposal to redefine its organizational structure and to identify ways in which the Presbytery could more effectively and efficiently fulfill its mission. As a

result, an Organization Design Task Force was charged with presenting recommendations to Presbytery on May 8, 2007. At that meeting, the Presbytery created a Transition Team to study the impact of the Task Force's recommendations and to bring a refined set of recommendations to a subsequent meeting of Presbytery. In this report, the Team recommends changes to the Presbytery's geographic structure, changes in the Presbytery's organizational and staffing structure and further recommends studies and continuing refinements that will improve process efficiency and increase effectiveness.

Resources, Data Collection and Information Distribution Processes

The work of the Transition Team is not the beginning of the improvement process but is rather the continuation of the fine work done by the Strategic Planning Steering Committee, the Temporary Implementation Task Force, the Organization Design Task Force and all of the associated subcommittees and search committees that have played a role in the on-going development of this Presbytery. Their work and that of other Presbyteries has been a valuable resource to this Team as the improvement journey continues.

In preparing this report, the Transition Team made itself available to hear from individuals and groups within the Presbytery. It collected information in a variety of venues using a number of collection techniques. Initially, the Transition Team Leader recorded comments made during the Presbytery's review of the Task Force report during its May 8th meeting. Additional comments were collected when Presbytery staff, the Task Force Chair and Regional Coordinators met with ministers and regional councils during the data collection process. Also, individuals reviewing materials on the Transition Team's website were given the opportunity to submit comments. Telephone and other verbal communications were summarized and included in the data collection process. All comments were reviewed by the Team and placed online for subsequent review by Presbytery members. The website, linked to the Presbytery's homepage, was created to provide information about the work of the Organization Design Task Force and the Transition Team. This website contained reports, meeting minutes, maps, job descriptions and several other items of information pertaining to the transition process. Individuals and groups were invited to contact the Transition Team Leader to request presentations on the transition process and related topics. In addition, the Transition Team Leader made progress reports to the Presbytery Council as well as to the full Presbytery. He also made a presentation at the 2007 Leadership School and, along with others from the Team, responded to questions from the audience. The process of responding to questions will continue during the Presbytery's review of this document and throughout the implementation process.

Transition Team Recommendations

The following recommendations are the result of extensive discussions by Transition Team members, all of whom represented various committees of Presbytery and Presbytery Council (see Appendix A for membership list). In addition, Rev. Dr. John Goodman, Executive Presbyter/Stated Clerk, Rev. Dr. David Walker, Interim General Presbyter/Stated Clerk, and Ms. Gayle Boykin, Treasurer and Business Manager, brought their experience and perspective to the discussions.

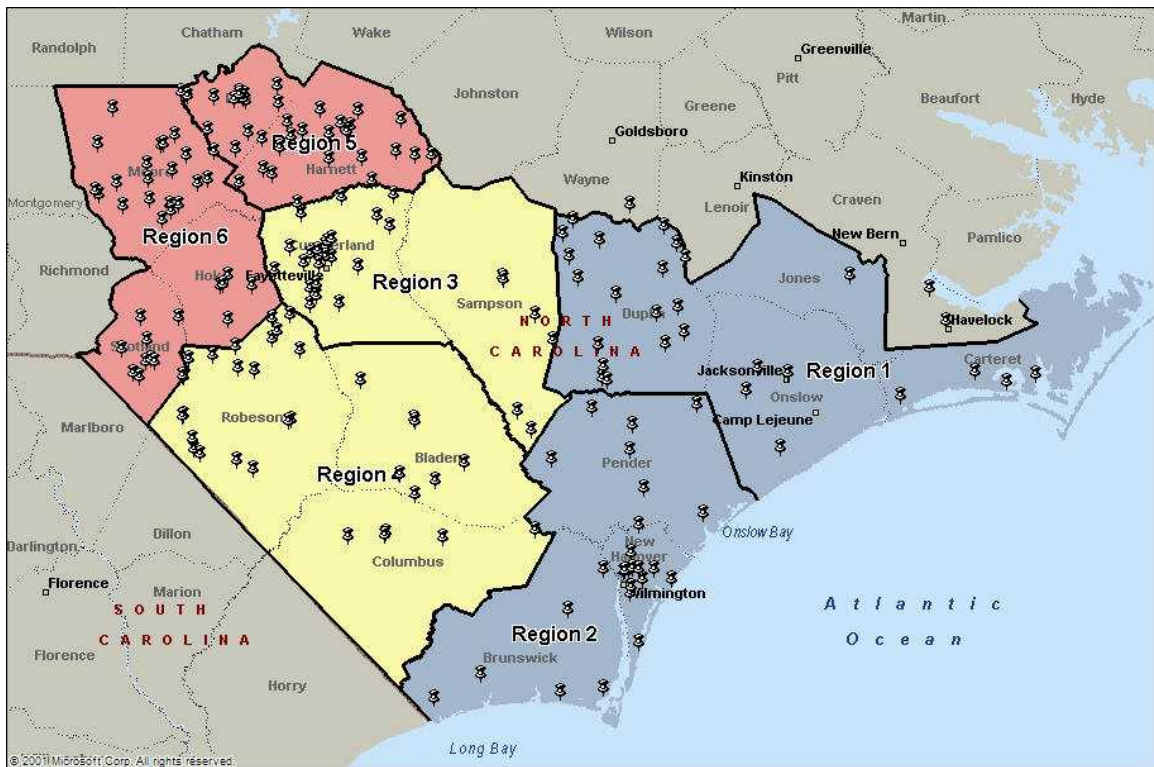
In order to make this report as clear and succinct as possible, a standard format for each recommendation has been adopted. Each recommendation will be followed by a justification statement and a statement of expected outcomes.

