

Presbytery of the James, 102nd Stated Meeting
June 18, 2019 – First Presbyterian Church
Charlottesville, Virginia

Report of the Stated Clerk
Presbytery of the James
June 18, 2019

I. Nominations

- | | |
|-----------------------|--------------------|
| A. Temporary Clerks | Region C: |
| | Region D: |
| B. Courtesy Committee | New Hanover Church |

II. Communications

- A. All readers of presbytery minutes for the February 16, 2019 Stated Meeting have given approval. Copies are at the Stated Clerk's desk or will be emailed to people who request them. Commissioners from Regions C and D will serve as Temporary Clerks today and will be asked to read minutes of this meeting.

III. Commission Reports

- A. The Commission of the Presbytery of the James appointed to install Mark T. Jernigan as Pastor of Overbrook Presbyterian Church, of Henrico, VA met Sunday, January 27, 2019 at 3:30 p.m. at Overbrook Presbyterian Church. A quorum was present consisting of the following:

MINISTERS: Rev. Carla Pratt Keyes
Rev. Todd Davidson, Sermon
Rev. Sandra Goehring, Charge to the Congregation

ELDERS: Ruling Elder John Garrett (St. James, POJ Moderator),
Moderator of Commission, Constitutional Questions
Ruling Elder Dana McKnight (Grace Covenant), Charge to the
Minister
Ruling Elder Miriam Bailey (All Souls)

GUESTS: Rev. Fred Holbrook, POJ Interim General Presbyter and Stated
Clerk

Pursuant to the assignment of presbytery and the provisions of W-4.04 of the *Book of Order*, Rev. Mark Jernigan was installed as Pastor of Overbrook Presbyterian Church, Henrico, VA.

- B. The Commission of the Presbytery of the James appointed to ordain and install Evan Thomas Wildhack as Pastor of Bethlehem Presbyterian Church of Mechanicsville, VA met on Saturday, March 23, 2019 at 10:30 a.m. at Bethlehem Church. A quorum was present consisting of the following:

MINISTERS: Rev. Diane Prevary (POJ Moderator), Moderator, Constitutional Questions to the Minister
Rev. Connie Weaver (Hebron)
Rev. Darren Utley (Fairfield), Charge to the Congregation
Rev. Fred Holbrook (Interim General Presbyter and Stated Clerk)

ELDERS: Brenda Bailey (Bethlehem), Constitutional Questions to the Congregation
Linda Gueringer (First United)
John Garrett (St. James)

GUESTS: Rev. Holly Wildhack (Peace River Presbytery)
Rev. Bill Wildhack (Tampa Bay Presbytery)
Rev. Pam Saturnia (East Iowa Presbytery), Charge to the Minister
Rev. Kendra Smith (Pittsburgh Theological Seminary), Sermon

Pursuant to the assignment of presbytery and the provisions of W-4.04 of the *Book of Order*, Rev. Evan Thomas Wildhack was ordained and installed as Pastor of Bethlehem Presbyterian Church, Mechanicsville, VA.

IV. The Stated Clerk reports the following for information:

Session minutes have been examined (G-3.0108). At the time of this writing no minutes have been received from Ampthill, Bott Memorial, Mitchells, Ebenezer, Overbrook, Praise the Lord, or Rosewood.

V. The Stated Clerk makes the following recommendation for the Consent Agenda:

A. That the minutes of the February 16, 2019 Stated Meeting be approved.

VI. The Stated Clerk makes the following recommendation: None.

Consent Agenda

Presbytery of the James, 102nd Stated Meeting
June 18, 2019
First Presbyterian Church
Charlottesville, Virginia

Any item on the Consent Agenda can be pulled for any reason. Simply make the request at the appropriate time and it will be placed under the appropriate committee report.

I. The Stated Clerk makes the following recommendation:

- A. That the minutes of the Stated Meeting on February 16, 2019 be approved.

II. The Committee on Ministry makes the following recommendations:

- A. That Rev. Gina Maio be granted MAL status, effective February 25, 2019.
- B. That Rev. John Storey be granted Honorably Retired status, effective May 1, 2019.

Strategic Planning Team (SPT) Highlights*

The Strategic Planning Team of the POJ met on Thursday, May 23, 2019 at the offices of the POJ. Thirteen of the members were in attendance as well as Teaching Elder Fred Holbrook, Interim General Presbyter and Stated Clerk. The meeting adjourned at 12:20 p.m.

- Meeting was called to order by Moderator Jen Rowe at 10:30 a.m. with prayer;
- Secretary of the meeting, Teaching Elder Patrick Dennis, provided the devotional with a reading of Dietrich Bonhoeffer, while contrasting *Game of Thrones* finale with today's Christendom;
- Reviewed the homework assignment, to submit a POJ Mission Statement after reviewing various existing presbytery mission statements throughout the P.C.(U.S.A.);
- Received a report from Hal Raddin on the book, *Canoeing the Mountains*, where we heard "Christianity is dying," while encouraging us to move from a pastoral focus to being missionaries;
- Received a report from Fred Holbrook, on his trip to Malibu, CA meeting with new general presbyters or executives, and sharing *Governance as Leadership*, building disciples of Christ;
- Celebrated the "generative change" that occurred during the meeting when discussing the future of the POJ;
- Next meeting to break into small groups to begin discerning a new mission statement for POJ, being instructive, continue being generative, keeping in mind the need to frame our work;
- Agreed by general consensus the next meeting will be June 27, 2019 at 10:30 a.m. at the POJ offices;
- Adjourned with prayer.

* This note has been offered by the vice-moderator of SPT for information only. This note and its contents are not a substitute for SPT approved minutes. If this note were to contradict SPT approved minutes, the approved minutes prevail.

Communication and Coordination Team Report

Presbytery of the James June 18, 2019

The C&C Team Reports This Information:

- 1) Committee on Nominations (CON) shared that there is a potential conflict of interest for a member of Committee on Ministry (COM) who is also a member of the presbytery's Permanent Judicial Commission (PJC). Should a conflict of interest occur, that person will need to recuse himself and a former member of PJC asked to serve in his place.
- 2) Took under advisement CON's request that C&C Team consider changes (evening meetings; Saturday meetings) and encourage options (i.e. Zoom meeting participation) that will allow more people to serve on committees and teams. CON is seeking feedback from those persons who say "no" to serving in order to determine if other times or options for participation will help them to say "yes."
- 3) Heard CON's suggestion that communication with and from the Personnel Team and the Investment Advisory Group, both self-perpetuating entities, will avoid overlapping "asks" so that TEs and REs are not overworked by service on more than one entity, if possible.
- 4) Heard a recommendation from the Personnel Committee that the ministries of Stewardship and Evangelism be continued in the form of two positions—Director of Stewardship and Director of Evangelism. These positions would be one-year renewable contracts until POJ's Strategic Planning Team completes its work. Both positions were discussed and an observation was made that the Stewardship position description is very "congregation" focused while the Evangelism position description is more "meeting" and "presbytery" focused. The two documents were referred to the Personnel Committee to ask them to try to "synchronize" the two so that the "congregation" focus is foremost. When ready for review and action, the two position descriptions will be presented again to the C&C Team.
- 5) Heard a report from LCT & MAST. Plans are underway for a Mission Fair to be held at the October 19 Stated Meeting of the POJ. It is the desire of both teams to develop relationships with and encourage ruling elders to consider serving in specific ministries of the presbytery as they learn about what the ministries do.

The C&C Team Reports Taking the Following Actions:

- 1) Disapproved the request to celebrate the Sacrament of the Lord's Supper at the June 18 Stated Meeting of the Presbytery of the James at First Church Charlottesville. The Lord's Supper will be celebrated at the October stated meeting.
- 2) Disapproved the collection of an offering at the June 18 Stated Meeting of the POJ for Haiti and the ministry of Cindy Corell. Offerings have ordinarily not been received at POJ stated meetings.
- 3) Authorized Fred Holbrook to ask a person within the POJ to serve as associate stated clerk at times when Fred is not available to perform the tasks of stated clerk. The nominee will be presented to the POJ for approval.
- 4) Received a report from the Rev. John Vest and Creating a Culture of Evangelism (see Appendix A, page 56).
- 5) Approved a request from CON permitting a year of imbalance between Teaching Elders and Ruling Elders in some regions of the POJ.

- 6) Supported CON's adjusting deadlines for GA commissioners, youth advisory delegates, and moderator of POJ from March 1 to April 1 or 15.
- 7) Reviewed the January – April 2019 Budget-to-Actual report.
- 8) Accepted the 2018 Audit Report. Copies will be made available electronically or in print at the POJ office.
- 9) Amended the 2019 Budget to provide up to \$1,000 in funding for Leigh Anne Ring, in her role as vice-moderator, to attend the annual P.C.(U.S.A.) Moderators' Conference on October 18-20, 2019 in Baltimore, MD. This will be the host site of the 224th General Assembly of the P.C.(U.S.A.).

The C&C Team Reports the Following Items for the Consent Agenda: None

The C&C Team Makes the Following Recommendation:

- 1) To dissolve the Greenwood Church Administrative Commission with sincere appreciation for their faithful service.

Trustees of the Presbytery of the James, Inc. Report

Presbytery of the James, June 18, 2019

The POJ Trustees Report this Information:

- 1) Kenna Payne presented a report from the Investment Advisory Group. Jeff Chapman of RBC Wealth Management meets with this entity.
- 2) The Greenwood Church Administrative Commission reported transfer of all assets to the POJ including cash totaling \$52,279.90. The Trustees directed the stated clerk to present at their September 18 meeting a review of all properties currently held by the Trustees of the POJ, Inc.
- 3) In preparation for the financial reporting that will be provided to the POJ at the June meeting and all subsequent meetings, Kenna Payne provided training intended to increase general financial acumen and grasp of how to understand the presbytery's finances.

The POJ Trustees Report Taking the Following Actions:

- 1) Elected the following officers of the Corporation for 2019:
 - a. President: Stephen W. Starzer
 - b. Vice President: C. Jeremy Cannada
 - c. Secretary/Treasurer: Fred A. Holbrook
- 2) Approved three identified expenses as expenditures from the Camp Hanover Capital Replacement Fund: \$2,100 to replace hydraulics in the tractor; \$3,140 for replacing septic line and cracked covers at Knoxwood Lodge; and \$5,739 to replace the swimming pool chlorinator, emergency cut-off switch and electrical wiring, rebuild pump motor, and repair cracked concrete surface. At the close of 2018, the Capital Replacement Fund total is \$77,066. After this expenditure, the Capital Replacement fund total is \$66,087 which is above the \$50,000 floor that the Capital Replacement Fund is required to maintain.
- 3) Approved the Camp Hanover summer van rental contract for \$4,300.

- 4) Approved a \$7,550 contract for Camp Hanover with Madison+Main marketing firm who are developing a plan for 2019 for the camp.
- 5) Approved purchasing a house owned by the estate of Joey Lohr adjacent to the Camp entrance at 3291 Parsley Mill Road, Mechanicsville, VA for \$310,000. An inspection of the property including water, well, septic system, and termites is required by the POJ.
- 6) Accepted the 2018 Audit Report presented by Cherry Bekaert, LLP.
- 7) Received a report from Benjamin Spence, the attorney retained by the Trustees for the Victoria Church property (Lunenburg County), and authorized him to write a certified letter confirming ownership of the Victoria Church property being held by the Presbytery of the James for the Presbyterian Church (U.S.A.) and the desire of the Trustees of the POJ, Inc. to resolve this matter in a mutually respectful manner as soon as possible, including offering the property to the Victoria Evangelical Presbyterian Church for purchase.
- 8) Approved the request from the New Hanover Church to market and sell approximately 35 acres and to take out a “bridge loan” for \$430,000 which will be repaid after the sale of the property.
- 9) Approved a corporate resolution that the Trustees of the Presbytery of the James, Inc. acknowledge that Fred A. Holbrook, Secretary/Treasurer, has authorization to sign on behalf of the Trustees.
- 10) Approved a request from the Lord Jesus Korean Church that \$200,000 of POJ assets be allocated on their behalf to PILP (Presbyterian Investment and Loan Program) for refinancing of the church’s \$1.7 million loan at a 4.75% interest rate over 20 years. This investment earns a rate of 2.5% over a 25-month period. The remaining \$100,000 of the \$300,000 required for qualification for a loan, will be invested by an anonymous person.

The POJ Trustees Acting as a Commission: None.

The POJ Trustees Report the Following Item for the Consent Docket: None.

The POJ Trustees Make the Following Recommendations:

- 1) That, as a part of the Camp Hanover Incorporation, a Financing Plan for the \$1,250,000 Facilities and Maintenance Improvement Funding be approved as follows:

Payments to be made semi-annually (last 2 payments will be eliminated and the third payment adjusted downward accordingly if the \$310,000 Lohr Property is purchased).

7/1/2019	\$530,000
1/1/2020	\$210,000
7/1/2020	\$210,000
1/1/2021	\$150,000
<u>7/1/2021</u>	<u>\$150,000</u>

TOTAL	\$1,250,000
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Report of the Budget Committee

POJ 2019 Budget to Actual As of April 30, 2019 (33% of fiscal year)

	As of Jan-Apr	2019 Budget	% of Budget
Income			
Total POJ Income	182,169.62	998,735.33	18%
Camp Hanover Income	243,373.76	685,000.00	36%
Total POJ/Camp Hanover Income	425,543.38	1,683,735.33	25%
Expense			
Total Synod and General Assembly	0.00	259,311.70	0%
Constitutional Committees:			
Committee on Ministry	547.68	2,500.00	22%
Committee on Preparation for Ministry	565.55	15,700.00	4%
Committee on Representation	0.00	0.00	
Committee on Nominations	0.00	5,500.00	0%
Permanent Judicial Commission	0.00	0.00	
Total Constitutional Committees	1,113.23	23,700.00	5%
Communications & Coordination Team			
Communications	6,131.33	20,250.00	30%
POJ Staff	124,522.40	383,833.76	32%
Presbytery Meeting Expenses	152.37	750.00	20%
Land Purchases for New Church Development		0.00	
Presbytery Office Expenses	27,279.35	52,200.00	52%
General Presbyter Expenses	197.69	500.00	40%
Communications & Coordination Admin. Expenses	5,000.00	500.00	1000%
Capital Replacement Transfer Expense		7,500.00	0%
Total Communications & Coordination Team	163,283.14	465,533.76	35%
Leadership Connections Team	35,058.23	227,320.00	15%
Mission and Service Team	19,174.98	110,050.00	17%
Camp Hanover Expenses (without subsidy)	206,233.19	685,000.00	30%
Total Expense	424,862.77	1,770,915.46	24%
Total Net Income	680.61	-87,180.13	-1%

**The Presbytery of the James
Balance Sheet
As of April 30, 2019**

	Apr 30, 19
ASSETS	
Cash and cash equivalent	1,111,612.00
Notes receivable	42,390.00
Investments	6,065,004.00
Property and equipment, net	3,036,464.00
Land for future churches	19,167.00
Total Assets	10,274,637.00
LIABILITIES & EQUITY	
Liabilities:	
Accounts Payable to General Assembly	22,065.00
Other accounts payable and accrued liabilities	19,495.00
Total Liabilities	41,560.00
Net Assets	
Without donor restrictions	9,007,135.00
With donor restrictions	1,225,942.00
Total Net Assets	10,233,077.00
Total Liabilities and Net Assets	10,274,637.00



Report of Independent Auditor

To the Board of Trustees
The Presbytery of the James
Richmond, Virginia

We have audited the accompanying financial statements of The Presbytery of the James (the "Presbytery"), which comprise the statement of financial position as of December 31, 2018, and the related statements of activities, functional expenses, and cash flows for the year then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the Presbytery as of December 31, 2018, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Changes in Financial Statement Presentation

As discussed in Note 2, the Organization adopted Accounting Standards Update (“ASU”) 2016-14, *Not-for-Profit Entities (Topic 958) – Presentation of Financial Statements of Not-for-Profit Entities*. The ASU has been applied retrospectively to all periods presented with the exception of the statement of functional expense and the disclosure of liquidity and availability of resources, which have been implemented prospectively as allowed under the provisions of ASU 2016-14. Our opinion is not modified with respect to this matter.

Cherry BeKant LLP

Richmond, Virginia
April 30, 2019

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THE PRESBYTERY OF THE JAMES STATEMENT OF FINANCIAL POSITION

DECEMBER 31, 2018

ASSETS

Cash and cash equivalents	\$ 1,053,270
Church remittance receivable	173,601
Notes receivable	42,390
Prepaid expenses	19,280
Investments	5,227,408
Property and equipment, net	3,036,464
Land for future churches	19,167
Total Assets	\$ 9,571,580

LIABILITIES AND NET ASSETS

Liabilities:

Accounts payable to General Assembly	\$ 98,680
Other accounts payable and accrued liabilities	55,082
Unearned revenue	12,584

Total Liabilities

166,346

Net Assets:

Without donor restrictions	8,219,836
With donor restrictions	1,185,398

Total Net Assets

9,405,234

Total Liabilities and Net Assets

\$ 9,571,580

This above information is extracted from the full 2018 audited financial report. Please refer to the full report for additional information.

THE PRESBYTERY OF THE JAMES

STATEMENT OF ACTIVITIES

YEAR ENDED DECEMBER 31, 2018

	Without Restrictions	With Restrictions	Total
Revenues, Gains, and Other Support:			
Contributions	\$ 1,052,991	\$ 175,742	\$ 1,228,733
Camp Hanover fees and contributions	613,099	151,560	764,659
Investment loss, net	(507,488)	(48,981)	(556,469)
Net assets released from restrictions	909,183	(909,183)	-
Total Revenues, Gains, and Other Support	2,067,785	(630,862)	1,436,923
Expenses and Other Deductions:			
Program services:			
Programs	429,809	-	429,809
Camp Hanover	960,016	-	960,016
Support for congregations	870,757	-	870,757
	2,260,582	-	2,260,582
Support services - management and general	603,975	-	603,975
Total Expenses and Other Deductions	2,864,557	-	2,864,557
Change in net assets	(796,772)	(630,862)	(1,427,634)
Net assets, beginning of year	9,016,608	1,816,260	10,832,868
Net assets, end of year	\$ 8,219,836	\$ 1,185,398	\$ 9,405,234

This above information is extracted from the full 2018 audited financial report. Please refer to the full report for additional information:

<https://www.presbyteryofthejames.com/wp-content/uploads/2019/05/POJ-2018-financial-statement.pdf>.

Motions Related to the Incorporation of Camp Hanover

Presbytery of the James, June 18, 2019

The first reading of Articles of Incorporation, By-Laws, Covenant Agreement Between the POJ and Camp Hanover, Addendum A, and the Facilities Improvements (see Appendix B, page 71) were presented at the February 16, 2019 Stated Meeting of the Presbytery of the James. The following enabling motions are being presented by the Trustees of the Presbytery of the James, Inc.

Motion 1

That Camp Hanover be incorporated subject to the proposed Articles of Incorporation and governed by the proposed By-Laws.

Rationale: Incorporation makes Camp Hanover a more viable, sustainable, and effective camp ministry; helps provide financial security for the POJ; and insulates the POJ from Camp Hanover-related liability claims. Incorporation would also end Camp Hanover's status as the only unincorporated camp in the Synod of the Mid-Atlantic.

Motion 2

That the POJ ratify the Covenant Agreement (excluding Addendum A) with the future Camp Hanover, Inc.

Rationale: The Covenant Agreement describes the relationship between the POJ and Camp Hanover post incorporation. It helps ensure close cooperation and the continuity of shared mission goals.

Motion 3

That the POJ provide financial support to Camp Hanover as stipulated in Addendum A part A2 and transfer to Camp Hanover, Inc. the funds listed in Addendum A part A3 of the Covenant Agreement.

Rationale: Addendum A2 establishes the level of future monthly support for Camp Hanover's ministry following incorporation during the term of the Covenant Agreement. This provides financial certainty for the POJ during the term of the Covenant Agreement. The funding for the balance of 2019 is consistent with the POJ's 2019 budget. Addendum A3 lists funds that have been established to receive contributions solely for the benefit of Camp Hanover and should not be held by the POJ after Camp Hanover is incorporated.

Motion 4

That the POJ amend Addendum A1 of the Covenant Agreement to decrease the amount of the Facilities Maintenance and Improvement funding to \$940,000.

Rationale: The Trustees have recently provided \$310,000 to enable the purchase of desirable property adjacent to Camp Hanover. The property became available in April and the decision to purchase it was made after the Covenant Agreement was presented for the First Reading in February. Approval of this motion keeps the level of POJ support envisioned by Addendum A1 equal to what was presented for the First Reading.