The Transition Team unanimously recommends that:

1. Presbytery adopt the Organization Design Task Force’s Map A (see below) as the geographic alignment for three (3) organizational units termed “Communities” and the concept of six (6) regions – two (2) within each Community - be maintained with slight boundary modifications.

Justification: The Transition Team received numerous comments about the size and shape of the “East Community” and about the desire to maintain the regional identities that have been established over the last several years.

Expected Outcome(s): By creating three organizational units (“Communities”) and maintaining a regional concept within each unit, the Transition Team expects that regional identities and Regional Councils will be maintained with only minimal disruption. The impact of boundary changes are felt in Harnett, Hoke and Scotland Counties in the West Community and Columbus and Robeson Counties in the Central Community.



Presbytery-Wide Staff:

Exempt Positions (Program):

- General Presbyter/Stated Clerk
- Associate for Resources (80%)
- Associate for Outdoor Ministries
- Associate for Youth Ministry (50%)
- Evangelist - Hispanic Ministries
- Treasurer/Business Manager
- Site Manager - Kirkwood Camp and Conference Center
- Site Manager – Camp Monroe

Non-Exempt Positions (Support):

- Executive Assistant/Office Manager and Recording Clerk
- Receptionist/Administrative Assistant and Database Manager
- Process Improvement Manager, Financial Assistant and Computer Administrator

Staff in East Community:

- Regional Mission Coordinator (Exempt)

Staff in Central Community:

- Regional Mission Coordinator (Exempt)

Staff in West Community:

- Regional Mission Coordinator (Exempt)

Information about Proposed Communities (2006 Church Membership Shown Below)

East Community: 57 Churches (30.2%), 10,941 Members (36.0%)

Counties/Regions in East Community:

Region 1 - Carteret, Duplin, Jones, Onslow and portions of Craven, Lenoir and Wayne (31 Churches, 1 Hispanic Mission, 3,544 Members)

Region 2 – Brunswick, New Hanover and Pender (27 Churches, 7,397 Members)

Central Community: 64 Churches (33.9%), 8,645 Members (28.4%)

Counties/Regions in Central Community:

Region 3 – Cumberland and Sampson (30 Churches, 5,546 Members)

Region 4 – Bladen, Columbus and Robeson (34 Churches, 3,099 Members)

West Community: 68 Churches (35.9%), 10,840 Members (35.6%)

Regions in West Community:

Region 5 – Harnett and Lee (32 Churches, 4,388 Members)

Region 6 – Hoke, Moore and Scotland (36 Churches, 6,452 Members)

2. Presbytery adopt the single leadership position of General Presbyter and Stated Clerk; and charge the duly elected search committee with beginning the process of identifying and recommending to Presbytery an individual to serve in this role.

Justification: The Transition Team received a variety of comments from Presbytery members – both for and against the current leadership model. To facilitate the hiring process, the Team decided to recommend a model with which the Presbytery is currently familiar. This position should be evaluated on its effectiveness under this structure.

Expected Outcome(s): The Transition Team expects that once this report is approved by Presbytery, the General Presbyter/Stated Clerk Search Committee will move forward with identifying and recommending to Presbytery a person to fill this position.

3. Presbytery direct the Interim General Presbyter/Stated Clerk be charged with creating and chairing a search committee for three (3) Regional Mission Coordinators (exempt) - one for each Community and its two associated regions.

Justification: Currently only three of six regions are served by part-time Regional Coordinators who do not receive benefits and are employed for 17-18 hours per week. The Transition Team recognizes the excellent work done by the current Regional Coordinators and the benefits that have been gained by their presence in the regions. The group also

recognizes that there is much more that can be gained if these positions are elevated to full-time status and that without the creation of Regional Mission Coordinator positions, the purpose of establishing three communities and associated regions loses meaning.

Expected Outcome(s): Because these positions are full time, the Transition Team expects that the churches within each Community and associated regions will be more effectively served and that the Presbytery will be better represented on a day to day basis. The expectation is that Mission Coordinators will facilitate lay led Regional Leadership Councils, programs and activities and serve as a resource to churches and formal and informal groups within a Community and its associated regions. It is also expects that they will serve as a continuing field resource for committees of Presbytery and churches, providing valuable information in both directions. They will not serve as temporary supply to any church but will frequently (two Sundays a month) lead worship when asked.

4. Presbytery retain the position of Associate for Resource Services; and that the Personnel Committee of Council be charged with conducting a study of this position and reporting its findings and recommendations to the Council for possible action.

Justification: This position is needed to maintain the level of service that is expected from the Presbytery's high quality Resource Center and to maintain the flow of both hardcopy (books, AV materials, etc.) and web based information to the Presbytery.

Expected Outcome(s): The Transition Team expects that the quality and availability of information resources will continue to increase and that this position will continue to find ways to expand services in the future.

5. Presbytery retain the position of Treasurer and Business Manager.

Justification: This exempt position is required to maintain sound practices in managing and accounting for Presbytery's (PBYP) fiscal assets and real property.

Expected Outcome(s): The Transition Team expects that this position will maintain the Presbytery's excellent record of sound fiscal management. This position, working with the Process Improvement Manager, will also seek to identify ways in which the Presbytery in general and Committees specifically can function more efficiently and effectively.

6. Presbytery retain the Associate for Youth Ministries as a one-half time position and retain the Associate for Outdoor Ministries as a full-time position.

Justification: The Associate for Youth Ministries and the Associate for Outdoor Ministries positions were temporarily combined during the summer of 2007 in order to provide leadership for the Presbytery's camping program. After review, the Team concludes that a single person can not provide the leadership needed for these two mission areas. As a result, the Team recommends that these positions remain separate so that the two mission areas have adequate leadership and support.

Expected Outcome(s): The Team expects that the Presbytery will provide continuing leadership in these mission areas and that the positions will serve as a resource to Presbytery-

wide and local church youth programs and to outdoor ministry programs at Kirkwood and Monroe camps and at other locations as needed.

7. Presbytery retain the position of Hispanic Evangelist with 60% of the total position funding coming from the Presbytery's Budget and the remaining 40% coming from other sources.

Justification: The Presbytery continues to support Hispanic Ministries through the work of the Hispanic Evangelist. The change in funding strategies represents an attempt to meet resource shortfalls and encourages those groups that directly benefit from this work to move to a new level of financial commitment.

Expected Outcome(s): Increased financial support and commitment to the work of the Hispanic Evangelist.

8. Presbytery retain the positions of Site Managers at Kirkwood and Monroe as full-time positions with somewhat similar job descriptions; and further recommends that the Personnel Committee of the Council conduct a thorough analysis of the two job descriptions and report their findings to the Council for action.

Justification: The Team realizes that the Kirkwood and Monroe camps require continuing oversight to insure that facilities are adequately maintained and secure and that an individual is on-site to welcome individual campers and program participants. It is important that site manager job descriptions be appropriate for the specific camp and respond to the changes that are expected from the recommended comprehensive study of outdoor ministries.

Expected Outcome(s): The Team expects that the Presbytery and the Outdoor Ministries program will continue to be adequately represented by knowledgeable personnel at each of the camps. It also expects that these personnel will have job descriptions that are consistent with the mission and goals of the Presbytery's Outdoor Ministries programs.