Motion 5

That the POJ provide financial support to Camp Hanover as stipulated in the amended Addendum A1 of the Covenant Agreement.

Rationale: This support is in accordance with the POJ's historical and continuing commitment to Camp Hanover and its ministry. The motion also helps ensure that Camp Hanover will have adequate resources for operations immediately following incorporation and provides the camp with the POJ's budgeted amount of financial support for the first half of 2019.

Motion 6

That the Trustees of the Presbytery of the James, Inc. be authorized to represent the POJ in all matters necessary to accomplish these tasks, including the conveyance of certain real property to Camp Hanover, such property to be held in trust for the POJ.

Rationale: Future actions will be needed to complete the tasks approved by the POJ. Approval of this motion will give the Trustees the latitude to complete the POJ's responsibilities following Camp Hanover's incorporation in a timely and efficient manner.

Report of the Mission and Service Team (MAST)

Presbytery of the James

June, 2019

The Mission and Service Team provides oversight and support to eight ministries serving in a variety of ways. These ministries connect with the mission and vision of the P.C.(U.S.A.) and bring together the work of our denomination with the presbytery and its congregations in order to strengthen God's mission outside our church walls, both locally and globally. [Cultivating A Culture of Evangelism](#), [Disaster Relief](#), [Dismantling Racism](#), the [Haiti](#) Ministry, [Hunger](#) Relief, [Public Policy Witness](#), [Self-Development of People](#), [Social Justice](#), & [World Mission](#).

The story of their remarkable ministries is described below. Each carries its own blessings and we hope you find, in them, cause for the praise of God. To volunteer for a ministry, please contact Ron Bullis (firstpresbyterianhopewell@verizon.net) Moderator, Mission and Service Team.

Social Justice Ministry Team

The primary goal of the Social Justice Ministry Team is to support the development of strong justice ministry networks in congregations in order to address root causes for injustice in our communities. Progress toward that goal was realized on Thursday, May 2, when over 170 Presbyterians from Bon Air, First Richmond, Ginter Park, Grace Covenant, Southminster and Union Presbyterian Seminary joined twenty-one partner congregations at Good Shepherd Baptist Church for an interfaith action to address unjust practices related to affordable housing and Richmond's eviction rate (second highest in the nation) as well as elementary reading education and competency. At that meeting, the Senior Policy Advisor to Mayor Stoney, Richmond City Council Vice President, and Richmond Public School Chief Academic Officer made commitments as follows:

- \$2.9 million in funding for Richmond's Affordable Housing Trust Fund—triple the amount previously invested each year
- Fund the start of Richmond's Eviction Diversion Program
- Support and strengthen the proven Reading Mastery curriculum currently being piloted in eight elementary and secondary schools in Richmond Public Schools

This action was the culmination of months of research and advocacy by hundreds of justice workers from within our partner congregations.

We welcome additional POJ congregations to join us. Feel free to email Janet Winslow at pastorjanet@bonairpc.org for additional information.

World Mission Ministry Report

Take advantage of two outstanding opportunities to go deeper into God's Mission. The World Mission Ministry urges you to consider both of these, and to share them with your congregation.

Big Tent in Baltimore August 1-3. Expand your horizons of faith and engagement in God's mission at the Big Tent. This event is for pastors, church members, and families. Offered by the P.C.(U.S.A.) in alternate years, the Big Tent offers inspiration, challenge, connections, strategies, Bible study, and much more. This year it is close—**in Baltimore!** You can find more information here: <http://oga.pcusa.org/section/big-tent/big-tent-2019/general-information/>

The registration is modest (\$95) and the opportunities are endless whether it is mission, stewardship, earth care, advocacy, art, or race relations. It is all under one "Big Tent." Bill Brown, former Old Testament faculty at Union Presbyterian Seminary, will lead the Bible study plenary sessions. In addition, the *Haiti Mission Network* with *Cindy Corell* and representatives from Haiti will meet prior to the Big Tent. For more information see the Haiti Ministry Report.

Food and hotel at the Big Tent are on your own. If you or someone in your congregation needs help with the cost, contact Mary Jane Winter (mjwinter@comcast.net). World Mission Ministry has some funds to support church leaders.

Presbytery Partnership Trip to Guatemala October 28-November 3 offered with Peaks Presbytery and sponsored by CEDEPCA (Protestant Center for Pastoral Studies in Central America), a mission partner of the P.C.(U.S.A.). The focus of this visit is on Migration and Ministry. Who is migrating and why? What are our mission partners doing? How can we go deeper in our understanding and response? Learn about the root causes of migration. Engage with people at the margins. Be a witness to Christ's presence and experience how the church is seeking to help. Learn from our partners at CEDEPCA how we can be part of the solution.



This trip will encourage us to grow as global Christians and connect with brothers and sisters in need in Guatemala. The group will travel to the countryside and attend the famous Kite Festival on the "Day of the Dead." **Cost is \$910 plus airfare.** For more information, contact Mary Jane Winter (mjwinter@comcast.net).

Mary Jane Winter, World Mission Moderator

Disaster Relief Ministry

An energetic group from the Presbytery of the James left on June 1 for a return trip to New Bern, NC, for the third Florence Recovery Mission Trip. They went to continue the rebuilding still needed from the hurricane and flood last September which caused extensive damage and devastation. West New Bern Presbyterian Church again hosted the group. The team leader was Brown Pearson and the “chief cook” was Laura Pearson, both from Southminster Church, which also provided the logistics.

Brown was motivated to organize this trip noting *“If your heart is like mine, it weeps for the folks in North & South Carolina with the Hurricane Florence damage. These people really want and need to get moved back into their homes.”* It has been too long!

Everyone who goes on one of the presbytery Disaster Relief trips learns new skills, makes new friends, and finds deep satisfaction in making a difference in the lives of many grateful people. *“We need able bodied people who can get in there and get to work. Any skill level is helpful,”* commented Brown. If you want to be on a list to learn of future opportunities, contact Brown Pearson cbpearson3@erg-homes.com.

Self-Development of People Ministries

The committee on the Self-Development of People is continuing to work toward several goals and objectives discussed and presented in our “Convocation and Workshops” held October 12 and 13, 2018 at Union Presbyterian Seminary, Richmond, VA. The theme was “Let’s Alleviate Poverty.” The SDOP committee is committed and reaching out to churches in the Presbytery of the James, non-denominational churches and community groups to form partnerships to utilize the resources available through both the local and national levels of grants currently available from SDOP to fund projects.

The local SDOP committee is seeking to achieve three goals in 2019:

- New partnerships to fund projects in the communities surrounding POJ churches to help alleviate poverty.
- Assist churches in the Presbytery of the James with organizing and identifying groups who want to apply for grants.
- Seek volunteers to strengthen the SDOP committee to carry out the mission of working with the oppressed and disadvantaged, economically poor, and people facing actions of injustice.

Several Partnerships funded with SDOP grants will be on display at our table during this meeting. Please stop by and meet our committee.

Lamar Lockhart, Moderator

Haiti Ministry

A word of thanks

The Haiti Ministry continues to offer thanks for all the congregations and individuals within the Presbytery of the James who have a passion for partnering with our siblings in Haiti. Haiti continues to work through the myriad struggles the people face and we hope and pray that a future trip will be a possibility so we may continue to connect with our partners face-to-face.

A word from Cindy Corell

While it has not been safe enough for us to travel to Haiti, Cindy, our Mission co-worker, continues her work on the ground. Because of the continued support of this presbytery, Cindy stays in Haiti and works in Haiti and connects us to what God is doing in her midst. Here is an update from Cindy as of May 15:

This isn't what I signed up for.

That sliver of thought keeps running through my mind, uninvited.

In six years, I've adjusted to Haiti, acclimated to its pace, learned of the tiny country's pressing poverty and the root causes of poverty as identified by my local colleagues.

But sprinkled through those lessons has been – at least until now – visits from Presbyterian delegations eager to learn about this remarkable place and her people.

All that changed in February. Two weeks of violent protests and ensuing dramatic uptick in personal crime led the State Department to label Haiti as a Do Not Travel country. The threat alert for U.S. travelers moved to a Level 4, the most dangerous.

So rather than planning logistics and welcoming delegations, my work is more administrative with fewer trips into the countryside, fewer connections with the farmers of rural Haiti.

So, I imagine this conversation with God:

Me: Ummm, this isn't what I signed up for, Lord.

God: OK. What exactly did you sign up for?

Me: In every letter or presentation to Presbyterians, I invited them to come here, to see what I see, to hear what I hear, to meet these amazing children of yours who live here.

God: I see. So, you're a tour guide?

Me: No! It's just that that's the part I love most! Watching their hearts expand and soften when they hold hands with our people. Hearing how their own lives are changed. Seeing them laugh with the people of Haiti, not cry for them. Learning how they figure out together what we can do.

God: So, now what? You can't do that anymore?

Me: Well, it's not as easy.

God: Oh. I see. You signed up for easy.

That's the hardest part, sometimes, of accompanying people on the margins. Everything changes. And sometimes, rarely, but sometimes, it changes for the better. We just have to keep working toward that day. Because, in fact, God and the POJ didn't send me to Haiti to do what feels most comfortable. God and the POJ sent me to Haiti to better understand (and help you understand) the already difficult way of life can become more uncomfortable, and still we keep moving

forward. Haitians teach me this every day. One day, I hope to do it with the grace they never fail to show.

So, while gang violence, political insecurity, government corruption, and hurricane season coming might keep delegations from visiting beautiful Haiti, FONDAMA is working hard to share the stories in other ways.

We are putting the finishing touches on our website that we hope to launch next week.

We are working hard with other advocacy platforms to talk about real issues going on – particularly land-grabbing and will have those details out in several months.

We are planning the Haiti Mission Network meeting to be held in Baltimore, MD July 30-August 1, just before the PC (USA) Big Tent mission conference there.

And in all these ways, we will tell the stories of the rural poor, the seemingly mounting obstacles rising against them, and the ways we are fighting back.

We miss greeting you here in Haiti.

Our partnership with Presbytery of the James is invaluable to us. In FONDAMA executive committee meetings, the POJ is often referenced, and not just by me!

While the security situation here has changed, our dedication to both alleviating effects of dire poverty of the people here and, together, growing our faith in God has only deepened.

We are grateful for all of you, and we hope to find a time and plans to be able to greet you here soon.

With deep love and gratitude,

Cindy

Haiti Mission Network Meets during the Big Tent in Baltimore. It begins at 3:00 p.m. on Tuesday, July 30 and concludes before noon on Thursday, August 1. Fee - \$145 includes two meals, meeting space and materials, and bringing two guest speakers, one of whom is from Haiti. If you or your congregation or presbytery has any relationship with the people of Haiti or with Cindy Corell, join us for a meeting of the Haiti Mission Network. In mission, we strive to accompany the people of Haiti as they work to improve their lives, amplifying their voices, and in the process allow our lives to be transformed by God. Our Mission Network brings together Presbyterians working in Haiti to share resources, ideas, stories and encouragement. Join us as our mission co-workers in Haiti share how rising political chaos affects the average Haitian's life, and invite us to look more deeply into the root causes of Haiti's poverty and how together we can help our partners advocate for positive changes.

A Word from Rev. Elizabeth McGuire

After serving God through the Presbytery of the James for the last 9½ years, God is calling my family to Raleigh, NC. I will continue my call of spending the majority of my time with my children, but look forward to bringing the amazing opportunities found through our partners in Haiti to a new presbytery. The leadership of our Haiti Ministry will change a bit, but please know that I will continue to be part of this ministry, though more remote. I wanted to extend a final and heartfelt thank you for the ways this presbytery has opened its heart and mind to allow God to do a new and marvelous thing through our partnership in Haiti through Cindy Corell. Merci anpil! (Thank you very much!)

Rev. Elizabeth McGuire, Moderator, Haiti Ministry

Report of the Leadership Connections Team

Report of the Moderator

The Leadership Connection Team supports the work of eight distinct ministries, each equipping those who work in specific ways or with specific groups of people across the presbytery. As the LCT undergirds the work of leaders and enhances connections between ministries and congregations, we are working to build up those who are building up the Body.

There is much good work on which to report! Provided below are reports from this quarter's highlighted ministries. Our ministries involve church members, elders, staff persons, and clergy from across the presbytery in work involving groups as diverse as campers and seniors, college students and ministers, members of predominantly black churches and those who are part of Presbyterian Women. Our ministries support functions critical to the life of the congregations of the presbytery including education, preaching, stewardship, and issues related to our small churches.

The LCT supports each of these ministries with advice and support on budgets, event planning, redefining focus and purpose statements, and rebuilding/enlistment. And since there are new ideas for building and supporting meaningful work across the POJ, our team can also help new ministries form.

Lisa Salita, Moderator, Leadership Connection Team

Reports from the Ministries

Community of Ministry and Worship

The Community of Ministry and Worship (CMW) is a ministry of the Presbytery of the James committed to building sustainable bridges from seminary to the practice of pastoral ministry. The CMW will begin its second cohort of POJ in August 2019 with eleven pastors who are out of seminary for less than eight years. The cohort will be mentored by Gary Charles and Jill Duffield, who also served as mentors for the first cohort that met from Feb. 2018-Feb. 2019. In monthly meetings, we will read together, explore goals for the development of pastoral ministry, pray together, and commit to growing in preaching and worship, administrative leadership, stewardship, justice engagement, and other areas identified by the cohort.

A goal for the Community of Ministry and Worship would be to raise sufficient resources to sponsor cohorts for pastors in the middle years of their ministry, for clergy serving in non-parish settings, and for women in ministry in a wide variety of parish and non-parish settings.

Submitted by: Gary Charles and Jill Duffield, Moderators

Older Adult Ministries

Purpose Statement

The major ministry of a presbytery is to be a “connectional resource” to local congregations. A goal of POJ’s Older Adult Ministry is to develop strategies to meet the spiritual, physical, and emotional needs of the rapidly increasing number of older adults in our churches.

Upcoming Events and Opportunities

A second goal is to offer programs on end of life issues to congregations and/or a yearly retreat or timely intergenerational events, both to be held at POJ’s Camp Hanover. A third goal is to reach out to POJ churches and engage them in recognizing and using seniors in active roles in our churches.

Highlight of Recent Activities

Rev Denise Anderson was our keynote speaker last fall at our annual retreat at Camp Hanover. We had about 70 in attendance. We had six churches with at least 5 members present and refunds of \$100 per group were given. This proved to be a great incentive to get folks to come.

How to Get Involved/Next Meeting

The next meeting of our group will be held on June 11 at the presbytery office. We invite both clergy and lay persons with a passion for our developing adult population to join us. At this meeting we will brainstorm ways to reach the above-mentioned goals and adjust or make changes as needed as we reach out to our POJ churches.

The Presbyterian Older Adult Ministry Network’s National Conference will be held in Louisville, KY Oct 15-18th; details are provided on [POJ’s OAM webpage](#). Members of OAM: Marian Bailey, Gladys Bowles, Lillian Rhudy, Ralph Rhudy

Submitted by: Lillian Rhudy, Moderator

Presbyterian Women

Purpose Statement

Forgiven and freed by God in Jesus Christ, and empowered by the Holy Spirit, we commit ourselves

- to nurture our faith through prayer and Bible study,
- to support the mission of the church worldwide,
- to work for justice and peace, and
- to build an inclusive, caring community of women that strengthens the Presbyterian Church (U.S.A.) and witnesses to the promise of God’s kingdom.

Upcoming Events and Opportunities

The Summer Gathering of Presbyterian Women of The Synod of The Mid-Atlantic was held June 6 through 9 at Massanetta Springs Conference Center. The highlight of this conference was the overview of the 2019-2020 HORIZONS Bible Study, “Loved Carved In Stone” by Eugenia

Gamble. Keynote conference speakers were Hebrew Scholar Gideon Amir and the Rev. Joyce MacKichan Walker, recently retired education pastor of Nassau Presbyterian Church in Princeton, NJ. The gathering opened on Thursday evening with a Midrash by Mr. Amir and Mrs. Walker. Mrs. Walker wrote this Bible study's "Suggestions for Leaders" resources which may be viewed at <https://www.presbyterianwomen.org/wp-content/uploads/2019/03/HZN19101-Love-Carved-in-Stone-Workshop-for-Leaders.pdf>

The Fall Gathering of Presbyterian Women of The James (PW-POJ) will be held on Saturday, November 2 beginning at 9:30 a.m. at First Presbyterian Church located at 4602 West Cary Street in Richmond. Detailed information will be available from Area Leaders during the summer months.

Presbyterian Women and their congregations can demonstrate love, concern, and prayers for the children affected by Hurricane Maria in Puerto Rico through a new "Together in Service" project. PW, Inc. is partnering with the three presbyteries on the island of Puerto Rico to create personalized pillowcases and will distribute them through Presbyterian churches and schools. PW will send personalized pillowcases to the PW of the Synod of Puerto Rico in August 2019. This is a wonderful inter-generational project for congregations. Purchase a "blank" pillowcase using some of the suggestions below, or make your own pillow cases. Donations of cash or craft supplies for use at Youth Triennium also are welcome. Pillowcases, fabric glue, appliqués, fabric markers and stamps are needed for the Triennium. During Presbyterian Youth Triennium in July 2019, the PW exhibit space will be used to create pillowcases.

You are encouraged to send pillowcases with youth who attend the Presbyterian Youth Triennium at Purdue University July 16-20, 2019. Supplies or completed pillowcases can be delivered to PW in the Exhibit Hall. Completed pillowcases also can be sent to: Presbyterian Women, Attn: Cheri Harper, 100 Witherspoon St., Louisville, KY 40202-1396

Suggestions

- Create a pattern with fabric paint or dip-dyes and stencils or stamps. Glue on buttons, felt or ribbons.
- Embroider designs or use iron-on appliqués. Stitch on lace borders or a crocheted edging.
- Sew, quilt, crochet or knit a whole pillowcase with fun colors.
- Choose simple designs for children or novice crafters; skilled sewers can make them reversible!

Be sure to include a message.

- Write a note telling a child in Puerto Rico that you are sending love and care with the pillowcase.
- Send a prayer or special bible verse; send a picture of yourself, your church or your PW group.
- Sew in a label that identifies the group or shares a word of hope (perhaps in Spanish).

Together in Service is PW's hand-on mission program, supported, in part, through financial gifts. Send your contribution of any size to PW, Inc., Remittance Processing, PO Box 643652, Pittsburgh PA 15264- 3652; or give online (<https://www.presbyterianwomen.org/giving-funding/give/>).

How to Get Involved / Next Meetings

Local congregations support mission projects at the local, national, and international level. Consider partnering with a nearby congregation for mission projects as well as for prayer and Bible study. Your Area Leader or any member of the PW-POJ Coordinating Team will be glad to help you.

The PW-POJ Coordinating Team will be meeting during the summer months to plan for the new program year. Presently there are vacancies for Secretary, Area Leaders, and Search Committee members. Contact Search Chair Evalyn Page at Evalyn@verizon.net if you are interested in serving on the Coordinating Team.

Highlight of Recent Activities

111 Presbyterian Women from 41 congregations attended the 30th Spring Gathering of Presbyterian Women of the James on May 4 at River Road Presbyterian Church in Richmond. The day's mission offering of \$2,567 was designated for Presbyterian Children's Home of the Highlands of Wytheville, VA which is celebrating its 100th anniversary throughout 2019. Billy Rice, Executive Director of the Children's Home, gave the gathering's keynote mission address. The day also included greetings from church-wide, synod, and presbytery leaders, the annual business meeting, 30th anniversary celebration lunch with birthday cake, the 2018 In Memoriam necrology, and closing worship with Holy Communion. We are grateful to the River Road congregation and staff members for graciously welcoming everyone with such warm hospitality.

Submitted by: Jayne Sneed, Moderator

The Resource Center

Purpose Statement

Greetings, Friends, from the Resource Center! We are your resource connection, working in partnership with local theological schools and their libraries, as well as judicatories, local congregations, and affiliated organizations. Over 15,000 volumes await your exploration: a wide variety of curricula, books on Christian education and other related topics in theology, media resources, art, artifacts, and so much more! Check out our searchable online catalog to explore the possibilities: www.resourcingchurches.com, then choose the "resources" pull-down menu, then "online catalog." Or just stop by and spend a few minutes or a day perusing hands-on some of the most innovative, creative, and theologically helpful resources we could find! We are here for you and your congregation!

Upcoming Event(s) or Opportunities

Teachers' Toolbox, upcoming on October 5, 2019, provides basic and advanced teacher-equipping sessions for 60+ from local congregations. The event features workshop leaders from a variety of denominations (including POJ). This year's keynote is TBD. Last year's keynote presentation, "The Church in the 21st Century: Public Theology and Public Voice," was offered by Rev. Dr. Mary Young, Director of Leadership Education at the Association of Theological Schools (formerly faculty at the School of Theology at Virginia Union).