9. Presbytery eliminate the following: "Interim Associate for Mission," "Associate Presbyter", "Support Staff for Outdoor Ministries, Youth Ministries and Finance," "Associate for Special Ministries/Hunger Action" and the six (6) "Regional Coordinator" positions.

Justification: This recommendation officially eliminates positions that have appeared on recent organizational charts but do not appear on the proposed chart shown in Appendix B.

Expected Outcome(s): The responsibilities assigned to these positions have been delegated to other staff members. The expectation is that staff will be able to continue providing the level of support needed by churches and Presbytery Committees and that the cost of Personnel will be within budget.

10. Presbytery charge the General Presbyter/Stated Clerk with conducting an on-going evaluation of Presbytery processes and that this individual be further charged with reporting findings to the Presbytery Council and to take appropriate steps to improve efficiency and effectiveness and to correct problems when they are identified.

Justification: The Presbytery has created many processes to produce the materials and program outcomes that are needed thorough out the organization. In many cases these processes were established without adequately considering the impact on existing work or personnel. The intent of this recommendation is to implement a continuing systematic approach to existing processes. The steps in this approach will include the full documentation of each process step, the collection and analysis of data provided by process participants and customers and the identification and elimination of problem areas.

Expected Outcomes(s): This recommendation, if fully implemented, will improve outcomes while reducing steps and process problems.

11. Presbytery authorize Council to appoint and receive a report from a taskforce charged with conducting a comprehensive study of Outdoor Ministries facilities and programs and to identify current and future opportunities in each of these areas; and that in the meantime the Interim General Presbyter/Stated Clerk be given authority to fill the position of Associate for Outdoor Ministries on an interim or temporary basis.

Justification: The Team recognizes that the Presbytery has authorized several studies of the Outdoor Ministries program and its associated camps over the years. It also realizes that the concept of Christian camping and Outdoor Ministries programs has changed over the last 50 years and that the organization must constantly re-evaluate offerings in light of customer needs and expectations. The intent of this recommendation is to have the Council appoint a group to conduct a thorough analysis of past studies and to determine if current facilities and programs adequately address the Presbytery's mission goals for Outdoor Ministry. It is also expected that this study will determine if Presbytery has identified all potential current and future opportunities within this mission area. Any changes to the Associate for Outdoor Ministries position will result from taskforce recommendations adopted by Presbytery.

Expected Outcome(s): The Team expects that this recommended study will produce a more responsive approach to outdoor and camping ministries.

Summary

The Transition Team expects that this report will be recognized as a continuation of the excellent work done by past organizational review groups and this, as with the work of others, is only a step in a continuing journey. It should be noted that the Organization Design Task Force has spent considerable time and effort putting together several information and action lists. Of special note are the items in “Trends and Realities” and “Some Essential Outcomes” lists. We encourage the Strategic Planning and Organizational Review Committee to use these lists as topics for continuing study and action.

We understand that no organizational structure is permanent and that all must be adapted to address changes occurring in the external and internal environment. To be more effective as a body, we must find ways to connect churches together and to coordinate the work of Presbytery committees. We must be more intentional in choosing leaders and staff gifted at vision and renewal. All must be encouraged and supported in efforts to learn new skills and to identify and implement ways to be more effective in the work to which we are called.

Although obvious on the organizational chart (Appendix B), it should be emphasized that there are now only three (3) support positions available to assist in the work of Committees and Program staff. Process Improvement efforts – one support position is now being asked to manage process improvement efforts - will help to improve efficiency but will not eliminate the impact of losing a support position. As needs change and additional support is required in the future, it will be necessary to revisit Presbytery’s staffing requirements.

The most significant factor precipitating this organizational review is lack of the financial resources needed to fully support the Presbytery’s current structure and programs. It should be noted that the recommended changes will provide a minimal financial improvement (about \$45,000 in personnel costs). To continue the current level of programming, committee activities and services to churches and the Synod and General Assembly, the Presbytery will be required to increase stewardship at the local church level. After all, we are a connectional church that can only reach out in mission if we all work together and support one another.

One last recommendation: the Team recommends that in the future the Presbytery fully utilize its existing committee and management structure (Strategic Planning and Organizational Review Committee, Personnel Committee, General Presbyter/Stated Clerk, etc.) before embarking on a study of this magnitude and complexity. The time constraints placed on this approach along with the resulting disruptions have undermined the Presbytery’s effectiveness and have created barriers to creative thought and truly productive discussion.