Honoring Excellence in Ministry Banquet, to be held October 25, 2019, annually honors two dozen or more lay and clergy leaders nominated by their congregations for their faithfulness and excellence in ministry. This is an excellent opportunity to celebrate the gifts and service of someone instrumental to your congregation's ministry, someone who has served faithfully for many years, or a person whose vision and perseverance helped launch a new ministry or program. More information at www.resourcingchurches.com!

Highlights of Recent Activity

Vacation Bible School Curriculum Fair on February 14, 15, and 16, 2019, offered attendees from several dozen congregations a hands-on opportunity to review and explore dozens of 2019 VBS curricula, listen to the music, receive free consultation, enjoy special discounts (up to 30% off plus free shipping)! With the demise of many retail church-related bookstores, the VBS Curriculum Fair becomes increasingly popular – an increasingly important opportunity for churches to see, touch, and review resources for their churches. This annual event is FREE and held at The Resource Center, Kingsley Hall, 4th floor, Samuel DeWitt School of Theology, Virginia Union University, 1500 N. Lombardy St., Richmond 23220.

Teaching Excellence Colleague Forum, held March 2, 2019, provided seasoned educators, pastors, and teachers with the opportunity to spend the day with an expert in the field of teaching/learning in the Christian church, a thought leader in the field. Dr. Israel Galindo, Associate Dean for Lifelong Learning at Columbia Theological Seminary in Decatur, Georgia (formerly dean at BTSR in Richmond) presented at this year's Forum on the topic "The 7 Educational Concepts that will Change Your Teaching."

How to Get Involved / Next Meeting

Every POJ congregation has a membership to The Resource Center provided through the generosity of the Presbytery of the James! To take advantage of this terrific resource, visit www.resourcingchurches.com to explore the possibilities, or contact Dr. Denise Janssen, executive director, at 708.955.8913 (cell). We are here to help you Tuesday through Friday, noon to 6 p.m. and other times for consultation and resourcing by appointment!

Submitted by: Denise Janssen, Executive Director

Small Church Ministry

Who We Are... Small Church Ministry seeks to support the smaller congregations of the presbytery (100 or less in weekly worship attendance) by providing informational resources and opportunities for connection. The Small Church Internship program also finds a home with us, and we currently administer the Small Church Grant program of the presbytery.

Small Church Workshop... Kelley Hope, Communications Specialist for the presbytery, led a workshop for small churches on online communications at Southminster Church on March 9. Leaders from ten congregations came together to learn about email systems, Facebook and other means of online communications. Feedback from the event suggests that Kelley might lead a workshop next year on creating websites. Small Church Ministry is grateful for Kelley's help in both leading and publicizing the event.



Small Church Grants... The presbytery has allocated \$25,000 for grants to small churches for 2019. These grants of up to \$5,000 per congregation may be used for urgent, immediate needs such as HVAC repair or to promote outreach into the community like seed money for an afterschool program. So far this year, the program has helped Second Petersburg Church move beyond an outdated church computer accounting system and Forest Hill Church begin a summer food truck ministry. Further information and application forms are available at presbyteryofthejames.com/resources/forms. Completed forms may be sent to the Presbytery office or as PDF pages to Mark Sprowl, mesjlh@aol.com. Also, any questions may be addressed to him at that email or by phone at 804-512-9197.

Please note that the synod also sponsors a similar program, however, with two distinct application deadlines during the year. For more information, go to www.synatlantic.org/funding/small-church-grants or call 804-342-0016.

Small Church Internship... Held in association with the Field Education Program at Union Presbyterian Seminary, this group features regular discussions with Rev. Jason Cushing, a small church pastor at Gregory Memorial Church, about issues specifically related to the unique context of small churches. For more information, call Jason at 804-732-1081 or contact the seminary at 804-355-0671.

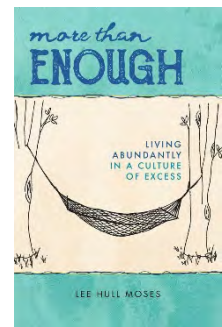
Looking to the Fall... Although the date has not been set, Small Church Ministry plans to host a gathering of small churches where we share some best practices in community outreach, worship and evangelism. Many small churches offer models for vital ministry, and we plan to give their leaders an opportunity to share their good news. Further details will come in the summer.

Membership... We are always looking for enthusiastic teaching and ruling elders from our small churches to help us in our goal to inform and to link together our smaller congregations. We usually meet in the morning during weekdays at the presbytery office. If you'd like to see what we're about, contact our moderator, Mark Sprowl, 804-512-9197.

Submitted by: Mark Sprowl, *Small Church Ministry Moderator*

Stewardship Ministry

I recently had the opportunity to spend a few days with all those who gathered for the annual spring Ecumenical Stewardship Center conference entitled *Generosity Transformed!* The keynote speakers addressed transformation in three main topics: Mission, Ministry, and Money. One of the keynote speakers was Rev. Lee Hull Moses, pastor and author of *More Than Enough: Living Abundantly in a Culture of Excess*.



Lee challenged me to consider my answer to the following questions, and to challenge the congregations I work with in our presbytery to answer them as well. *Do we believe we are enough or not? Do we believe God created us as enough? Do we truly know what it means to be loved?* In order to answer yes to any of those questions, we must be grounded in gratitude and generosity; we must believe and trust in the faith we profess.



Conferences like this one remind me that we are each capable and up to the challenge of stewardship and generosity. These events remind me that we are not alone in this work, that we have many conversation partners ready to help us through the next obstacle we're facing.

It is my hope that I can be a conversation partner with you and your congregation.

Deborah Rexrode, Associate for Stewardship

Fourth Small Church Forum

The fourth in a series of Small Church Forums led by the Presbyterian Foundation was held on Saturday, April 6 at New Hanover Church. A total of 42 people attended at least one of the forums representing 20 congregations in our presbytery. Eighty percent of the congregations in the Presbytery of the James have fewer than 100 members in worship putting them into the category of being a small church. At the last forum, attendees were asked to share their “take-aways” which included:

- We realize we are not lone rangers.
- We have similar concerns of declining membership and less leadership.
- We have the opportunity to share our resources with other congregations.
- We struggle with not having young families with children in our congregations.
- We have facilities with needs beyond our means for maintaining.
- We have colleagues in small church ministry for encouragement.
- We are committed to continuing this discussion.

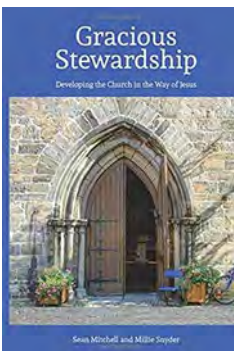
SAVE THE DATE OF OCTOBER 5 FOR THE NEXT POJ SPONSORED SMALL CHURCH FORUM!



Growing Generous Stewards

On Saturday, March 23, 77 clergy and congregation members from the Presbytery of the James and the Virginia Synod of the Evangelical Lutheran Church gathered at Three Chopt along with 25 who joined by simulcast for a Leadership and Stewardship event, “Growing Generous Stewards.” This is an annual event hosted by the Associate for Stewardship of the Presbytery of the James. We were excited this year to join our efforts with the Virginia Synod of the ELCA under the leadership of John Wertz, Director of Evangelical Ministries.

“Growing Generous Stewards” was led by Rev. Charles “Chick” Lane who is the pastor for Stewardship and Generosity at Lord of Life Lutheran Church in Maple Grove, MN. The focus of the event was Chick’s book, “Ask, Thank, Tell: Improving Stewardship Ministry in Your Congregation.” Attendees participated in discussions on how to ask their congregations for generous giving of time, talents, and treasure, how to make sure people know their giving is appreciated and telling the stories of how giving is making a difference in people’s lives.



Gracious Stewardship: Developing the Church in the Way of Jesus

Three years ago, Sean Mitchell was the leader of the Leadership and Stewardship event, and Sean has recently published a book with Rev. Dr. Millie Snyder entitled “*Gracious Stewardship: Developing the Church in the Way of Jesus*.” Making their way through the Gospels, Sean and Millie reflect on the stories, teaching, and life of Jesus and present a practical, grace-based approach for church stewardship ministries.

This book is written for pastors, church governing bodies, and stewardship ministry teams who are disheartened and burned out on church stewardship as a fundraising only endeavor. Mitchell and Snyder offer a trans-formative alternative. The values of grace are shared as a means of revitalizing church stewardship communities. I highly recommend this as a good read for those of you engaged in stewardship ministry with your congregation.

Report of the Committee on Nominations

Presbytery of the James

June 18, 2019

I. The Committee Reports the Following:

- A. The Committee reports that its nominee for Moderator of the Presbytery of the James, to serve in 2020, is Ruling Elder Leigh Anne Ring, River Road Presbyterian Church. Leigh Anne was certified as a Christian Educator in 2001 and was ordained as a Ruling Elder at Swift Creek Presbyterian Church in 2007. She is serving as Vice Moderator in 2019.
- B. The Committee reports that its nominee for Vice Moderator of the Presbytery of the James, to serve in 2020, is Teaching Elder Patrick Dennis, Tuckahoe Presbyterian Church. Patrick was ordained by Seattle Presbytery in 2006. He has served on numerous committees, teams, and boards within the Presbytery of the James.
- C. The election for the above two positions will be held at the October meeting of the presbytery.
- D. Starting in July the Committee on Nominations will begin to fill vacancies that will arise when members of the class of 2019 complete their terms of service. Many of these vacancies will be in Regions E and F. If your church is in either of these regions, **we encourage you to take some time at your next session meeting** to discuss individuals in your congregation who may have a desire to serve the presbytery.
- E. The Committee on Nominations reminds all Teaching Elders and Ruling Elders that at any given time there are at least 150 people serving as volunteers on Presbytery of the James' committees and teams. As a consequence, the Committee welcomes a steady infusion of names of individuals who are interested in serving. Are you able and interested in serving the presbytery? Let us know. Is there somebody in your church who would be a wonderful committee member in the presbytery? Let us know. Is the person sitting next to you a likely candidate for service in the presbytery? Let us know. See the contact information at the end of the report – and send names. Thank you!

II. Committee Recommendations:

- A. The committee recommends the election of the following persons to serve on the Committee on Ministry:

Committee on Ministry

Jay Griles, RE, Amelia, Region F, Class of 2019, Term 1;

Melissa Phillips, RE, Salisbury, Region F, Class of 2019, Term 1.

Leadership Connections Team

Sarah Nave, TE, Covenant, Region E, Class of 2019, Term 1.

- B. The committee recommends that the Presbytery elect the following persons to serve as commissioners from the Presbytery of the James to the 224th General Assembly of the Presbyterian Church (U.S.A.) to be held June 20-27, 2020 in Baltimore, MD:

Hyun Chan Bae, TE, Lord Jesus

Marilyn Johns, RE, Gayton Kirk

Brint Pratt-Keyes, TE, Member at Large

Kenna Payne, RE, Westminster Richmond

Andrew Sanders, RE, River Road

Judy Thomson, TE, Honorably Retired

- C. The committee recommends that the presbytery elect the following persons to serve as alternate commissioners from the Presbytery of the James to the 224th General Assembly of the Presbyterian Church (U.S.A.) to be held June 20-27, 2020 in Baltimore, MD (alternate commissioners are ordinarily nominated to serve as commissioners to the subsequent General Assembly):
- Beverly Bullock, TE, Member at Large
 - Ann Cherry, TE, Trinity
 - Patrick Dennis, TE, Tuckahoe
 - Bruce Harvey, RE, Fredericksburg
 - Lamar Lockhart, RE, Chester
 - Cherry Peters, RE, Second Richmond
- D. The committee recommends that the presbytery elect the following persons to serve as a Young Adult Advisory Delegate and Young Adult Advisory Delegate Alternate from the Presbytery of the James to the 2020 General Assembly:
- Noah Morgan, Westminster, Richmond - Delegate
 - Bethany Reitsma, South Plains, Keswick - Alternate

III. The Committee Reports the Following Vacancies:

The following vacancies exist on Committees and Teams that are filled by the Committee on Nominations:

Leadership Connections Team

- Class of 2021, Region B, Ruling Elder or Member of Congregation
- Class of 2019, Region E, Teaching Elder

Committee on Ministry

- Class of 2021, Region B, Ruling Elder
- Class of 2020, Region C, Ruling Elder

Committee on Preparation for Ministry

- Class of 2020, Region C, Ruling Elder
- Class of 2019, Region E, Teaching Elder

If you are interested in any of these opportunities for service, or have names to recommend to the committee, please contact Pat Valentine, Moderator, Committee on Nominations at patgapoj@aol.com.

Report of the Committee on Ministry

Presbytery of the James

June 18, 2019

(Meetings of February, March, April, and May 2019)

I. The Committee Reports the Following Actions:

A. Reception of Ministers into the presbytery

1. Rev. Sandra Shaner (West Jersey Presbytery) to become pastor at St. Andrews Church, effective May 1, 2019.
2. Rev. Rebekah Tucker-Motley (Mission Presbytery) to become pastor at Orange Church, effective June 1, 2019.
3. Reviewed terms of call for called and installed positions and for Certified Christian Educators (see page 46).
4. Reviewed 2018 annual reports from Validated-Specialized, Members at Large, and Certified Christian Educators (see page 47).

B. Approval of Ministry Positions

1. Igmar Sanchez Prunier to serve as Chaplain at Ascend Hospice.

C. Transfer of Ministers to other Presbyteries

1. Rev. LoAnn Fairman to Shenango Presbytery to serve as Chaplain, Shenango Senior Care.

D. Covenant Pastor I Concurrences (up to six months)

1. Rev. Mark Grussendorf and Salem, 2/1/19 - 7/31/19.
2. Rev. Jaechul Pi and Burkeville, 3/1/2019 - 8/31/2019.
3. Rev. James Baker and Gordonsville, 2/27/2019 - 8/26/2019.
4. Rev. Brett Underdown and New Covenant, 5/1/2019 - 10/31/2019.
5. Rev. Jeff Eason and Pryor Memorial, 5/10/2019 - 11/9/2019.
6. Rev. Donald Denton and Rennie Church, 7/1/2019 - 12/31/2019.

E. Covenant Pastor II Approvals: (up to twelve months):

1. Rev. Ronald Bullis and Hopewell First, 1/1/2019 - 12/31/2019.
2. Rev. Susan Atkinson and Colonial Heights, 3/11/2019 - 3/10/2020.
3. Rev. Lauren Ramseur and Bon Air, 4/1/2019 - 3/31/2020.
4. Rev. John Turner and St. James, 7/1/2019 - 6/30/2020.
5. Rev. Jeff Butler and Woodlawn, 3/1/2019 - 12/31/2019.
6. Rev. Katherine Todd and Forest Hill, 5/28/2019 - 12/31/2019.

F. Approved Commissioned Ruling Elder Covenant:

1. R.E. Charles McRaven and Waddell, 1/1/19 - 12/31/19.

G. Approved Interim Covenants:

1. Rev. Susan Atkinson and Bethlehem, 2/1/19 - 2/28/19.
2. Rev. Christian Shearer and Culpeper, 2/1/2019 - 1/31/2020.
3. Rev. Charles Summers and Three Chopt, 5/28/2019 - 5/26/2020.
4. Rev. Shannon O'Leary and Sandston, 4/16/2019 - 4/15/2020.

H. Appointed Session Moderators:

1. Rev. Walter Canter, Madison.
2. Rev. Darren Utley, Bethlehem (for March 17 meeting of session).
3. Rev. Nancy Clark, King's Chapel Church.
4. Rev. Patrick Dennis, Three Chopt.

- I. Approved Ordination/Installation Commission:
 - 1. Ordain and Install Candidate Evan Wildhack (Shenango Presbytery) as pastor of Bethlehem Church Saturday, March 23, 2019 at 11:00 a.m. at Bethlehem Church, with permission to celebrate the Lord's Supper.
 - 2. Ordain Candidate Jess Cook as minister of the Word and Sacrament, June 29, 2019 at 2:00 p.m. at Ginter Park Church, to serve as Program and Communications Manager at More Light Presbyterians, if the way be clear.
 - 3. Install Rev. Amy Starr Redwine as pastor of First Presbyterian Church, Richmond, June 2, 2019 at 10:00 a.m. at First Presbyterian Church.
- J. Approved the following Parish Associate Covenants:
 - 1. Rev. Dwight Nave and Covenant, 1/1/19 - 12/31/19.
 - 2. Rev. Thomas Coye and Campbell Memorial, 1/1/19 - 12/31/19.
 - 3. Rev. Nelson Reveley and Grace Covenant, 4/1/2019 - 3/31/2020.
- K. Approved financial assistance from the Pastoral Care Fund to pastors: \$700 for shared grant for accrued medical bills; \$560 for counseling sessions at \$70 per session.
- L. Approved a motion that the supervised therapeutic rehabilitation in which the Rev. Dr. David Forney participated has completed the requirement placed upon him by the Presbytery of the James on October 20, 2018 to the satisfaction of the Committee on Ministry through its Church and Pastor Relations Committee.
- M. Reviewed the experiment of the acceptance into the worship services at Culpeper Church of the former pastor, Rev. Wayne Bernardo, and found that the process was working well.
- N. Dismissed the Advisory Committee for All Souls Church.
- O. Approved request to form an APNC: Lord Jesus Korean Church, seeking AP for English Ministry.
- P. Approved request to form a PNC:
 - 1. Culpeper Church
 - 2. Sandston Church
- Q. Appointed Liaisons to APNC and PNC:
 - 1. Rev. Charles Grant for APNC at Lord Jesus Korean.
 - 2. Ruling Elder Glenna Finnicum for PNC at Mechanicsville.
 - 3. Rev. Katherine Jackson for PNC at Blackstone.
- R. Approved the request to dissolve the Associate Pastor relationships:
 - 1. Rev. Christopher Tweel and Grace Covenant, effective 4/30/2019. This position is being closed by the congregation.
 - 2. Rev. Todd Davidson and Three Chopt, effective 4/28/2019. This position is being closed by the congregation.
- S. Conducted a New Professionals Orientation on 3/21/2019, attended by 12 ministers.
- T. Approved adding to the Pulpit Supply list:
 - 1. Rev. Randal "Randy" Bremer (HR member of the Presbytery of Coastal Carolina), to serve as pulpit supply; follow-up interview is needed before serving as covenant pastor.
 - 2. Rev. Renita Page (UCC), to serve as pulpit supply or covenant pastor under "Full Communion."
- U. Approved a policy, "Ordination to Temporary Pastoral Relationships." (see page 53)

- V. Approved for the Pulpit Supply List William Seay, training at Union Presbyterian Seminary as a commissioned pastor (formerly commissioned ruling elder).

II. Consent Agenda Recommendations:

- C. That Rev. Gina Maio be granted MAL status, effective February 25, 2019.
D. That Rev. John Storey be granted Honorably Retired status, effective May 1, 2019.

III. The Committee Makes Recommendations:

- A. That Candidate Jess Cook (Ginter Park) be examined for ordination as Program and Communications Manager of More Light Presbyterians.
B. That Candidate Humphrey Muraya (Trinity) be examined for ordination as Covenant Pastor of AFREIM (African Evangelical International Ministries) New Worshiping Community.
C. That presbytery permit Associate Pastor Seth Lovell to be called as Co-Pastor for Education and Administration effective July 9, 2019 (Albert Connette becoming Co-Pastor for Congregational Care and Outreach) [3/4 majority vote required, *Book of Order* G-2.0504c].

August 10, 2017 COM approved calling congregational meeting for the purpose of changing terms of call for both pastors.

September 24, 2017 Congregation voted by written ballot; the vote was unanimous.

Vote on this request did not occur by the presbytery in 2017 or 2018; requires “a three-fourths vote of the members of the presbytery present and voting.”

- D. That presbytery approve minimum compensation guidelines for 2020: \$46,600, a 2.09% cost of living increase (see page 49).
E. That presbytery approve the revised Member-at-Large policy (see page 52).