As we consider these recommendations, we must do what Christ did so often. We too must spend time in prayer, reflection and meditation always seeking to hear God’s call to action and change. We, like Christ, must answer His call with the words “not my will, but thine be done.”

Appendix A

Transition Team Membership

Committee or Council Representatives

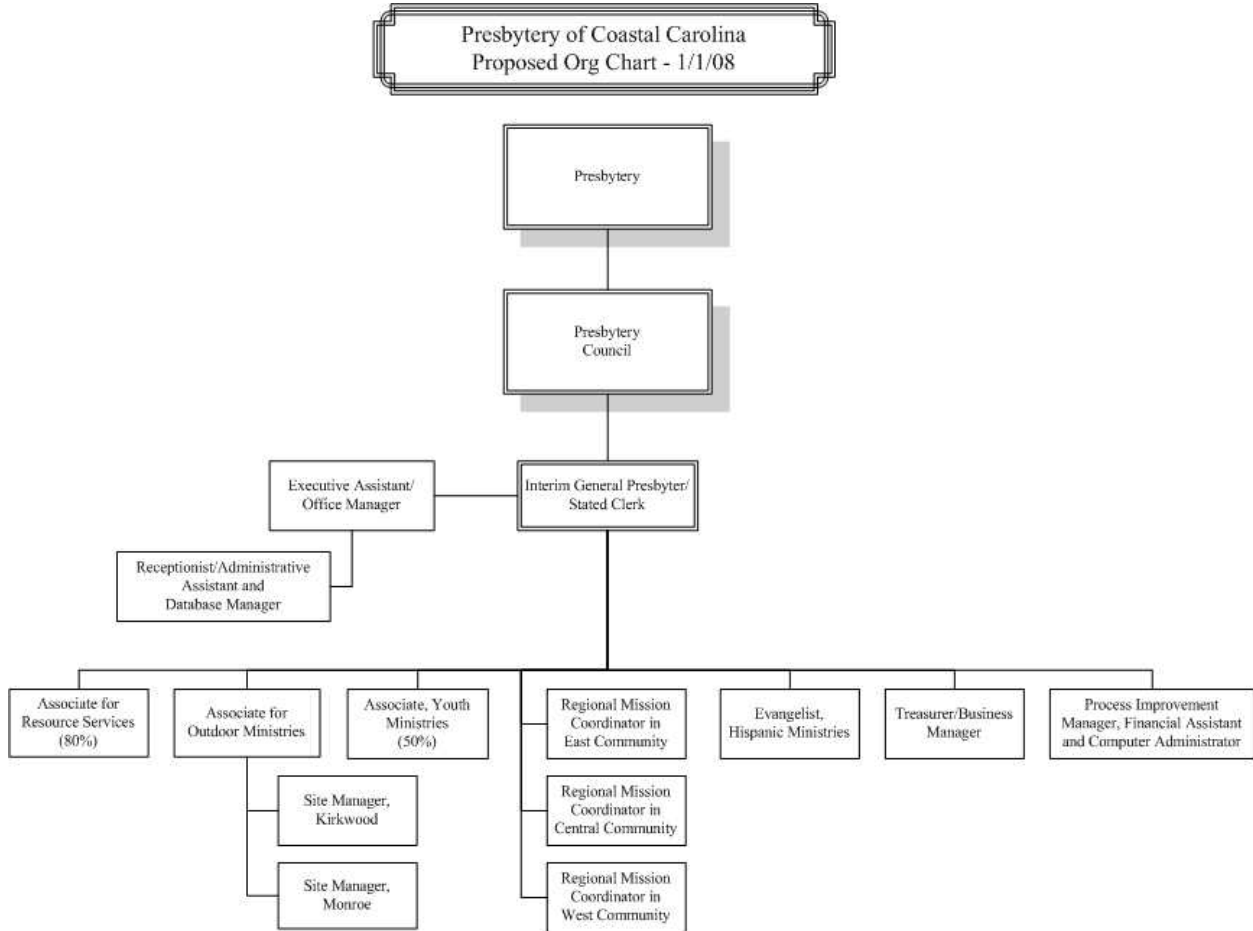
Black Caucus	Rev. Perry Griffin
Budget & Finance Committee	Ms. Ann MacDuffee
Committee on Ministry	Rev. Dr. William "Bill" Goodnight
Committee on Representation	Ms. Sally Hillbeck
Communications Committee	Rev. Jonathan Watson
Hispanic Ministries	Mr. Luis Niño
Mission/Outreach Committee	Ms. Katrina Jones
Organization Design Task Force	Rev. Patricia Fletcher
Outdoor Ministries Committee	Rev. Dr. Raymond "Ray" Mendenhall
Personnel Committee	Rev. Patricia Fletcher
Presbytery Council	Rev. Joseph "Joe" Hester
Presbytery Staff Representative	Ms. Kaye Bledsoe
Revitalization and Transformation	Rev. Wm."Ben" Burrows
Strategic Planning & Organizational Review	Dr. Kenneth "Ken" Newbold
Strategic Planning & Organizational Review	Rev. Ernest "Ernie" Johnson