Personal Information Forms

JessicaFloyd Cook

jesscookster@gmail.com

Ecclesiastical Status: PC (U.S.A.) Candidate

Presbytery Membership: Presbytery of the James

Inactively Seeking: Not actively seeking, but open to a call

Candidacy Date: 06/24/2015

Formal Education:

- Master of Divinity, June 2012, Union Presbyterian Seminary
- Master of Fine Arts, May 2006, University of North Texas
- Bachelor of Fine Arts, May 2002, Baylor University

Continuing Education: Community Organizing training, Industrial Areas Foundation (2011)

Certification/Training: Clinical Pastoral Education CPE Level 1, Caring Community Ministry Education, LLC (CCME)

Employment type you would consider: Full Time

Position Types and Experience Level:

- College/Seminary Faculty, 2-5 years
- Youth Director (non-ordained), 4 years

Geographic Choices: Virginia

Leadership Competencies: Compassionate, Preaching and Worship Leadership, Hopeful, Public Communicator, Advisor, Culturally Proficient, Willingness to Engage Conflict, Collaboration, Bridge Builder, Personal Resilience

Languages in which you are fluent: English

Clergy Couple: No

Minimum Effective Salary: \$54,000

Housing Type: Not Applicable (For Non-pastoral Positions Only)

Work Experience:

- Program and Communications Manager, More Light Presbyterians, Richmond, VA
Sep 2017 – Present
- Youth Programs Director, Side by Side, Richmond, VA, Sep 2013 – Sep 2017
- Strategic Planning Committee Coordinator, Union Presbyterian Seminary, Richmond, VA
(Jan – Sep 2013)
- Instructor of Religious Studies
 - * Adjunct Professor, Virginia Commonwealth University, Richmond, VA (2013)
 - * Teaching Assistant, Union Presbyterian Seminary, Richmond, VA (8/12-12/12)
- Instructor of Photography
 - * Virginia Commonwealth University, Richmond, VA (Jan 2009 - Jul 2012) The Art Institute of Washington, Arlington, VA (Jan 2008 - Jun 2009) George Mason University, Fairfax, VA (Aug 2007 - Dec 2008)
 - * St. Edward's University, Austin, TX (Jan - May 2007)
 - * McClennan Community College, Waco, TX (Aug 2006 - May 2007) Baylor University, Waco, TX (Aug 2006 - Aug 2007)
 - * University of North Texas, Denton, TX (Jan 2004 - May 2006)
- Intern for Public Policy, Presbytery of the James (Aug 2012 - Apr 2013)
- Web Designer, storypath.upsem.edu www.ginterparkpc.org

- Seminary Intern, New York Avenue Presbyterian Church, Washington, DC (June-August 2011)

Service to the Church:

- Ginter Park Presbyterian Church, Richmond, VA Ruling Elder, 2009 - 2012
 - * Congregational Nominating Committee, 2014, 2018
 - * Endowment Committee, Aug 2016 – present
 - * Preaching and worship leadership: various times throughout the last 8 years
- Sunday school teacher: Middle School youth: 2013 – 2015, Pre-school: 2016-2017
- Theology Faculty Search Committee, Union Presbyterian Seminary, Richmond, VA, Sep 2011 – Apr 2012
- Workshop Leadership:
 - * Pastoral Care for Trans and Non-Binary Folks, First Unitarian Universalist Church, Richmond, VA, May 2017
 - * Panel Participant – Gender Benders: Theology and Gender Fluidity, Princeton Theological Seminary, Mar 2016
 - * Welcoming LGBTQ+ Youth into Your Church – More Light Presbyterians National Conference, Sep 2015
 - * Discussion Facilitator, Dialogue on Race, Virginia Center for Inclusive Communities, Aug 2015
- Public Speaking and Preaching/Worship Leadership
 - * Preaching, NEXT Church national conference, March 2018
 - * Preaching, San Francisco Presbyterian Seminary, September, 2017
 - * “What Faith Communities Can Learn from Queer Kids in Capes,”
 - * TEDxRVA, Apr 2015 Being an Ally on the Day of Silence, St. Catherine’s School, Richmond, VA, Apr 2015

Describe a moment in your recent ministry that you recognize as one of success and fulfillment.

I was asked to help lead worship at the NEXT Church National Gathering this March. The worship service was focused on grief, and I was asked to share about the death of my father as part of the sermon. I talked about my dad’s life, his sense of call, and the weeks leading up to his death, when the only thing he wanted to eat was toast and grape juice, which taught me more about the Eucharist than I’d ever learned in school. Throughout the rest of the conference, I had a number of conversations with people who’d lost someone close to them, or whose parents had recently fallen ill. Several people teared up while discussing their loss, and thanked me for speaking to their loss in such an accessible way.

Because I was working at the More Light resource table, many people also opened up about their experience with LGBTQ people, or shared about their own identity, or asked for input on supporting someone in their congregation. One of my goals in preaching is to share the specific as a means of connecting to the universal, and I feel this experience did just that. This often means modeling a level of vulnerability that allows people to connect in a deeper way than they may have otherwise. Preaching about the death of my father was a way of inviting others to reflect on the passing of their own loved ones and honoring not only the life of that person, but also the grief that comes with losing them.

Describe the ministry setting to which you believe God is calling you.

On a fundamental level, I am called to help create communities of healing and reconciliation, to help make spaces where people can be honored and known as children of God and feel empowered to live into that identity in the world. While this call is centered around creating space for people who've been told, overtly or implicitly, they do not belong in Church, it also requires a capacity for connecting folks who may disagree. In my role with More Light Presbyterians, I am living into this call by creating resources for congregations to engage with topics the Church has historically struggled to address. Additionally, whether supporting a pastor leading their congregation through conversations about racism, sexism, or poverty, serving as a pastor in residence at Camp Hanover, or talking to someone who has recently come out and feels alone in the world, my call is to meet people in whatever muck they may find themselves and to remind them they are beloved. My own experience in various communities has taught me how to empathize with people even when we disagree. The reconciling work instituted by God, made manifest by Christ, and enlivened by the Holy Spirit frees us and calls us to reconcile with God, ourselves, our tradition, and one another. To reconcile, we must first acknowledge the ways in which we are fractured, which only happens in relationships, and relationships can only be built with trust. I see my role as helping to make spaces where trust can be built.

What areas of growth have you identified in yourself?

My biggest areas of growth involve owning my call. So much of my discernment process has been undergirded by the strong belief that seminary educated lay leadership is a fundamental part of a faith community. I am troubled by the ways in which ordained pastoral leadership has been historically lifted up, often at the cost of an embodied presentation of the priesthood of all believers. Combined with my own experiences of clergy who used their role within a community to distort the message of reconciliation and inclusion I believe is fundamental to the Gospel, and the hurt caused by those experiences, I have been reticent to claim my own call to ordained leadership as a teaching elder. I resonate deeply with the call stories of the prophets: from Jonah's stubbornness, to Moses speaking to the house in which he was raised and which had been subjugating his own people to years of suffering, to Paul's experience of being blinded and then having his eyes opened to not only his call, but to a new understanding of God's movement in the world. In each of these stories I find resonance with part of my own, and in the willingness to be claimed for the specific work of ordained pastoral ministry. The process of owning and stepping into my call has been paramount to not only my professional growth in the last decade, but also my personal growth. I have found and claimed my voice in worship leadership, my own experiences have become a well from which I draw empathy and compassion.

Describe a time when you have led change.

I was recently contacted by the pastor of a local P.C.(U.S.A.) congregation after a youth in his church came out as transgender. We discussed ways to support this youth and her family and how to address things that may arise within the congregation he serves, which is fairly conservative around issues regarding LGBTQ people. We then discussed our theology and the Bible, and how our lived experiences have informed the way we understand our call. As we said goodbye, he chuckled and said in the church where he grew up, "More Light was seen as the enemy, and it shouldn't have been that way." After the first meeting, I reached out to ask if he would like to get together regularly to talk about the Bible. We now meet bi-weekly and are both leaning into the gift of shared vulnerability.

Even in our new relationship, we have discussed ways he can lead his congregation in conversations he's been reticent to engage in the past, around topics such as racism, poverty, or sexism and homophobia. Discussions about how biblical themes translate to current events and how systems of oppression bring comfort to people with privilege have impacted the way he sees his own intersecting identities and his role as a pastor. My approach to leading change is relational and grounded in my understanding of the body of Christ. My relationship with this pastor has impacted change not only in him, but also in the congregants with whom he has an established relationship.

Statement of Faith:

I believe in the sovereignty of the triune God.

I believe God the creator breathes life into all that is, seen and unseen. God's every act of creation is done in love.

I believe in Jesus Christ, whose life, ministry and death are a testament to God's love for humanity. Christ entered the world to transform it, to break down boundaries established by powers and principalities, to see those deemed invisible, to touch those deemed impure.

Christ's message was good news to those who had ears to hear it, and scandal to those who did not. Living fully into a message of love and reconciliation, even unto death, Christ's resurrection marks the defeat of death and closes the separation between humanity and God.

I believe in the Holy Spirit, the movement of God within and between all creation. The Spirit enlivens and empowers us to follow Christ's example, often calling us to the places we are afraid to go.

I believe though we have been created in love, sin separates us from God and one another. Pervasive and systemic, sin is a result of our failure to recognize ourselves and one another as children of God. Sin creates and reinforces the boundaries between humanity, creation, and God. Though often active, sin also takes the form of passive apathy.

I believe nothing can separate us from the love of God. Jesus' ministry of reconciliation, enacted by God, and woven through creation by the Holy Spirit, is how God continues to seek us out and draw us in. I believe we are all children of God.

I believe to be part of the ministry of reconciliation is to bind wounds long open, build bridges, and humbly acknowledge we are not our own. Gratitude for God's love and grace permeates every aspect of our lives; in our waking and sleeping, eating and breathing.

I believe scripture is the living word of God, written at a particular time and place and alive to every time and place. Scripture presents a narrative of a community's relationship with a God who refuses to turn away from a creation so lovingly made. Scripture challenges us to rethink what we know about God, the world, and how we are called to live in it.

I believe the experience of God is communal, that a community of believers bound by neither time nor space enables strength and growth within each of its members and each member enables strength and growth within the community.

I believe the sacraments are signs, experienced communally, of the presence of Christ in the Church and of God's unwavering grace. In the waters of baptism, we are marked with God's grace and enter into community. Communion presents an opportunity for people to come together, offer thanks, and break bread with the desire to see the presence of God among and within each other, remembering and celebrating Christ's life, death, and resurrection.

I believe faith is lived out in daily ritual and activities, manifest in the reconciling work of Christ.

I believe as long as we have breath our purpose is to glorify God through our actions and intentions.

Humphrey Thumi Muraya

kagoto8@gmail.com

Presbytery of care: Presbytery of the James

Ordination Date:

Commissioned Ruling Elder Date: 06/14/2016

Candidacy Date: 08/26/2014

Church Membership: Trinity Presbyterian Church, Richmond VA

Formal Education:

- M.Div.: Union Presbyterian Seminary, Richmond VA 2016
- B.A Beulah Heights Bible College, Atlanta GA, 2004
- Associate Degree, Biblical Studies. Atlanta GA, 2002

Training/Certification:

- Clinical Pastoral Education (CPE) Caring Communities Education, Covenant Woods Retirement Community, Richmond VA 2018/2019.
- Clinical Pastoral Education (CPE) Caring Communities Education, Parish setting AFREIM Church Richmond VA 2018.
- Clinical Pastoral Education (CPE). Caring Communities Education, Parish setting AFREIM Church Richmond VA 2018.
- Clinical Pastoral Education (CPE), McGuire Veterans Hospital, Richmond VA, 2016

Employment type: Full Time

Geographic Choices: I am open; suggest my name anywhere in the USA

Languages: English, Swahili

Leadership Competencies: Compassionate, Preaching and Worship Leadership, Spiritual Maturity, Lifelong Learner, Bilingual, Media Communicator, Culturally Proficient, Willingness to Engage Conflict, Bridge Builder, Decision Making.

Clergy Couple? False

Housing Type: Open to Manse/Housing Allowance

Experience:

- 2017-Current-Commissioned Pastor, 2 and ½ years
- 2009-2012 Co-Ordinator Peace and Reconciliation Organization, 3 years
- 2012- Current-New Worshiping Community 6 years
- 1984 Church Deacon, 6 years
- 1995 Ordained Ruling Elder, 22 years
- 1988 Senior Telephone Technician 23 years, Kenya
- 2004-2007 Schools Chaplain, Senior High and elementary Schools 3 years
- 2018 Pastoral Intern, 6 months
- 2018/2019 Chaplain Intern 6 months.
- PCUSA Conference, Florida,
- Big Tent, St Louis Missouri

Service to the Church:

- Serving in church sessions 2009 to 2011
- Commissioned Ruling elder 2016 to the present
- Pastoral care duties 2009 to the present

Describe a moment in your recent ministry that you recognize as one of success and fulfillment.

Two months ago, a youth member came to my office and requested a time together. He narrated to me his disappointment for his mother's overprotective actions and suspicious behavior on his character. His mother welcomed their neighbors' children to their house but refused to allow her son to visit them. Being a Sunday afternoon, the mother was sitting outside in the car waiting for her son. It took longer than she probably thought. So, she made several attempts to join us but I begged her to wait.

It was clear to me that this young man was very upset and angry with his mother. I also could sense that the mother knew what her son was saying in my office. To diffuse the anger in him, I asked him to tell me just one thing he liked about his mother. The mother later talked with me about her fears. I knew this was a sensitive family matter. So, without practicing partiality, I was able to talk with mother and son on the need of reconciliation. A few weeks later we held a Service of Reconciliation and Wholeness. It was joy on Earth after the service as mother and son hugged each other.

Describe the ministry setting to which you believe God is calling you.

I feel called to serve a church that will worship God with dedication and in truth. A congregation that is eager to make our worship of God exciting and more meaningful. I feel called to communicate the gospel of Jesus Christ across all cultures. It is my hope that the church I will serve will follow the example of the Good Samaritan by serving one another in Love regardless of age, color, language, tribe, religion, ethnicity, gender, or nationality. A church that is friendly and also eager to learn and accept good ideas that will be brought forward. I feel called to a ministry where the mission of the church is practiced.

I feel called where I can lead worship and take our church to greater heights in doing evangelism. A church that goes beyond the four walls. I feel called to encourage my congregation to use their gifts and talents in all areas of service that God has instilled in them. I feel called to a church that will respect me as their pastor even as I respect them for we all serve as a priesthood of believers. I'm aware there is no perfect church or perfect church officers and as such I will rely on the Holy Spirit as my guide in all areas of service.

What areas of growth have you identified in yourself?

Having completed my M.Div. program at Union Presbyterian Seminary and later enrolling as a CPE student (ACPE), these have been some memorable areas of growth in my life. I have now completed FOUR UNITS of CPE and looking forward to being a Board-Certified Chaplain. Likewise, the congregation that I started with a few families has grown to a membership of more than fifty.

These growths give me much energy and opportunity to thank God for God's faithfulness unto me. God has definitely confirmed my call to serve God through these growth areas. Having come from an African culture, I have learned a lot from the Western culture through seminary, CPE, and through PCUSA Workshops and seminars. I have established very rewarding relationships with many people that I have encountered including the elderly at retirement community homes. It is nourishing to have such meaningful relationships. These relationships have enriched my calling as a spiritual provider.

Since the World is slowly turning into a global village through technology, I feel a sense of growth by serving the several cultures that are in our congregation. Our congregation is multi-ethnic with more than eight different nations worshipping under one roof.

The veterans I served at McGuire Hospital helped to understand more matters of security and what our men and women in uniform go through in and outside our country. I consider these encounters as a great source of my growth. Knowledge is power and I'm still growing in that knowledge. I'm eager to learning more things and I also count that as a growth within me. Difficult as it is, I'm learning the art of managing time. I love preaching and I enjoy my pastoral work. I consider the challenges in ministry as an opportunity to learn.

Describe a time when you have led change.

I started a New Worshiping community called, AFREIM (African Evangelical International Ministries) in Richmond, Virginia. The congregation is made up of members from different faith traditions. Some were Pentecostals, Methodists, Baptists, Catholics, and others. I have managed to take them through membership classes to learn Presbyterianism. They love our church and its government. Through this rich diversity of members, we have been able to reach several communities for Jesus. This has made significant changes in our church and the surrounding communities. Likewise, when some members complained of our services taking too long, I was able to bring the leaders together and give them an idea of how to change our worship program and it worked so well. We were able to reduce the time by 30%.

Statement of Faith:

God: I believe in God the Father, in Jesus Christ the only begotten Son and the Holy Spirit. There is one God, our Creator, Creator of the heavens and the earth and everything therein. God created all things both seen and unseen. God created humanity in God's image. Despite our sinful nature, God acts with grace toward us; God claims us as God's beloved children. I believe God redeems us from sin and death giving us the opportunity to rejoice in the gift of new life. God is loving and sovereign; full of goodness, blessedness, and glory. Our God is all-sufficient, not needing any help from the people God created. God's knowledge is infinite. God is most holy in God's counsel and commands. I believe that if we truly believe, nothing can separate us from the love of God in Jesus Christ our Lord and our Savior. All that I believe about God cannot be contained in this paper. God is great.

The Holy Spirit: I believe in the Holy Spirit, the giver and renewer of our faith, who instills our faith and enables us to follow Jesus Christ. The Holy Spirit is our comforter in difficult situations. The Holy Spirit encourages us to pray without ceasing and gives us the ability to evangelize. I believe this same Holy Spirit is still at work in the life of the Church and the life of the world. The Holy Spirit helps us to use our gifts and talents in our service to God. The Spirit, Jesus, and the Father are united in essence and are inseparable. The triune God forms the Trinity. The Holy Spirit manifests God's gracious action and empowers our grateful response. "The Spirit gathers us for worship, enlightens and equips us through the Word, claims and nourishes us through the Sacraments, and sends us out for service" (*Book of Order* W-1.0105). The Holy Spirit helps us to interpret and understand the Scriptures. That is my firm belief of what the Holy Spirit is and does in our lives.

Jesus Christ: I believe Jesus Christ is the only begotten Son, conceived by the Holy Spirit through Mary. I believe in the incarnation of Jesus, that Jesus was sent by the Father to be with us

and live and feel like us. That Jesus was God in human form and came to save us from our sins. As a Reformed Presbyterian I believe Jesus Christ is the Head of the Church in the world. God's love is manifested in Jesus Christ by way of the Cross. I believe Christ died, was buried, and claimed victory over death by his resurrection on the third day. That Jesus is our only hope in life. That Jesus has delivered us through the one unique sacrifice of losing his life for us. I believe that Jesus Christ governs us by his word and spirit. Christ is our mediator who guards us and keeps us and shepherds us in our daily lives. That Christ came to heal the broken hearted and bear the punishment for sins, punishment meant for us. I believe Jesus will come back again in glory.

Scriptures: I believe in the authority of the Scriptures. That Jesus gives us daily Scriptures to inform us of the daily love of God. We see and understand the Trinity in the Scriptures. These inspired Holy Scriptures inform us of God's love, grace, and mercy upon a sinful world. Scriptures teach us holy living and the need to love God with all our hearts and strengths and to love our neighbors as we love ourselves. Scriptures reveal who God is to us.

The Sacraments: I believe in the two Sacraments initiated by Christ: the Sacrament of the Lord's Supper and the Sacrament of Baptism. These Sacraments are visible signs of inward, physical and spiritual grace offered to us by Jesus Christ. **At the table of our Lord**, we gather together in repentance as we acknowledge our brokenness and our need for God's forgiveness as we acknowledge we are unworthy, except for God's mercy. At the table we declare our oneness as the body of Christ. We are reminded of the new covenant Jesus made for us even as we remember Jesus' death and resurrection until he comes again in glory.

In baptism, we affirm our identity as forgiven children of God. We are received in the community of believers in the church. Baptism is the sign and seal of our incorporation into Christ. In his own baptism, Jesus identified himself with sinners. Through the baptism of his suffering and death, Jesus set us free from the power of sin forever. Baptism is performed once for we cannot die twice for Christ. Baptism marks our entry into the Christian family. Through the waters of Baptism, we faithfully receive Christ through the Holy Spirit.