Ex Officio Members

Executive Presbyter/Stated Clerk	Rev. Dr. John Goodman
Interim General Presbyter/Stated Clerk	Rev. Dr. David Walker
Transition Team Leader	Mr. Robert "Bob" Fry
Treasurer and Business Manager	Ms. Gayle Boykin

Appendix B

The following organizational chart will go into effect when this report is adopted by the Presbytery.



Appendix C

Presbytery of Coastal Carolina Projected 2008 Personnel Costs

Position	Vacancy Status	Base Salary	Medical	Board of Pensions	Employer FICA / SECA	Prof. Reimburse.	Total Cost	Grant Support	Total Cost less Grants
<u>Exempt Staff (Program):</u>			19.5%	12.0%					
Associate for Outdoor Ministries	Vacant	\$39,985	\$7,797	\$4,798	\$3,059	\$5,500	\$61,139	\$0	\$61,139
Associate for Youth Ministries (50%)	Vacant	\$15,000	\$6,071	\$1,800	\$1,148	\$2,000	\$26,019	\$20,000	\$6,019
General Presbyter/Stated Clerk	Vacant	\$63,400	\$12,363	\$7,608	\$4,850	\$6,600	\$94,821	\$0	\$94,821
Hispanic Evangelist*		\$23,000	\$6,071	\$2,760	\$1,760	\$6,600	\$40,191	\$0	\$40,191
Regional Mission Coordinator - Central	Vacant	\$37,250	\$7,264	\$4,470	\$2,850	\$7,000	\$58,833	\$0	\$58,833
Regional Mission Coordinator - East	Vacant	\$37,250	\$7,264	\$4,470	\$2,850	\$7,000	\$58,833	\$0	\$58,833
Regional Mission Coordinator - West	Vacant	\$37,250	\$7,264	\$4,470	\$2,850	\$7,000	\$58,833	\$0	\$58,833
Resource Center Director (80%)		\$27,107	\$6,071	\$3,253	\$2,074	\$0	\$38,505	\$0	\$38,505
Treasurer/Business Manager		\$42,500	\$8,288	\$5,100	\$3,251	\$0	\$59,139	\$0	\$59,139
Kirkwood Site Manager**	Vacant	\$23,000	\$6,071	\$2,760	\$1,760	\$0	\$33,591		\$33,591
Monroe Site Manager**		\$33,000	\$6,435	\$3,960	\$2,525	\$0	\$45,920		\$45,920
<u>Total Exempt Staff</u>		\$378,742	\$80,959	\$45,449	\$28,974	\$41,700	\$575,824	\$20,000	\$555,824
Executive Asst/Office Manager/Recording Clerk		\$40,774	\$7,951	\$4,893	\$3,119	\$0	\$56,737		\$56,737
Process Improvement Manager/Financial Assistant/Computer Admin.		\$36,000	\$7,020	\$4,320	\$2,754	\$0	\$50,094		\$50,094
Receptionist/Adm Asst/Database Manager		\$25,141	\$6,071	\$3,017	\$1,923	\$0	\$36,153		\$36,153
Total Non-exempt Staff (Support)		\$101,915	\$21,042	\$12,230	\$7,796	\$0	\$142,984	\$0	\$142,984
Total Cost		\$480,657	\$102,001	\$57,679	\$36,770	\$41,700	\$718,807	\$20,000	\$698,807
Contingency									\$37,805
Total Cost Plus Contingency									\$736,613

Notes:

All vacant position salaries are subject to negotiation

* Full-Time with Presbytery funding 60% and remaining 40% from other sources

** Housing & Utilities Provided

***Morgan Found. Grant for Youth Ministry