* * *

Sandra Lynn Shaner

S_Shaner@comcast.net

Actively Seeking?: Yes, Actively Seeking

Ecclesiastical Status: Teaching Elder

Membership Presbytery: West Jersey Presbytery

Ordination Date: 7/20/2008

Formal Education:

- May 26, 2007 - Master of Divinity, Union-PSCE, Richmond, VA
- May 26, 2007 - Master of Arts in Christian Education, Union-PSCE, Richmond, VA
- August 2002 - Bachelor of Interdisciplinary Studies in Religious Education, Virginia Commonwealth University, Richmond, VA
- August 2002 - Minor in Music, Virginia Commonwealth University, Richmond, VA

Continuing Education:

- CREDO Conference (Board of Pensions), April 28-May 5, 2014 - Wooded Glen Conference Center, Henryville, IN

- Church Business Administration Seminars IA & B, IIA & B - Union Presbyterian Seminary, Richmond, VA
- Seminar on Dementia at Westminster Canterbury in Richmond, VA
- "Partners in Healing" Workshop on Domestic & Sexual Violence & Abuse" - Church of the REdeemer, Mechanicsville, VA
- Clerk of Session Training (Presbytery of the James) - Woodville Presbyterian Church, Richmond, VA
- "Reforming Ministry in the Small Church" - Leadership Development class - Union Presbyterian Seminary, Richmond, VA
- Certification in PREPARE/ENRICH (marital and pre-marital counseling program)

Employment Type: Full-time

Minimum Effective Salary: \$55,000 / Year

Position Types and Experience Level:

- Solo Pastor - 10 Years or more
- Head of Staff (who supervised one teaching elder and other staff) - No Experience
- Pastor (for a designated term) - 5 to 10 Years

Geographic Choices: Virginia

Languages: English

Leadership Competencies: Compassionate, Preaching and Worship Leadership, Spiritual Maturity, Lifelong Learner, Teacher, Advisor, Interpersonal Engagement, Bridge Builder, Personal Resilience, Flexibility

Training / Certification:

- Clinical Pastoral Education Training
- Interim Ministry Training
- Week 1 by PC(U.S.A.) at Union Presbyterian Seminary, Richmond, VA in 2014

Clergy Couple? False

Housing Type: Open to Manse/Housing Allowance

Work Experience:

- Solo Pastor - Pittsgrove Presbyterian Church, Daretown, NJ: 129 members, rural community (February 2, 2015 - present)
- Designated Pastor - Salem Presbyterian Church, Studley, VA: 48 members, rural community (July 1, 2008 - January, 2015)
- Pastoral Internship - New Hanover Presbyterian, Mechanicsville, VA: 900 members, suburban community (June 15, 2007 - September, 2007)
- Pastoral Internship - Burkeville, VA, Burkeville, VA: small church, rural community (June 4, 2006 - August, 2006)
- Minister of Music - Woodlawn Presbyterian, Hopewell, VA: 125 members, suburban community (October 2004 - May, 2006)
- Church Music Assistant - New Hanover Presbyterian, Mechanicsville, VA: 900 members, suburban community (February 1, 2002 - June, 2002)
- Private Piano Teacher - Mechanicsville, VA: 26-30 students (September 1982 - June, 2005)

Other Services:

- Currently serving on the Commission on Ministry for the West Jersey Presbytery
- Served as a Commissioner to the 2018 General Assembly for the West Jersey Presbytery
- Served on the Peacemaking, Immigration, and International Issues Committee for the 2018

General Assembly

- Served on the Worship Planning Committee for the West Jersey Presbytery
- Currently meeting with two Pastoral Colleague groups on a regular basis for education, fellowship, and encouragement
- Served on the Committee on Nominations for the Presbytery of the James
- Served on the Administrative Commission for the Dismissal of Crestwood Presbyterian Church from the P.C.(U.S.A.) for the Presbytery of the James
- Moderator and Member of the Small Church Ministry Purpose Group in the Presbytery of the James
- Served on the Small Church Summer Internship Purpose Group in the Presbytery of the James
- Supervised four student interns from Union Presbyterian Seminary while pastor at Salem Presbyterian Church in the Presbytery of the James

Describe a moment in your recent ministry that you recognize as one of success and fulfillment.

When I began at Pittsgrove there were not very many children attending the worship services and a number of children were attending sporadically with their grandparents. I worked with the children's CE leadership (all volunteers) to plan out consistent and appropriate Sunday School lessons and found some up-to-date curriculum resources for the classes. More children began attending, along with their parents, rather than the grandparents. Now the children's CE program is much more current and vital, with enough children between the ages of 2 yrs. and 6th grade to divide into four classes. Our VBS program has also been able to expand and grow, with more consistent attendance and more people volunteering. Some long-time inactive parents of young children have returned to active participation and we are delighted! Some of these young parents have even stepped up to become deacons, elders, and trustees.

Some other areas where I've felt excitement and fulfillment have been in the areas of worship (installing a new projector and screen along with a software program to make appropriate slides for worship), basic organization (making sure that we have good policies in place, developing a Session Manual of Operations), and facilitating a stronger and more positive relationship between church leadership and the presbytery. We're also reached out to minister alongside our sister congregations both in the P.C.(U.S.A.) and ecumenically.

Describe the ministry setting to which you believe God is calling you.

The church in which I would like to serve would highly value the Bible as the inspired Word of God and would appreciate and take advantage of opportunities to study, learn, and discuss it together. The church would desire to offer a comprehensive Christian Education program to persons of all ages: children thru adulthood. This church would be joyful and vibrant in its worship and service and would not see ministry as a chore, but as a privilege to participate in what God is doing in, among, and through its members. This church would also strive to live and accept one another as beloved children of God and would practice love, hospitality, forgiveness, and graciousness in its relationships - both within and outside its "membership" and to the larger community and world.

What areas of growth have you identified in yourself?

In the past I would have said that I needed to learn not to avoid conflict; however, I believe I've grown quite a bit in that area over the last 10 years. Now I would like to continue striving to increase my skills in the areas of managing change and in taking on more responsibility in the area of executive leadership. I also see that the concept of what it means to be the "Church" in the world is changing as our culture is rapidly changing, and so I'm always interested in learning more about how to prepare the Body of Christ to continue to be effective in this world in the future. I believe that learning about God and our relationship to God is a life-long calling. God desires us to remain "teachable" and to nurture our spiritual growth and our capacity and willingness to be used by God.

Describe a time when you have led change.

The most important change that I've seen over the last four years at Pittsgrove has been a lessening of tension/power struggles between people and among the Boards of the Church. We've had some conflicts, of course, and challenges with clashing personalities, but because I've grown in this area and am much more comfortable with these "stressors" than I have been in the past, those in church leadership positions are learning to also "take a deep breath," accept one another's perspective, and are learning to be empathetic and not take things as personally as they have in the past. I've seen some long-time tensions between different persons and boards actually relax a bit - as folks have learned that just because we are different, it doesn't mean that we're on different "sides." Someone recently said to me, "Pastor Sandi, in the past, this kind of conflict would have split us apart!" And this meant a great deal to me, because I believe, as Paul says, that God has called people into the Body of Christ who have varied and diverse gifts. The church needs to hear from the full scope of the Body and not just from a few select ones. Many times, I've found that hearing from someone who has a different perspective than my own has been very helpful, and I'm convinced that our polity is formed for exactly this purpose - to ensure that all persons feel valued and that all voices are able to speak up and be heard.

Statement of Faith:

I believe in the one triune God,

Who created the heaven and the earth and everything in it;

Who is awesome, eternal, all-knowing, and full of love and grace;

Who makes everyone equally in God's image, male and female, of every race and people;

Who is living, active, and ever-present in the workings of this world, and who deserves our gratitude, love, and devotion.

I believe in Jesus Christ, God's only son;

Who willingly came down from heaven, was conceived by the Holy Spirit, born of the virgin Mary, and was made man and was at once fully God and fully human;

Who proclaimed that the kingdom of God was near and who revealed to us God's heart - that we would be called to repent, believe, and follow the example of the life He led here on earth;

Who was crucified for our sins, so that we might be reconciled to God;

Who died, was buried, and was raised by God on the third day, breaking the power of sin and evil and ascending into heaven;

Who sits on the right hand of God and will judge the quick and the dead.

I believe in the Holy Spirit,

Who is our advocate and comforter, forever teaching us and reminding us through scripture of what Jesus said and did;

Who by grace gives us faith and empowers us to follow Christ's example to love God and neighbor;

Who calls us to live holy lives and unites us with all believers in the Church to witness to and serve God in Jesus' name;

Who is present and working in the Sacraments of Baptism and the Lord's Supper and

Who is continually urging us to offer praise and glory to God in fellowship with others and Who urges us to pray without ceasing for God's will in this life and the next.

I believe that each person is created equally in God's image, regardless of gender, race, social class, or creed;

that all persons sin, falling short of the glory of God;

that sin separates us from God;

that all are in need of the redemption that is freely offered and given by Jesus Christ on the cross.

I believe that the Church is the body of Christ, and Jesus is its Head;

as the church we are commanded to love one another as Christ loves the church and gave himself for her;

that as members in the church we are to participate in the public worship of God, and not to neglect fellowshiping with believing brothers and sisters in Christ.

I believe that scripture is the holy and inspired Word of God, that scripture is useful for guidance in living and for training in righteousness;

that the Word is alive and active and is quickened in us by the Holy Spirit;

that scripture reveals, along with the person of Jesus Christ, God's nature, God's character, and God's expectations of the creation.

I believe that the mission of the church is to witness to God's redeeming and reconciling activity

In the world, as laid out in the scriptures and in the testimony and example of Jesus

Christ, to both corporately, and individually, be evangelists as Christ commanded, to go into all the world proclaiming the Good News to all nations.

* * *

Rebekah Tucker-Motley

rebekahmotley@gmail.com

Actively Seeking?: Yes, Actively Seeking

Ecclesiastical Status: Teaching Elder

Membership Presbytery: Mission Presbytery

Ordination Date: 11/26/2017

Formal Education: M.Div. Austin Presbyterian Theological Seminary

Employment Type: Open to both

Minimum Effective Salary: \$45,000 / Year

Geographic Choices: Unlimited

Languages: English

Leadership Competencies: Compassionate, Preaching and Worship Leadership, Teacher, Public Communicator, Culturally Proficient, Decision Making, Organizational Agility, Bridge Builder, Personal Resilience, Initiative

Training / Certification: Clinical Pastoral Education Training

Clergy Couple?: False

Housing Type: Open to Manse/Housing Allowance

Work Experience:

- Student Associate, Sunrise Beach, TX 101-200, Village, June 2016 - Dec 2016
- Chapel Intern, Austin, TX 101-200, College, Aug 2016 - May 2017
- Director of Spiritual Life, Kingsville, TX Presbyterian Pan American School July 2017-May 2018
- Summer Liturgist, Montreat Conference Center May 2018 - August 2018
- Pulpit Supply, Kilmarnock VA, 101-200, Rural, current

Describe a moment in your recent ministry that you recognize as one of success and fulfillment.

As the chapel intern, my job was to gather together different groups of people to create worship services for the whole community. We had three services a week, plus occasional special services. I was tasked with heading the Advent worship service. To start with I gathered together five students to head each of the five stations of Advent. Together we decided to ask families to read scripture and light candles, much like Advent services we had all grown up with. However, because we are a seminary, we decided that instead of simply reading the scripture we would ask each family unit give an interpretation of their passage. In the end we had two traditional family units, two groups of single people, and one single mother and child who were asked to read scripture and light candles. The service went beautifully. Each of the interpretations of scripture was a gift to the congregation. The lighting of the traditional wreath added nostalgia. We even had a professor end the service by reading John 1:1-14 in Greek, which was a nod to the students struggling with finals. I present this service as a moment in ministry as one of success and fulfillment because it was an incredible gift to the whole community. The Holy Spirit moved in the original group process and extended to the families asked to participate. Knowing that this service started with my gifts of creating worship spaces continues to encourage me in my calling.

Describe the ministry setting to which you believe God is calling you.

I believe God is calling me to an open and welcoming congregation that is grounded in the love of worshiping God and living out God's call to be a missional people. I envision serving a worshiping community that is welcoming to all, encourages deep theological thinking and takes seriously the call to be God's hands and feet in the world. I have a deep love of people and feel called to serve in a setting that shares that love.

What areas of growth have you identified in yourself?

I am not naturally a confident person, and I spend more time than I should second guessing myself instead of trusting my instincts. I can say that being in leadership positions around campus and in church settings has certainly boosted by confidence and given me clear examples on why I should trust my instincts. However, that is still an area of growth for me. Another area of growth would be patience. I have an unfortunate habit of trying to rush things that need time to develop. I sometimes see the finish line in my mind before it has manifested itself. I know that as I grow and

learn from different ministry settings I will be able to let things happen on their own time instead of forcing a false finish.

Describe a time when you have led change.

Another one of my responsibilities as chapel intern was to head the planning team for our Easter service – Triduum. My predecessor in this position was very hands on. There are six committees for planning purposes, and my predecessor was deeply involved in each of these committees. When I was hired into the position, one of the first things I did was speak to the Dean of Chapel about the possibility of changing around that responsibility. Instead of the chapel intern being the head of each committee, there would be six different committee chairs, and the chapel intern would act in more of a supervisory role. This meant that more people were involved in the planning and more voices were heard in committee. It also meant that the chapel intern would not have, for all intents and purposes, sole responsibility for the planning of the biggest chapel service of the year. It is my belief that more voices means a more diverse and full worship service. I was pleased with how Triduum planning went and others seem to have been pleased with having more of a say in the planning than they have in the past. I can safely say this change was for the better for the whole community.

Statement of Faith:

I believe in a triune God who is creator of all things seen and unseen. In the beginning God created the universe and all that is in it. The Earth was created and molded by God. In time, through God's own terms, humans came into existence in the world. God created all humanity - men and women from all regions of the Earth - in God's image. God has loved humanity and guided us throughout all of our inventions, creations, and struggles. God chose the Israelites as a mouthpiece to the world. When the time came, God sent God's son into the world as a reconciler and redeemer for humanity.

I believe in Jesus Christ, God's son. He was conceived by the Holy Spirit and born to Mary, a young Jewish girl, and was raised as the son of a carpenter, Joseph. When Jesus was on the earth he was fully human and fully God. He experienced all of humanity's great joys and deep sorrows. Because of this, every part of human life has been reconciled with God. Jesus was killed on the cross, but rose again in glory to be with God the creator.

I believe the love of God has been revealed through the life and death of Jesus Christ and remains in this world with and for humanity through the Holy Spirit. I believe that the Holy Spirit continues to guide humanity towards the kingdom of God while revealing the love of God in the here and now.

I believe that the triune God cannot be fully understood by human minds and hearts, yet this God is love. Because humans are made in the image of God, it is our job on earth to continue to share the act of love revealed by God. While we have been made in the image of God, we have fallen short of the glory of God because of our sinful nature. Left to our own devices, we wander away from the love of God and create for ourselves false idols. We are undeserving of the love of God and can do nothing to earn forgiveness for our sins. Yet, through the grace and mercy of God, every person who has lived and is living can be forgiven, and be granted the gift of salvation given in the person of Jesus Christ.

I believe the Church is the body of Christ on earth and is called by God to be relational and communal. The Church's purpose on Earth is to continue Christ's ministry of love. We, as the church, are responsible for welcoming the discarded, healing the sick, feeding the hungry, and being a light for the world to see.

I believe in the sanctity of the sacraments the church utilizes to be communal and relational. Baptism into the body of Christ forms a relationship between the one being baptized and the rest of the church universal. All members make a commitment to grow, learn, and minister together as we continue Christ's work in the world. The Lord's Supper is a meal the community shares in remembrance of the gift of love God gave to the world. Christ came to the world to save all; therefore all are welcomed at Christ's table.

I believe the love of God, and the mission of the church has been revealed through scripture. The Bible was written in a certain time, by certain people. Yet through the stories and lessons of scripture we can know the truth of who God is and who we are as children of God.

Terms of Call

Terms of Call for Teaching Elders and Certified Educators in 2019												
First Name	Last Name	Church	Position	Cash Salary	Housing	Sub-total	SS	BOP	Auto	Study Books	Other	Total
Liz	Adam	Tabor	P	16,550	35,073	51,623	Y	Y	300	1,000	1,200	54,123
Louie	Andrews	Rockfish	P	42,612	30,678	73,290	Y	Y	6,000	1,250		80,540
Aram	Bae	Charlottesville First	AP	30,010	32,750	62,760	Y	Y		1,000	2,000	65,760
Hyun Chan	Bae	Lord Jesus Korean	P	53,700	36,000	89,700	Y	Y	8,400	1,500		99,600
Jeremy	Cannada	Amelia	P	23,000	23,000	46,000	Y	Y	2,000	5,000		53,000
Walter	Canter	Blue Ridge	P	19,645	26,000	45,645	Y	Y	2,500	1,000	1,000	50,145
Jason	Cashing	Gregory Memorial	P	22,645	23,000	45,645	Y	Y	1,000	1,000		47,645
Wonho	Chang	Praise the Lord	P	27,500	27,500	55,000	Y	Y	1,500	5,500		62,000
Gary	Charles	Cove	P	50,400	35,000	85,400	Y	Y	4,400	1,000	3,500	94,300
Lynne	Clements	Westminster C'ville	AP	46,200	15,000	61,200	Y	Y	500	1,000	1,500	64,200
Mary Kay	Collins	Richmond First	AP	46,609	46,609	93,218	Y	Y	3,000	2,000		98,218
Albert	Connette	Olivet	P	58,996	22,000	80,996	Y	Y	IRS	1,500	1,632	84,128
Patrick	Dennis	Tuckahoe	P	47,957	34,628	82,585	Y	Y	2,500	3,000	4,500	92,585
Caitlin	Deyerle	Southminster	P	50,000	16,800	66,800	Y	Y	1,500	2,000		70,300
James	Dunkin	Brandermill	P	73,777	31,200	104,977	Y	Y		7,000		111,977
Alexander	Evans	Richmond 2nd	P	65,789	38,942	104,731	Y	Y	IRS	5,500	8,169	118,400
Alexander	Fischer	Richmond 2nd	RP	35,000	12,000	47,000	Y	Y		1,500		48,500
Allen	Fisher	Fredericksburg	P	82,312	40,034	122,346	Y	Y	4,450	2,500	3,500	132,796
Barbara	Flynt	Brandermill	CE	49,000		49,000		Y		1,000		50,000
David	Forney	Charlottesville 1st	P	93,407	40,000	133,407	Y	Y		5,000	5,000	143,407
Scott	Fouts	Hartwood	P	38,689	31,335	70,024	Y	Y	1,000	1,000	1,000	73,024
David	Frost	Swift Creek	P	32,500	24,500	57,000	Y	Y	4,400	1,000	2,000	64,400
Sandra	Goehring	Louisa	P	36,600	20,530	57,130	Y	Y	2,000	1,500		60,630
Tom	Goodrich	Meadows	P	59,005	34,308	93,313	Y	Y	2,470	2,250	250	98,283
John	Grotz	Mitchells	P	29,477	25,250	54,727	Y	Y	5,700	1,000		61,427
Bruce	Harvey	Fredericksburg	CE	75,995		75,995	Y	Y	1,000	2,500	2,000	81,495
Kenneth	Henry	Westminster C'ville	P	48,800	43,000	91,800	Y	Y	2,000	2,500	1,500	97,800
Stephen	Hodges	Providence Forge	P	28,057	38,745	66,802	Y	Y	3,000	1,000	905	71,707
Dan	Hrach	Summit	P	56,900	50,000	106,900	Y	Y	4,500	1,200		112,600
Robert	Hulme-Lippert	Grace Covenant	P	45,951	31,850	77,801	Y	Y	1,500	3,000		82,301
Janet	James	Gayton Kirk	P	35,200	23,600	58,800	Y	Y	IRS	1,200		60,000
Mark	Jernigan	Overbrook	P	60,000		60,000	Y	Y	IRS	3,500		63,500
Robert	Johnson	New Hanover	P	40,000	36,200	76,200	Y	Y	250	1,650		78,100
Carla	Keyes	Ginter Park	P	52,000	26,000	78,000	Y	Y	4,000			82,000
James	King	Salisbury	P	72,150	36,000	108,150	Y	Y	8,000			116,150
Kathryn	Lester-Bacon	Richmond Second	AP	36,737	21,647	58,384	Y	Y	IRS	4,000	11,863	74,247
Sandra	Libhart	South Hill	P	27,645	18,000	45,645	Y	Y	2,000	1,000		46,645
Seth	Lovell	Olivet	Congregation will vote at meeting in June; he is currently in Scotland.									
Gordon	Mapes	Chester	P	47,541	42,273	89,814	Y	Y	3,200	1,200	1,790	96,004
Joel	Morgan	Westminster Richmond	P	50,000	27,000	77,000	Y	Y	2,000	4,000	1,176	84,176
James	Moseley	Campbell	P	26,500	36,000	62,500	Y	Y	3,000	2,000	2,500	70,000
Johan	O'Connell	Byrd	P	38,272	22,400	60,672	Y	Y	5,400	1,500	3,600	71,172
Leigh Anne	Ring	River Road	CE	55,590		55,590	Y	Y		1,000	500	57,090
Raymond	Roberts	River Road	P	68,666	35,374	104,040	Y	Y	5,000	1,000	500	110,540
Sarah	Schutte	Milford	P	25,750	23,000	48,750	Y	Y	IRS	1,000		49,750
Sandra	Shaner	St Andrews	P	35,000	20,000	55,000	Y	Y	IRS	1,000		56,000

Terms of Call for Teaching Elders and Certified Educators in 2019												
First Name	Last Name	Church	Position	Cash Salary	Housing	Sub-total	SS	BOP	Auto	Study Books	Other	Total
Mark	Sprowl	Laurel	P	19,702	33,600	53,302	Y	Y	IRS	1,000		54,302
Amy	Starr Redwine	Richmond First	P	90,000	35,000	125,000	Y	Y			6,000	131,000
Stephen	Starzer	Fairfield	P	49,920	35,028	84,948	Y	Y	5,196	2,292	2,472	94,908
Brittany	Tamminga	Fredericksburg	AP	29,681	23,067	52,748	Y	Y	3,000	1,000	2,000	58,748
Christopher	Tweel	Grace Covenant	AP	24,562	21,083	45,645	Y	Y	3,492	2,500		51,637
Darren	Utle	Fairfield	AP	31,080	21,696	52,776	Y	Y	3,768	2,220	2,472	61,236
Connie	Weaver	Hebron	P	32,000	20,000	52,000	Y	Y	2,000	3,000		57,000
Michael	Weiglein	Meadows	AP	29,853	30,000	59,853	Y	Y	1,235	1,126	150	62,364
Andrew	Whitehead	River Road	AP	56,650		56,650	Y	Y		1,000	500	58,150
Daniel	Wiard	Salisbury	CE	61,048		61,048		Y		3,000		64,048
Evan	Wildhack	Bethlehem	P	35,000	15,000	50,000	Y	Y	1,200	1,000		52,200
Janet	Winslow	Bon Air	P	44,159	33,119	77,278	Y	Y	500	2,400	1,700	81,878

Abbreviations: AP, Associate Pastor; DP, Designate Pastor; P, Pastor; RP, Residency Pastor; CE, Certified Christian Educator.

Member-at-Large Reports for 2018

First Name	Last Name	Effective Date	Rec'd
David	Barry	2013	
Victoria	Bethel	2016	X
Beverly	Bullock	2018	X
Fernando	Cascante	2011	X
Joshua	Choi	2009	X
Michael	Clang	2018	X
Elaine Bowen	Fowler	2017	X
Arthur Edward	Kross	2016	X
Elizabeth	McGuire	2017	X
Andrew M	Meyers	2013	X
Dwight	Nave	2017	X
Thomas	Nichols	2016	X
Franklin	Reding	2013	X
Sally Ann	Sisk	2018	X
Peter	Smith	2018	X
Molly	Spangler	2018	X
Christopher	Thomas	2010	
Mark	Valeri	2014	X
Brenda	Walker	2018	X
Mary Jane	Winter	2015	X

Validated Specialized Ministry Reports for 2018

First Name	Last Name	Approved	Position	Rec'd
Samuel	Adams	2009	Faculty, Union Presbyterian Seminary	X
Joshua	Andrzejewski	2011	Chaplain, VCU Health Systems	X

First Name	Last Name	Approved	Position	Rec'd
Nicole	Ball	2016	Staff, Union Presbyterian Seminary	
Brian	Blount	2009	Pres., Union Presbyterian Seminary	X
Joel	Blunk	2016	Co-Pastoral Director, Richmond Hill	X
Diana	Brawley	2010	Counselor, Ctrl.VA Pastoral Counseling	X
E. Harold	Breitenberg	2008	Faculty, Randolph-Macon College	X
Donald	Denton	1985	Pastoral Counselor, VIPCare	X
Terry	Diebold	1996	Pastoral Counselor, Center for Family Counseling	X
Jill	Duffield	2017	Editor, Presbyterian Outlook	X
Alexander	Fischer	2018	UKirk, VCU	X
James	Goodloe		Executive Director, Foundation for Ref'd Theology	X
Richard	Haney	2014	Executive Director, Frontier Fellowship	X
Shannon	Hendricks	2015	Campus Minister: Univ. of Mary Washington	X
Janet	Humphreys	2008	Dir. - Caring Community Ministry Education	X
Inock	Kim		Faculty, School of Theology, South Korea	X
Timothy	Kim	2018	Military Chaplain	X
Yung-Suk	Kim	2006	Assoc. Prof., VUU School of Theology	
Cindy	Kissel-Ito	2009	Dir., Extended Campus/Ed. Initiative, UPSem	X
Kathryn	Korbon	1995	Counselor, Careworks	X
Fady	Lous	2018	Chaplain Hospice of Virginia	
Clay	Macaulay	2016	Staff: Union Presbyterian Seminary	X
Donald	Marsden	2008	Assoc. Dir. - Frontier Fellowship	X
Michelle	Owens	2015	Staff: Union Presbyterian Seminary	
Mairi	Renwick	2015	Staff: Union Presbyterian Seminary	X
Igmara	Sanchez Prunier	2010	Chaplain, Riverside Health Systems	X
Robert	Shenk	2011	Chaplain, Bon Secours	X
Stanley	Skreslet	1999	Faculty, Union Presbyterian Seminary	X
Durk	Steed	2002	Chaplain - St. Christopher's School	X
James	Taneti	2018	Director of the Global Mission Center for Christian Education Union Presbyterian Seminary	X
John	Vest	2015	Faculty: Union Presbyterian Seminary	X
Lauren	Voyles	2018	Chaplain Mary Washington Hospital	X

Certified Christian Educator Reports for 2018

First	Last	Position	Rec'd
Bruce	Harvey	DCE, The Presbyterian Church, Fredericksburg	X
Barbara	Flynt	DCE, Brandermill	X
Marilyn	Johns	Dir. Program Development, Union Presbyterian Seminary	X
Leigh Anne	Ring	DCE, River Road	X
Daniel	Wiard	DCE, Salisbury	X

2020 MINIMUM COMPENSATION CRITERIA FOR THE PRESBYTERY OF THE JAMES

I. THE PRINCIPLES FOR COMPENSATION FOR MINISTER OF THE WORD AND SACRAMENT AND CERTIFIED CHRISTIAN EDUCATORS ARE AS FOLLOWS:

- A. Scripture, in several places, affirms that those who labor for the Gospel “deserve their wages” (*Luke 10:4-7; 1 Corinthians 9:14; 1 Timothy 5:17*).
- B. Ministers or Certified Christian Educators are skilled persons with great responsibility who have studied and trained extensively to fulfill their calling, as required by the church.
- C. Principles of justice and fairness are to be honored and emphasized. The compensation should appear reasonable, just, and fair to the leaders of the congregation, to a majority of the members of the congregation, to the Ministers or Certified Christian Educators, to their spouses, and to the Presbytery.
- D. Remuneration for services rendered by Ministers or Certified Christian Educators should be in line with the income levels of the area in which their ministry takes place.
- E. Minimum compensation is established as a way of defining the minimum value of a full-time call, requiring no more than entry-level skills of a newly ordained Minister or Associate Minister, or a newly certified Christian Educator. Additional skills, education, experience, responsibilities, etc., should be used to factor in additional compensation.
- F. For the peace, unity, and effectiveness of the church, general acceptance of this principle is recommended as Ministers or Certified Christian Educators work to fulfill the mission of the church (as defined in *The Great Ends of the Church, Book of Order* F-1.0304).

II. THE MINIMUM REQUIRED ELEMENTS OF A CALL ARE:

A. Compensation

- 1. Cash Salary
- 2. Housing, Utilities, and Furnishings Allowance (ministers only) OR
- 3. a. Utilities and Furnishings Allowance (ministers only) AND
b. Manse Rental Value, at least 30% of the sum of 1 and 3a (ministers only).

B. Benefits

- 1. Pension and Major Medical Dues (37% of salary + housing) [2019 percentage]
- 2. Fifty percent of Self-Employment Tax (SECA)

3. Vacation
4. Study Leave

C. Professional Reimbursements

1. Auto/travel Expenses
2. Continuing Education and Book Expenses

**2020 MINIMUM REQUIRED AMOUNTS OF A CALL FOR
MINISTERS OF THE WORD AND SACRAMENT AND CERTIFIED CHRISTIAN
EDUCATORS**

The minimum full-time compensation (cash salary and housing) for 2020 is **\$46,600**, a 2.09% increase.

A. Compensation

1. Cash Salary
2. Housing, Utilities and Furnishings Allowance (ministers only) OR
3. a. Utilities and Furnishings Allowance (ministers only) AND
b. Manse Rental Value, at least 30% of sum of 1 and 3a (ministers only).

Subtotal	<u>\$46,600</u>
-----------------	------------------------

B. Benefits

1. Dues [2019 percentages; 2020 percentages announced July 1]:
Pension (12%) + Major Medical (25%) = 37% of Subtotal **\$17,242**
2. Fifty percent of Self-Employment Tax (SECA), 7.65% of Subtotal **\$3,565**
3. Vacation, four weeks
4. Study Leave, two weeks

Total Compensation and Benefits	<u>\$67,407</u>
--	------------------------

C. Professional Reimbursements

1. Auto/travel Expenses (at IRS rate)
2. Continuing Education and Book Expenses **\$1,000**

+++++

To calculate Board of Pension Medical and Pension dues for part time persons, go to Pensions Connect on the Board of Pensions website: <https://logon.pensions.org/>

2020 TERMS OF CALL WORKSHEET FOR CHURCHES WITH FULL-TIME MINISTERS OF THE WORD AND SACRAMENT AND CERTIFIED CHRISTIAN EDUCATORS

A. Compensation

- | | |
|---|-----------------|
| 1. Cash Salary | \$ _____ |
| 2. Housing, Utilities and Furnishings Allowance (ministers only) OR | \$ _____ |
| 3.a. Utilities and Furnishings Allowance (ministers only) AND | \$ _____ |
| b. Manse Rental Value, at least 30% of sum of 1 and 3a (ministers only) | \$ _____ |
| Subtotal (2020 Minimum: <u>\$46,600</u>) | \$ _____ |

B. Benefits

- | | |
|---|-----------------|
| 1. Pension and Major Medical Dues [2019], 37% of Subtotal | \$ _____ |
| 2. Fifty percent of Self-Employment Tax (SECA), 7.65% of Subtotal | \$ _____ |
| 3. Vacation (four weeks minimum) | _____ |
| 4. Study Leave (two weeks minimum) | _____ |
| Total Compensation and Benefits | \$ _____ |

C. Professional Reimbursements

- | | |
|---|-----------------|
| 1. Auto/travel Expenses (at IRS rate) | \$ _____ |
| 2. Continuing Education and Book Expenses (\$1,000 minimum) | \$ _____ |
| Total | \$ _____ |

Approved by COM 5/9/2019

APPENDIX M-1
POJ Policy

MEMBER-AT-LARGE POLICY

Guidelines

The Presbytery of the James understands the Member-At-Large (MAL) status to be temporary by intent and requires all MALs regularly attend presbytery meetings and be active in the life of a PCUSA congregation. MALs in the Presbytery of the James shall comply with all the pertinent portions of the Book of Order in order to maintain presbytery membership.

Rationale

The PCUSA Book of Order G-2.0503b states, “*a member-at-large shall comply with as many of the criteria in G-2.0503a as possible and shall actively participate in the life of a congregation.*” The Presbytery of the James recognizes this is a requirement, not an option, and seeks to uphold this requirement with both compassion and integrity.

Committee on Ministry Responsibilities

COM shall review annually the status of all MALs using relevant Book of Order guidelines and POJ policies. Should COM determine a MAL’s failure to fulfill their responsibilities warrants removal from membership in the POJ, it shall make such recommendation to the presbytery.

COM shall:

1. Upon approving a request to dissolve a pastoral relationship (G-2.0502), request that the presbytery enroll the minister as a Member-at-Large of the POJ. The enrollment date shall be the date of the presbytery meeting at which the request is approved. If approved, COM shall communicate this enrollment date to the MAL.
2. Advise the MAL of the requirement to regularly attend POJ meetings and to participate in the life of a local congregation.
3. Send annual requests to the MAL that include the Annual Report Form and the deadline for completing the form.
4. Review annual reports and, when warranted, follow up with the MAL concerning the MAL’s efforts to find a call or to transfer membership to another presbytery, unless there is good cause and extenuating circumstances not to do so. COM shall interpret “good cause and extenuating circumstances” with flexibility in applying this policy. A MAL, for example, may need to take time away from ministry to attend to family responsibilities or “other individual circumstances recognized by the presbytery” (see Book of Order G-2.0503b). These other circumstances may include a need for self-care, engaging temporarily in some form of non-church service to the community, or other circumstances recognized by COM.
5. On the third anniversary of the MAL’s enrollment, if COM believes that the MAL has not:
 - shown interest in continuing the exercise of ordained ministry,
 - made efforts to seek a call,

- sought to transfer membership to another presbytery, and
- provided good cause and extenuating circumstances for their status,

COM shall meet with the MAL to discuss his/her particular situation. Based upon that discussion—or should the MAL decline to meet with COM—COM may recommend to the MAL that he or she consider requesting release from ministry as a Minister of the Word and Sacrament (G-2.0507). COM shall also submit the MAL's name to the Stated Clerk for reporting to the presbytery (G-2.0508). COM shall make every effort to continue to provide pastoral counsel and guidance to the MAL so long as he or she remains a member of the POJ. Any decision regarding the MAL's membership in the POJ shall be made in accordance with the provisions of G-2.0508.

MAL Responsibilities:

The POJ expects all MALs to continue their responsibilities as outlined in the PCUSA Book of Order, paying particular attention to the provisions of G-2.0503b. Every year, MALs shall submit a completed Annual Report Form to COM showing how they are meeting the standards of G-2.0503b and the criteria of this presbytery.

Adopted by Presbytery, (Month, Day, Year)

Ordination to Temporary Pastoral Relationships

Background

As the Protestant Church in North America enters the 21st century, it is encountering a sea change in societal context. Even while some congregations are finding it difficult to maintain a “traditional,” 20th-century model of pastoral ministry, God is opening doors for the Church to grow in new directions. While the Church has traditionally understood a formal call from a congregation to be a requirement for ordination, the expansion of validated ministry to include numerous non-congregational contexts (e.g., campus ministry, hospital and hospice chaplaincy, camp ministry, etc.) highlights the good news that God calls women and men to minister and proclaim the Gospel in a variety of settings; indeed, the P.C.(U.S.A.) *Book of Order 2017-2019* contains language that explicitly recognizes this truth. *G-2.0701 Ordination* reads,

“Ordination to the ordered ministry of minister of the Word and Sacrament is an act of the whole church carried out by the presbytery, setting apart a person to ordered ministry. Such a person shall have fulfilled the ordination requirements of the presbytery of care and received the call of God to service to a congregation or other work in the mission of the church that is acceptable to the candidate and to the presbytery of call.”

Nevertheless, the P.C.(U.S.A.) has historically preferred a congregational call and installation for ordinands to congregational ministry, while also providing for ordination to non-installed ministries. Yet as seminary graduates enter a field where “traditional” (i.e., full-time with benefits) congregational calls are decreasing in number, this discrepancy has become an obstacle to many who have heard God's call to congregational ministry. With this policy, the Presbytery of

the James seeks to address this discrepancy. In establishing this policy, the Presbytery of the James recognizes that God may call a person to ordained ministry in the P.C.(U.S.A.) through means other than a formal call extended by a congregation to an installed pastoral relationship.

- I. Any POJ congregation seeking to secure pastoral leadership via a Temporary Pastoral relationship rather than calling someone to an installed position shall first petition the COM for permission to pursue this path. Under the provisions of *Book of Order* G-2.0504 *Temporary Pastoral Relationships*,

“Temporary pastoral relationships are approved by the presbytery and do not carry a formal call or installation. When a congregation does not have a pastor, or while the pastor is unable to perform her or his duties, the session, with the approval of the presbytery, may obtain the services of a minister of the Word and Sacrament, candidate, or ruling elder in a temporary pastoral relationship. No formal call shall be issued and no formal installation shall take place.

Titles and terms of service for temporary relationships shall be determined by the presbytery. A person serving in a temporary pastoral relationship is invited for a specified period not to exceed twelve months in length, which is renewable with the approval of the presbytery. A minister of the Word and Sacrament employed in a temporary pastoral relationship is ordinarily not eligible to serve as the next installed pastor, co-pastor, or associate pastor.”

- II. This is a significant change in the nature of the church’s pastoral leadership, and part of COM’s charge is to provide congregations support and counsel, especially during times of transition. This request shall include:
 - a. A paragraph or two explaining how the session and congregation came to this decision, including how this change would support their mission and ministry now and in the near future;
 - b. Copies of the congregation’s year-end financial statements for the previous three years.
- III. Should COM approve this request:
 - a. In its search, the Session shall consider people ordained to the Ministry of the Word and Sacrament in the P.C.(U.S.A.), and may consider Candidates for ordination in the P.C.(U.S.A.) who have been certified “Ready to Receive a Call” by their CPM.
 - b. The Session shall report to the COM the demographic profiles of the candidates it considered when it requests COM approval of a Covenant Agreement.
 - c. Should the proposed Covenant Agreement not include full participation in the P.C.(U.S.A.) Medical and Pension benefits program for the candidate, COM shall instruct the Session to consider alternative ways to support the candidate beyond regular compensation.
- IV. Further steps shall be in accordance with standard POJ policies and *Book of Order* guidelines concerning *Temporary Pastoral Relationships* (G-2.0504b.).

- V. Should this process lead to COM's approval of a Covenant Agreement with a P.C.(U.S.A.) Candidate, the POJ shall ordain the Candidate among the congregation whose Session has approved the covenant. However, this service of ordination shall not include elements of the service of installation.

Report of the Committee on Preparation for Ministry

Presbytery of the James

June 18, 2019

Meetings March 26, April 23, 2019

I. The Committee Reports the Following for Information:

- A. Of the 19 persons under care on May 20, 2019, 7 are inquirers, and 12 are candidates. Of the candidates, 5 are ready to be examined for ordination pending a call.
- B. Welcomed the following new committee members: Ruling Elder Gwendolyn Young (First United); Rev. Ann Cherry (Trinity) [Mar 26].

II. The Committee Reports the Following Actions:

- A. Approved the following persons' continuation in the preparation process on the basis of an annual consultation: Humphrey Muraya (Trinity) [Apr 23].
- B. Conducted final assessment of Humphrey Muraya (Trinity) and certified him ready to be examined for ordination, pending a call [Apr 23].

III. Consent Agenda Recommendations: [None]

IV. The Committee Makes the Following Recommendation: [None]

Appendix A

Cultivating a Culture of Evangelism in the Presbytery of the James

Final Report

John W. Vest

May 2019

Introduction

For four years I have been on the ground in the Presbytery of the James, teaching, preaching, and consulting in POJ congregations¹, teaching evangelism courses at Union Presbyterian Seminary², and developing a new worshipping community. During this time, I have been engaged in two parallel courses of study. First, I have endeavored to learn the current culture of the presbytery by interacting with as many POJ congregations and leaders as possible. Second, I have been formulating a theory of the changing nature of evangelism--and church in general--in our broader post-Christendom culture and developing a toolbox of resources to help congregations engage in adaptive change to effectively participate in God's mission in a rapidly changing world. This report presents my conclusions in both of these areas and provides my recommendations for next steps in the long-term process of cultivating a culture of evangelism in POJ.

Summary

Evangelism needs to rise to the very top of POJ's agenda and strategic plan. It cannot remain one program of many or be the purview of a single committee of volunteers operating with very little effective power within the presbytery system. A culture change of the magnitude suggested by the phrase "cultivating a culture of evangelism" will require support and reinforcement from the top levels of presbytery leadership and must be at the forefront of every assembly, meeting, decision, and assessment we undertake. To do this, POJ leaders and congregations need to understand and fully embrace the missional ecclesiology that shapes the P.C.(U.S.A.)'s current Form of Government. Further, we should adopt a truly adaptive evangelism strategy that moves beyond attempts to improve upon existing practices because these approaches demonstrably result in diminishing returns on investment in practically all sectors of American Christianity. Rooted in tradition yet rich in potential resources, POJ should adopt an evangelism strategy that uphold the traditional centers of Presbyterian piety--congregational worship, education, and community service--while also investing in new forms of spirituality and faith formation shaped by Presbyterian DNA. The resulting vision is a network of vibrant Presbyterian hubs from which non-traditional and experimental expressions of Christian community are supported and nurtured. In order to do this, POJ congregations will need to embrace the kenotic disposition of missionaries more interested in increasing God's kingdom than simply increasing the size of their existing congregations.

¹ I have engaged with at least 40 congregations during this time. See Addendum A for a list.

² See Addendum B for a list of courses taught at Union Presbyterian Seminary.

Background

While I have often described my job as a hybrid position formed through a partnership between Union Presbyterian Seminary and the Presbytery of the James, in practice this has not been the case. While it is true that POJ has funded approximately half of my salary and program budget through a grant to the seminary, there has been little overlap in responsibilities or strategic cooperation between these institutions. In fact, the aborted attempt in 2018 to extend this partnership revealed a profound lack of communication and operational disparity between UPSem and POJ with respect to my job and assessments of my work.

In hindsight, this disparity was clear from the beginning. The entirety of the process that led to my call was orchestrated by the seminary. The search committee had no formal presbytery representative. My job description, responsibilities, and accountability at the seminary were always clear. My job title was visiting professor at the seminary, which was subsequently validated by the presbytery when I transferred my membership from the Presbytery of Chicago. All of my compensation and program budget has been managed by the seminary.

By contrast, I have never had a job title or job description with the presbytery. I had no place in the organizational structure of the presbytery and no institutional oversight or accountability. My working relationship with the former General Presbyter was informal at first and, when that relationship deteriorated, antagonist at best and nonexistent at worst. It is telling that I received no communication from the General Presbyter during the final months before his retirement. In the past year, as the Communications and Coordination Team was brought into the picture, it was clear to me that they had no background understanding of my work and no vision or strategic plan from which to guide me. As far as I can tell, the presbytery portion of my job was the idea of the former General Presbyter and did not come from within the leadership structure of POJ. In fact, the Evangelism Purpose Group that existed before my arrival had an altogether different vision for staff leadership but were told to wait for me once I had been called. Yet there was no plan for integrating me into the work of the two existing purpose groups most clearly related to evangelism (Evangelism and New Worshiping Communities). To the contrary, once I was on the ground, the General Presbyter counseled me to work around these groups. I was never required to attend presbytery staff meetings and only invited for a brief period of time.

I have essentially functioned as a half-time visiting professor at the seminary with an informal understanding that the other half of my time would involve working with the presbytery in the areas of evangelism, congregational revitalization, and the development of new worshiping communities. I was told to make up the presbytery work as I went along, which is precisely what I have done. My approach has been primarily *adaptive* rather than *technical*.

Identifying Adaptive Challenges

When it comes to the vitality of POJ and its constitutive congregations, presbytery leaders recognize several obvious concerns. I believe that many of these were instrumental in the creation of my position. They include, but may not be limited to, the following:

- With few exceptions, there has been a steady decline in congregational membership and an overall decline in membership across the presbytery. Since 2005, the membership of POJ congregations has decreased by about 10,000 people. Factoring in baptized members, participants, and affiliates, we have about half as many total adherents now as we did in 2005.
- The same is true for average worship attendance. About half as many people worship in POJ congregations as did 2005.
- The members of POJ congregations are significantly older than the rest of Virginia. Thirty percent of our members are over the age of 65, compared to 12% of all Virginians. Forty-seven percent of our members are over the age of 55, compared to 24% of all Virginians.
- Because of membership decline and diminishing financial resources, a growing number of congregations can no longer afford full-time installed pastoral leadership. At the same time, part-time positions are increasingly difficult to fill. The long-term viability of many POJ congregations--given the demands of personnel and property costs--is uncertain at best.
- Likewise, the presbytery has fewer resources — in terms of both people and money--with which to operate as it has in the past.
- In recent years, several congregations have left the P.C.(U.S.A.), which has further diminished our numbers and has exacted considerable emotional and spiritual tolls on the POJ remnant.
- There has been a limited return on POJ's investments in traditional forms of new church development. Since 1999, POJ has spent nearly \$1.5 million on new church development to charter just two congregations that currently have fewer than 150 members combined and are both still dependent on presbytery financial support.
- Like many mainline Protestants, POJ Presbyterians are wary of evangelism in general, and many dismiss it altogether. This is due, in part, to negative reactions to the ways in which evangelism has been practiced by some evangelicals, certain aspects of Reformed theology, the overall individualization of religion in the United States, liberal bias against proselytizing, and inertial complacency born of the relative ease of maintaining Presbyterian institutions in a historical center of Presbyterian culture. Early in my tenure, the former General Presbyter accurately noted that evangelism is simply not a part of this presbytery's culture, from which I developed the notion of "cultivating a culture of evangelism" in POJ.

In his influential work in the practice of leadership, Ronald Heifetz has argued that leaders often make the mistake of treating *adaptive challenges* (which are addressed by long-term

processes of culture change) as *technical problems* (which can be quickly solved by experts).³ It eventually became clear to me that the expectations for my position were understood as technical fixes rather than adaptive change. The assumption seemed to be that hiring an expert in evangelism (like hiring an expert in stewardship or developing a continuing education program for preaching) would result in solutions to some of the aforementioned problems: POJ members would recover a proficiency in the skills of evangelism, attract and retain new members, and therefore grow POJ churches.

However, there is no doubt that POJ--like every traditional religious institution in the United States--is facing massive adaptive challenges rather than a collection of technical problems. Cultural conditions and assumptions that for decades--if not centuries--worked to the advantage of churches like ours are no longer operative. It follows that the practices based on these conditions and assumptions are less effective than they used to be. Yet, for the most part, POJ leaders and congregations continue to operate with the same playbook. Technical improvements in marketing and hospitality—or even improvements in basic skills like talking about faith with each other--will not fundamentally change our situation because the rules of engagement in our cultural context have changed significantly.

Based on my observations of POJ and the broader religious landscape of the United States, I want to highlight several adaptive challenges that require adaptive leadership from POJ.

■ *Protestant Decline and the Rise of the Nones*

In every discussion of contemporary American religion, there are two related headlines. The first is the decline—in terms of both numbers and cultural influence--of all forms of Protestantism. We are in the seventh year of the reality in which there is no longer a Protestant majority in the United States. The second headline is that the fastest growing religious group is actually a non-religious group, so-called "nones" who claim no religious affiliation (but the majority of whom still maintain meaningful spiritual beliefs and practices).

■ *Attractional Church No Longer Works*

In this cultural context, church growth strategies designed to woo members with more attractive worship services and programs have a limited return on investment because churches are essentially all competing with each other for a shrinking segment of the population--namely, people who still like going to church as we know it. Churches that do grow are typically larger, well-resourced churches that offer the best worship services and programs in their area. But it is demonstrably the case that these churches grow at the expense of other churches who struggle to survive. Most new members--even in evangelical churches--are transfers from other churches, not converts from unchurched

³ Ronald A. Heifetz and Donald L. Laurie, "The Work of Leadership," *Harvard Business Review*, January-February 1997 and Ronald A. Heifetz, Alexander Grashow, and Marty Linsky, *The Practice of Adaptive Leadership: Tools and Tactics for Changing Your Organization and the World* (Harvard Business Press, 2009). A document comparing technical problems and adaptive challenges can be found at the end of this report as Addendum C.

populations. Most existing churches only attract people who already like church, and there are fewer and fewer of those people in the United States each year.⁴

- *As a Brand, Presbyterians Have a Very Limited Share of the Religious Marketplace*
Even if we were to try to increase our share of the churchgoing population, there is little reason to believe we would have much success. More people leave Presbyterianism than join it. According to Pew's 2014 data, Presbyterianism only has a 2.2% share of the American population. Based on 2017 denominational data, the P.C.(U.S.A.) only represents 0.43% of the US population. Despite these realities, we spend considerable time and energy arguing about and preserving denominational distinctives that most people are clearly not interested in.
- *POJ Doubles Down on Traditional Approaches Rather than Diversifying our Outreach*
The previous three points are grounded in facts, not opinions or interpretations. Yet despite this evidence, POJ leaders and congregations are reluctant to explore alternative means of Christian community and faith formation. Instead, we seem to think that minor tweaks to the traditional forms of Presbyterian worship, education, congregational life, and service to others will draw in more people. POJ is essentially a culture of religious consumers committed to a particular style of church, which has limited appeal in our current cultural context.
- *Pastors are Too Busy Maintaining the Status Quo to Try New Things*
Regardless of the size of the congregation, encouragements to try new things are regularly met with responses from pastors that they are simply too busy doing what they are already doing to experiment with something new. This is exacerbated by reductions in staff and resources or the reduction from full-time to part-time pastoral leadership. We must find creative ways of freeing up time for pastors to try new things and reach new people.
- *The DNA of POJ is Unclear*
I agree with former GA Moderator Heath Rada that the P.C.(U.S.A.) has a branding problem in the sense that we don't know what our brand stands for and have allowed others to define it for us. I want to extend this to POJ. Alan Hirsch argues that churches should be more like movements than buildings and programs. He goes on to suggest that movements are DNA-based organizations in which the essential nature of the organization can be replicated in a variety of ways. In order to do this, there must be clarity about what constitutes this DNA. The essential DNA of POJ is not clear to me.

⁴ It is worth noting that my beyond my interests in innovative and emerging forms of church, my primary qualification for this position was success in the attractional church model. Over the course of nine years I significantly grew the youth ministry at the second largest congregation in our denomination. Families drove past multiple other Presbyterian churches to participate in our programs. Perhaps it was natural for people to assume that this would form the basis of my work in POJ. Yet already back then, at the height of my success, I could see the limits of this model and the cracks in the walls of an institution many people thought would continue to grow by simply doing the status quo bigger and better.

■ *The Mission of POJ is Unclear*

Likewise, POJ does not have well-articulated and widely-shared sense of mission. To be sure, our website suggests a mission in terms of *Book of Order* "obligations and responsibilities" and lists five specific tasks--Camp Hanover, Evangelism and Mission Outreach, Church Growth and Renewal, Youth Ministry Committee, Education and Training. But in the language of Simon Sinek's "Start with Why" approach to inspired leadership, these are all *whats* instead of a compelling *why*.⁵ Nowhere is it articulated *why* we exist, *why* these activities are important, or what *impact* they will have in the world. As currently formulated, the mission of POJ is essentially institutional maintenance.

■ *POJ Has No Strategic Plan*

To go along with this mission of institutional maintenance, POJ seems to have no strategic plan other than survival and/or maintaining the status quo. In fact, the Vision 2020 Committee intentionally avoided developing a strategic plan, even though this was their charge. Consequently, the Vision 2020 recommendations were all internally focused with no missional sense of purpose or direction. Similarly, POJ decisions tend to be reactionary rather than proactive or aligned with an overall strategic plan or set of goals. There is also a significant lack of transparency and mutual accountability.

■ *There Is No Institutional Ownership or Support for Evangelism*

Finally, as I have already described, there has been little to no institutional ownership of my work. My position was never lodged within the presbytery system. Evangelism is not understood to be a central mission of POJ.

Addressing These Adaptive Challenges

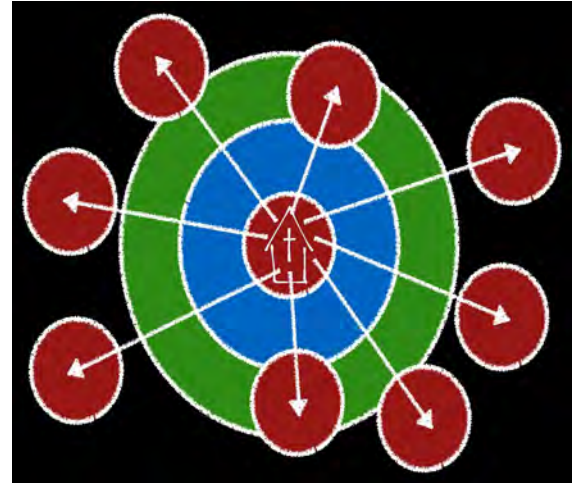
While I have led workshops and offered consultations on technical evangelism skills--talking about our faith, demographic research, exegeting our neighborhoods and contexts, digital marketing and communication--the bulk of my efforts have been focused on adaptive change. The "Start with Good News" evangelism conference in the fall of 2016 was designed to encourage reflection on the *why* of evangelism. The "Nones and Dones" practicums in the fall of 2017 were designed to introduce pastors to the possibilities of non-traditional forms of outreach to people who are not interested in our traditional forms of church. The Pentecost 2020 initiative, which was not funded during the 2019 budgeting process and was therefore abandoned, was designed to catalyze a movement of gospel renewal and missional commitment within our congregations. In April 2018, I hosted a missional discernment event for the denomination's 1001 New Worshiping Community movement and invited two POJ pastors to participate. As a learning lab for my work, I have developed the Joyful Feast (and now my tent-making business, Redemption BBQ) as a way to put into practice the kind of adaptive and entrepreneurial ministry about which I have been teaching and preaching.

⁵ Simon Sinek, *Start With Why: How Great Leaders Inspire Everyone to Take Action* (Portfolio, 2011) and Simon Sinek, David Mead, and Peter Docker, *Find Your Why: A Practical Guide for Discovering Purpose for You and Your Team* (Portfolio, 2017)

Along the way, I have also tried to initiate institutional change in the areas in which I worked. The Evangelism and Church Growth Purpose Group was dissolved and replaced with the Cultivating a Culture of Evangelism Purpose Group. Policies for the financial support and administrative oversight of new worshipping communities were drafted and adopted by the presbytery assembly. A plan for mutual accountability, learning, and assessment was designed for our two new church developments and three new worshipping communities.

A Vision for Evangelism in POJ

Once the presbytery as a corporate council and individual POJ congregations develop meaningful and missional *whys*, what might a presbytery-wide evangelism strategy look like? In brief, my vision for POJ is a hybrid approach that leverages the strengths of our established congregations and also experiments with new forms of church. While we should invest in independent new worshipping communities, our existing congregations should also become missional hubs from which a variety of new worshipping communities and experimental forms of Christian community and practice are launched and supported. This approach will continue to meet the needs of our existing



members, potentially add new members interested in these traditional forms of church, and encourage our existing churches to actively support local evangelism in the same way Presbyterians (and other mainline Protestants) faithfully supported foreign missions in the 19th and 20th centuries. Through these outposts, each of which is shaped by the missional DNA of the hub congregation, new people will be reached, disciplined, and sent into the world as the body of Christ.

Future Adaptive Work

If a culture shift is in fact what POJ needs, then the work of adaptive change must be deep and wide, penetrating all aspects of the presbytery. To that end, here are several ways I believe POJ can continue to cultivate a culture of evangelism.

■ *The Strategic Planning Process Should Be an Exercise in Adaptive Change*

Adaptive change is a difficult process that takes a long time because it involves questioning long-held values, beliefs, assumptions, and practices. People and institutions are naturally resistant to change, even when the need for change is clear. This work is destabilizing and creates significant anxiety. Yet this is precisely the work that POJ must undertake. A strategic plan based on what we've always done will not work. The Transitional General Presbyter and Strategic Planning Team must be aware of the dynamics of adaptive change and equipped to provide both prophetic and pastoral leadership during a transition that will at times be painful and uncomfortable, but will ultimately be generative, creative, and inspiring.

■ *POJ Needs a Deep Dive into Missional Ecclesiology*

In my opinion, the missional church movement is the most important theological conversation happening today, but most of our churches are not even aware of it. POJ congregations must make the shift from attractional church growth models and consumer religiosity toward missional engagement with unchurched people and their wider communities. We must also find ways of seeding and nurturing this conversation throughout the presbytery. It is my deepest hope that such a conversation will inform the strategic planning process, as it has in other presbyteries.

■ *POJ Needs to Establish a Shared Sense of Identity and Mission*

Before an effective evangelism strategy can be implemented, the presbytery must develop a shared understanding of the gospel (with room for theological diversity), our core DNA as Presbyterians, and clarified missional objectives for this particular time in the particular places God has called us. These should be rooted in the missional ecclesiology of the current Form of Government, as articulated in F-1.01.⁶ Individual congregations should be encouraged and equipped to do the same. Without compelling *whys*, adjustments to our *whats* and *hows* will not be effective.

■ *Evangelism Should Become a Central Focus of POJ*

Evangelism will not take hold as a driving force of the presbytery's culture if it remains the purview of a single person with limited time and authority, or even a team of volunteers with limited institutional power. Just as evangelism will not shape a congregation if it is relegated to the programmatic work of one session committee, evangelism must be embraced by the presbytery as a whole. This will require a centralized and coordinated strategy from POJ leadership.

■ *Evangelism Should Be Lodged in the Core Leadership Structure of POJ*

Whether this is an outcome of the strategic planning process or an organizational shift that can happen sooner, I strongly believe that evangelism needs to be located in the presbytery's basic leadership structure. The purpose group model works for a variety of ministry and mission initiatives, but if evangelism is truly at the heart of who we are as disciples of Jesus, it should be at the center of our organizational structure.

■ *Pastors are the Key*

Change will not happen in congregations unless it is led by pastors. Someone like me teaching, preaching, and consulting about evangelism in congregations has value, but without intentional, focused, and consistent reinforcement from pastoral leadership, it will never take root. This was the strategic reason for limiting the "Nones and Dones" program to pastors. Building on the energy generated by that process, we must develop periodic and ongoing opportunities for pastors to come together to work through their particular contextual challenges in conversation with colleagues.

⁶ Included at the end of this report as Addendum D.

■ *POJ Should Develop Partnerships Beyond Itself and the P.C.(U.S.A.)*

New ideas and perspectives from outside traditional Presbyterianism can be stimulating and instructive in this process of adaptive change. Of the many resources available, I highly recommend Fresh Expressions. Their basic approach is essentially the same as the vision I have outlined above. Given their proximity to us here in Virginia, I think it is worth exploring a more extensive partnership with them.

Conclusion

Adaptive change is a slow and difficult process. At the end of this four-year period of working on evangelism in the Presbytery of the James, I feel like I have been like an unintentional interim pastor. After four years of tilling soil to prepare for culture change, I hope that my work in identifying adaptive challenges and casting a corresponding vision may one day bear fruit as the presbytery moves forward. I am encouraged by signs of progress in congregations like Forest Hill and Overbrook, both of which are trying to live into more missional ways of being. I look forward to growing the vision of the Joyful Feast and Redemption BBQ and sharing what I learn with colleagues in the presbytery and beyond.

Cultivating a Culture of Evangelism Addendum A

Engagement with POJ Congregations and Leaders

"Why Evangelism?" workshop at UPSem's Seminary for a Day (September 2015)
New Covenant Presbyterian Church (September 2015)
Northern Neck congregations (October 2015)
Second Presbyterian Church of Richmond (November 2015)
First Presbyterian Church of Richmond (November, December 2015; November 2017)
Ginter Park Presbyterian Church (November 2015)
Overbrook Presbyterian Church (multiple engagements)
Olivet Presbyterian Church (February 2016; November 2018)
Three Chopt Presbyterian Church (February 2016)
Second Presbyterian Church of Petersburg (February 2016)
Bethlehem Presbyterian Church (March 2016; November 2017)
Tuckahoe Presbyterian Church (April 2016; September 2017)
Blackstone Presbyterian Church (May 2016)
Ashland Presbyterian Church (June 2016)
Colonial Heights Presbyterian Church (June 2016)
Forest Hill Presbyterian Church (multiple engagements)
Laurel Presbyterian Church (August 2016)
"Start with Good News" evangelism conference at UPSem (September 2016)
Southminster Presbyterian Church (October 2016)
POJ Christian Education Purpose Group (January 2017)
Bon Air Presbyterian Church (January 2017)
Saint Andrews Presbyterian Church (February 2017)
Campbell Memorial Presbyterian Church (February 2017)
The Presbyterian Church in Fredericksburg (February 2017)
South Plains Presbyterian Church (April 2017)
Westminster Canterbury of Richmond (March, April 2017)
Camp Hanover staff training (June 2017)
The Gayton Kirk Presbyterian Church (September 2017)
Nones and Dones Practicum (fall 2017)

- The Brandermill Church
- Chester Presbyterian Church
- Three Chopt Presbyterian Church
- Olivet Presbyterian Church
- Second Presbyterian Church of Richmond
- Salisbury Presbyterian Church
- Ginter Park Presbyterian Church
- Southminster Presbyterian Church
- Grace Covenant Presbyterian Church
- Fairfield Presbyterian Church

- Laurel Presbyterian Church
- Kirk O'Cliff Presbyterian Church
- Blue Ridge Presbyterian Church
- Amelia Presbyterian Church
- Forest Hill Presbyterian Church
- Bott Memorial Presbyterian Church
- Covenant Presbyterian Church
- Tabor Presbyterian Church
- The Gayton Kirk Presbyterian Church
- Bethlehem Presbyterian Church
- Westminster Presbyterian Church
- Madison Presbyterian Church
- Orange Presbyterian Church
- Campbell Memorial Presbyterian Church
- St. Andrews Presbyterian Church
- Overbrook Presbyterian Church
- All Souls Presbyterian Church
- One chaplain
- Several retired/interim pastors
- Presbytery staff

AFREIM (October 2017)

Gregory Memorial Presbyterian Church (October 2017)

Blue Ridge Presbyterian Church (October 2017)

Camp Hanover Confirmation Retreat (February 2018)

POJ Leadership and Stewardship Workshop (April 2018)

Kirk O'Cliff Presbyterian Church (September 2018)

Cultivating a Culture of Evangelism Addendum B

Courses Taught at Union Presbyterian Seminary

Introduction to Evangelism (Fall 2015)

This course will engage students in a sustained reflection on the first of the great ends of the church, "The proclamation of the gospel for the salvation of humankind." What does evangelism look like in contemporary postmodern and post-Christendom contexts? What do we mean by salvation and what is at stake in Jesus' vision of God's kingdom? Students will be challenged to articulate their own understanding of the gospel and explore innovative ways of being church in our rapidly changing world.

Post-Congregational Evangelism (May 2016)

Are congregations based on anachronistic social capital models? Lee Rainie and Barry Wellman suggest that "networked individualism" is the "new social operating system" of the 21st century. Instead of focusing exclusively on attractional or program-based approaches to ministry that will have limited results in a post-Christendom cultural matrix that we cannot realistically hope to change, the church must also invest in the religious and spiritual lives that people are actively cultivating beyond congregations. This course will explore this new cultural reality and the practical implications of thinking about church as a social network. If people are no longer interested in going to church, the church must find ways of going to the people.

Evangelism in a Multi-Religious World (Fall 2016)

What does it mean to bear witness to the gospel in a pluralistic and multi-religious society? Does evangelism require Christians to insist that all other religions are false? Does God expect us to convert non-Christians? What does interreligious dialogue and partnership look like in today's world? What are the ethical and political implications of public discourse about religion? To address these questions, our study of classic and contemporary theological texts will be supplemented by interactions with people from a variety of religious and nonreligious traditions.

Evangelism in Rural Contexts (May 2017)

Though national and global population trends predict a continuing increase in urbanization, seminary graduates are likely to find more ministry opportunities in small town and rural communities than in urban or suburban contexts. With many of these churches struggling or unable to afford full-time pastoral leadership, the ministry challenges are even greater. Rural contexts therefore present unique opportunities and challenges for evangelism, church revitalization, congregational growth, and missional ministry. Through reading, field trips, and interaction with rural ministry practitioners, this course will give students a practical foundation for ministry in rural contexts.

Introduction to Evangelism (Fall 2017)

What is evangelism and why does it matter? What do we mean by salvation and what is at stake in Jesus' vision of God's kingdom? In this course students will be challenged to articulate

their own understanding of the gospel, provide a working definition of evangelism, and consider how evangelism will shape their current and future practice of ministry.

Evangelism in the City (May 2018)

Whether a congregation wishes to reach new people or a team explores a new worshiping community or church plant, a critical step is understanding the context into which God is calling us. This involves the exegesis of cities, neighborhoods, communities, and people. This course will introduce students to the practice of cultural exegesis and give them opportunities to apply it as we explore Richmond together. We will also engage in a critical reading of Timothy Keller's *Center Church* as a way to think about the broader tasks of evangelism, especially in urban contexts.

Entrepreneurial Ministry (Fall 2018)

Year after year, there are considerably more seminary graduates than open positions for pastors and educators in existing churches or ministries. At the same time, the needs of our rapidly changing world call for creative and adaptive forms of ministry. This course will equip students to create new ministries from scratch or within existing ministry contexts. We will study entrepreneurial skills from a variety of fields and explore exemplars of entrepreneurial ministry in areas such as new worshipping communities and non-profit leadership. A final project in entrepreneurial evangelism will provide an opportunity for practical experience and reflection.

The Church Growth Movement (May 2019)

The "church growth movement" is often associated with "seeker sensitive" attractional models and slick marketing strategies. While this movement has been influential in evangelical and nondenominational church circles, it has not been widely embraced in mainline Protestantism. Yet many mainline Protestants think of evangelism primarily in terms of church growth. In addition to exploring current examples and critiques of church growth strategies, this course will reconsider the foundational principles of the movement in light of contemporary network theory.

Cultivating a Culture of Evangelism Addendum C

TECHNICAL PROBLEMS V. ADAPTIVE CHALLENGES

The single biggest failure of leadership is to treat adaptive challenges like technical problems.

TECHNICAL PROBLEMS

1. Easy to identify
2. Often lend themselves to quick and easy (cut-and-dried) solutions
3. Often can be solved by an authority or expert
4. Require change in just one or a few places; often contained within organizational boundaries
5. People are generally receptive to technical solutions
6. Solutions can often be implemented quickly—even by edict

ADAPTIVE CHALLENGES

1. Difficult to identify (easy to deny)
2. Require changes in values, beliefs, roles, relationships, & approaches to work
3. People with the problem do the work of solving it
4. Require change in numerous places; usually cross organizational boundaries
5. People often resist even acknowledging adaptive challenges
6. “Solutions” require experiments and new discoveries; they can take a long time to implement and cannot be implemented by edict

EXAMPLES

- | | |
|---|--|
| ▪ Take medication to lower blood pressure | ▪ Change lifestyle to eat healthy, get more exercise and lower stress |
| ▪ Implement electronic ordering and dispensing of medications in hospitals to reduce errors and drug interactions | ▪ Encourage nurses and Pharmacists to question and even challenge illegible or dangerous prescriptions by physicians |
| ▪ Increase penalty for drunk driving | ▪ Raise public awareness of the dangers and effects of drunk driving, targeting teenagers in particular |

Adapted from Ronald A. Heifetz & Donald L. Laurie, “The Work of Leadership,” Harvard Business Review, January-February 1997; and Ronald A. Heifetz & Marty Linsky, Leadership on the Line, Harvard Business School Press, 2002

GROUPSMITH

Cultivating a Culture of Evangelism

Addendum D

Book of Order 2017/2019

THE FOUNDATIONS OF PRESBYTERIAN POLITY

CHAPTER ONE

THE MISSION OF THE CHURCH⁷

F-1.01 GOD’S MISSION

The good news of the Gospel is that the triune God—Father, Son, and Holy Spirit—creates, redeems, sustains, rules, and transforms all things and all people. This one living God, the Scriptures say, liberated the people of Israel from oppression and covenanted to be their God. By the power of the Spirit, this one living God is incarnate in Jesus Christ, who came to live in the world, die for the world, and be raised again to new life. The Gospel of Jesus Christ announces the nearness of God’s kingdom, bringing good news to all who are impoverished, sight to all who are blind, freedom to all who are oppressed, and proclaiming the Lord’s favor upon all creation.

The mission of God in Christ gives shape and substance to the life and work of the Church. In Christ, the Church participates in God’s mission for the transformation of creation and humanity by proclaiming to all people the good news of God’s love, offering to all people the grace of God at font and table, and calling all people to discipleship in Christ. Human beings have no higher goal in life than to glorify and enjoy God now and forever, living in covenant fellowship with God and participating in God’s mission.

F-1.02 JESUS CHRIST IS HEAD OF THE CHURCH

F-1.0201 The Authority of Christ

Almighty God, who raised Jesus Christ from the dead and set him above all rule and authority, has given to him all power in heaven and on earth, not only in this age but also in the age to come. God has put all things under the Lordship of Jesus Christ and has made Christ Head of the Church, which is his body. The Church’s life and mission are a joyful participation in Christ’s ongoing life and work.

F-1.0202 Christ Calls and Equips the Church

Christ calls the Church into being, giving it all that is necessary for its mission in the world, for its sanctification, and for its service to God. Christ is present with the Church in both Spirit and Word. Christ alone rules, calls, teaches, and uses the Church as he wills.

⁷ Throughout this document and the Form of Government, the capitalized term “Church” refers to the Church Universal, the Church as it is called to be in Christ; except as part of a title (i.e. Presbyterian Church (U.S.A.)).

Appendix B

Camp Hanover Incorporation Documents

1. Camp Hanover Articles of Incorporation 2019
2. Camp Hanover Bylaws 2019
3. Covenant Agreement with Camp Hanover and the Presbytery of the James
4. Addendum A with Explanations
5. Camp Hanover Current Facility & Program Infrastructure

**ARTICLES OF INCORPORATION
OF
CAMP HANOVER, INC.**

A Virginia Nonstock Corporation

The Articles of Incorporation of the undersigned, a majority of whom are citizens of the United States, desiring to form a nonstock corporation pursuant to the provisions of Chapter 10 of Title 13.1 of the Code of Virginia, known as the Virginia Nonstock Corporation Act (§ 13.1-801 et seq.) or the "Act," do hereby set forth the following:

1. Name. The name of the corporation is CAMP HANOVER, INC. ("corporation or Camp Hanover").

2. Purpose. The purpose of the corporation, as organized, is for ~~an educational~~ charitable purpose under section 501(c)(3) of the Internal Revenue Code of 1986 as amended (or corresponding section of any future federal tax code). The corporation's ~~educational~~ purposes include, but are not limited to, the following:

(a) to provide a camp and retreat center for all youth in elementary, middle and high school as outdoor classroom opportunity to facilitate enrichment, service, meaningful friendships, and healthy growth through various ~~educational~~ programs, camp facilities, environmental stewardship and outreach. By so doing, Camp Hanover, Inc. provides a place apart for renewal and growth in a natural environment for love, charity and hospitality.

Subject to the limitations set forth below, the corporation may conduct any or all lawful affairs, not required to be stated specifically in these Articles, for which corporations may be formed under the Act.

3. Activities and Powers.

(a) The corporation shall not be operated for profit. It may engage only in activities that may be carried on by an organization exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code and by a corporation to which contributions are deductible under Sections 170(c), 2055 and 2522 of the Code. To the extent consistent with Section 501(c)(3) of the Code, the corporation may exercise any and all powers conferred upon nonstock corporations by §13.1-826 and § 13.1-827 of the Code of Virginia.

(b) No part of the net earnings of the corporation shall inure to the benefit of, or be distributable to its members, trustees, officers, or other private persons, except that the corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes described in section 501(c)(3).

(c) No substantial part of the activities of the corporation shall be the carrying on of propaganda, or otherwise attempting to influence legislation, and the corporation shall not participate in, or intervene in (including the publishing or distribution of statements) any political campaign on behalf of or in opposition to any candidate for public office.

(d) Notwithstanding any other provision of these articles, the corporation shall not carry on any other activities not permitted to be carried on (i) by a corporation exempt from federal income tax under section 501(c)(3) of the Internal Revenue Code, or the corresponding section of any future federal tax code, or (ii) by a corporation, contributions to which are deductible under section 170(c)(2) of the Internal Revenue Code, or (iii) the corresponding section of any future federal tax code.

4. Members. The corporation shall have no members. All voting power, including without limitation the power to vote on amendments to these Articles of Incorporation pursuant to § 13.1-885 and § 13.1-888 of the Code of Virginia, shall be vested in the Board of Directors.

5. Directors. The manner by which directors, and ex officio directors if any, will be elected is consistent with § 13.1-819 and § 13.1-855 of the Code of Virginia:

(a) The number of directors of the corporation shall consist of not less than twelve (12), nor more than twenty-one (21) directors, unless otherwise provided in the By-laws. The initial directors shall be divided into three classes, each comprised of one-third (1/3) or as near as possible to one-third (1/3) of the total number of directors, as follows: (i) one third (1/3) of the initial directors shall serve a two (2) month term; (ii) one third (1/3) of the initial directors shall serve a one (1) year, two (2) month term; and (iii) one third (1/3) of the initial directors shall serve a two (2) year, two (2) month term; each dating from the first annual meeting of the corporation. Thereafter, all directors shall serve three (3) year terms, and may serve two (2) consecutive three (3) year terms, except that an initial director may serve two (2) additional three (3) year terms. One (1) class of directors shall be elected by the incumbent directors for a term of three (3) years to succeed the class of directors whose terms expire that year.

(b) Except as otherwise provided for in the By-laws, directors shall elect new directors, as needed, at the corporation's annual meeting.

(c) The class of initial directors shall include TIMOTHY BEANE; JENNIFER GWYN; & BRINT KEYES.

6. Dissolution. Upon the dissolution of this organization pursuant to § 13.1-903 of the Code of Virginia, assets shall be distributed, consistent with § 13.1-814 of the Code of Virginia for one or more exempt purposes within the meaning of section 501(c)(3) of the Internal Revenue Code or corresponding section of any future federal tax code, or to the federal government, or to a state or local government, for a public purpose. Any such assets not so disposed of shall be disposed of by a Court of Competent Jurisdiction of Hanover county where the principal office of the corporation is then located, exclusively for such purposes or to such organization or organizations, as said Court shall determine, which are organized and operated exclusively for such purposes.

7. Indemnification. To the full extent allowed by the Act in force on the date of these Articles, the corporation shall indemnify against liability, and advance reasonable expenses to, any individual who was, is, or is threatened to be named a defendant or respondent in any threatened, pending, or completed action, suit or proceeding, whether civil, criminal, administrative, or investigative, and whether formal or informal, because he is or was a director, or while a director, is or was serving at the corporation's request as a director, officer, partner, trustee, employee, or agent of another corporation, partnership, joint venture, trust, employee benefit plan, or other enterprise. The corporation may indemnify, and reimburse reasonable expenses of an officer, employee, or agent of the corporation who is not a director to the same extent as if he were a director.

8. Initial Registered Office and Agent. The initial registered office of the Corporation shall be 8101 Vanguard Drive, Suite 150, Mechanicsville, Virginia 23111, which is in the County of Hanover. The initial registered agent shall be Christopher K. Peace, who is a resident of Virginia and a member of the Virginia State Bar, and whose business address is 8101 Vanguard Drive, Suite 150, Mechanicsville, Virginia 23111.

9. Severability. Each provision of this Article shall be severable, and an adverse determination as to any such provision shall in no way affect the validity of any other provision.

10. Incorporators. Pursuant to § 13.1-818 of the Code of Virginia, the incorporators shall be TIMOTHY BEANE and JENNIFER GWYN.

INCORPORATOR(S)

Signature

TIMOTHY BEANE

Signature

JENNIFER GWYN

Dated: ____/____/____

Prepared by:
Christopher K. Peace, Esquire
Virginia State Bar License #84695
Law Office of Christopher K. Peace, PLLC
8101 Vanguard Drive, Suite 150
Mechanicsville, Virginia 23111
Dial (1-804) 214-3033; ext. 101 (Office)
Dial (1-804) 214-3031 (Fax)

BY-LAWS
OF
CAMP HANOVER, INC.

ARTICLE I

MISSION STATEMENT

1.1 The mission of Camp Hanover, Inc. (“corporation or Camp Hanover”) is to provide a camp and retreat center for all youth in elementary, middle and high school as outdoor classroom opportunity to facilitate enrichment, service, meaningful friendships, and healthy growth through educational programs, camp facilities, environmental stewardship and outreach.

By so doing, Camp Hanover provides a place apart for renewal and growth in a natural environment for love, charity and hospitality. The corporation directs the operations, programs, and fundraising activities for this important educational purpose while seeking to honor Camp Hanover’s heritage and historic relationship to the Presbyterian Church.

1.2 The corporation acknowledges and affirms the present support for its mission based on a historic relationship of mutuality of purpose between the Presbytery of The James, Inc. (“POJ”), which is a council of the Presbyterian Church (U.S.A.) and the corporation, formerly the Camp Hanover Board.

ARTICLE II

DIRECTORS AND MEETINGS OF THE BOARD

2.1 General Powers. The business and affairs of the corporation shall be managed under the direction of the Board of Directors (“Board”) subject to the Virginia Nonstock Corporation Act (§ 13.1-801 of the Code of Virginia), the corporation’s Articles of Incorporation, these By-laws, and in accordance with the principles of any corporate covenant with the POJ adopted by the Board. The Board shall have all voting power including the power to vote on electing, appointing or removing directors, and amending the Articles of Incorporation except as otherwise provided in the Articles or the Virginia Nonstock Corporation Act.

2.2 Directors; Eligibility; Composition. To be eligible to serve as a director, an individual must be an adult, interested in and willing to promote, support and advocate for the corporation and its programs. The Board shall consist of not less than twelve (12), nor more than twenty-one (21) directors, unless otherwise provided in the By-laws. The number of directors serving from time to time shall be fixed by the Board by resolution or by amendment of these By-laws.

A director shall attend the annual meeting of the corporation, shall make his best efforts to prepare for and attend all meetings of the Board, shall make an annual financial contribution to the corporation, and shall actively participate in the life and work of the corporation. No director or his family member shall be eligible for financial aid or scholarship assistance for any program of the corporation.

2.3 Election and Classes of Directors; Vacancies; Resignation; Removal of Directors.

(a) From among the Camp Hanover Ministry of the POJ, the initial directors shall be divided into three classes, each comprised of one-third (1/3) or as near as possible to one-third (1/3) of the total number of directors, as follows: (i) one third (1/3) of the initial directors shall serve an two (2) month term; (ii) one third (1/3) of the initial directors shall serve a one (1) year, two (2) month term; and (iii) one third (1/3) of the initial directors shall serve a two (2) year, two (2) month term; each dating from the first annual meeting of the corporation.

Thereafter, all directors shall serve three (3) year terms, and may serve two (2) consecutive three (3) year terms, except that an initial director may serve two (2) additional three (3) year terms. One (1) class of directors shall be elected by the incumbent directors for a term of three (3) years to succeed the class of directors whose terms expire that year.

(b) Notwithstanding Article 2, Section 2, when achievable the Board may include at least one person serving as a Youth Director from among its number. To be eligible to serve as a youth director, an individual must be junior or senior in high school, interested in and willing to promote, support and advocate for the corporation and its programs. The Youth Director will be elected for a nine-month term in August, and his term shall be from September to May.

(c) Vacancies on the Board for any reason other than normal expiration of terms may be filled by the Board at any meeting. A vacancy is filled by the affirmative vote of a majority of the remaining directors. A director selected to fill a vacancy will serve for the unexpired term of his predecessor in office and will still be eligible for two additional consecutive terms if the partial term is less than one (1) year. Any director so elected shall be deemed to have served one full term upon the normal end of the term of the director whose seat he is elected to fill without regard to the date of his election as a director. New directors shall be nominated by a committee, in accordance with the principles of the corporation's covenant with the POJ if any, and elected by a majority of the Board attending a meeting of the Board at which the election is held.

(d) A director may resign at any time by delivering written notice to the President or the Secretary, effective when the notice is delivered unless the notice specifies a later effective date. If a resignation is made effective at a later date, the Board may fill the pending vacancy before the effective date if the Board provides that the successor shall not take office until the effective date. Directors who are absent from as many as one-half (1/2) of the regular scheduled meetings in any calendar year for whatever reason may be removed from the Board pursuant to Section 2.3 (e).

(e) Directors may be removed, by a majority of the Board, with or without cause at any time at a meeting called for that purpose or at a regular meeting where written notice of a vote for

removal from office is specified in the agenda, which shall be distributed to the Board, including to the director under consideration, in writing at least three (3) days prior to the meeting at which such a vote may occur.

(f) The Board, from time to time, may elect Honorary Directors or Advisory Directors, or both. Honorary Directors and Advisory Directors shall be persons deserving of special recognition because of their association with, or support of, the purposes of the corporation or persons who have the talents or means to be of service to the same in a capacity other than as a director. Honorary Directors and Advisory Directors shall serve three (3) year terms from the date of their election and shall be eligible for an unlimited number of terms. Honorary Directors and Advisory Directors shall have no vote and shall not be counted in the determination of a quorum. Further, neither Honorary Directors nor Advisory Directors shall count towards the total membership as provided for in Section 2.2 of these By-laws.

2.4 Meetings of the Board; Quorum; Annual Meeting; Notices. A majority of all directors shall be necessary to constitute a quorum for the transaction of business, and the act of a majority of the directors present at any meeting at which there is a quorum shall be the act of the Board. Two-thirds (2/3) of the directors must vote affirmatively to authorize the sale of real property or to change or amend the By-laws and in accordance with the principles of the corporation's covenant with the POJ. If a quorum is not present at any meeting of the Board, the directors present may adjourn the meeting, without notice, until a quorum shall be present.

(a) The Board will try to act by consensus. Any action that may be taken at a meeting of the Board or a committee of the Board, may be taken without a meeting if a written consent, stating the action to be taken, is signed by the number of directors or committee members necessary to take that action at a meeting at which all of the signing directors or committee members are present and voting. The consent shall state the date of each director's or committee member's signature. Prompt notice of the taking of any action by directors or a committee without a meeting by less than unanimous written consent shall be given to each director or committee member who did not consent in writing to the action.

(b) The annual organizational meeting of the Board (the "Annual Meeting") shall be held in the second month after the end of the fiscal year on a day to be selected by the Board for the purpose of electing directors, officers and transacting such other business as may come before the meeting. There shall be at least **four** regular meetings of the Board annually (including the Annual Meeting). Regular meetings of the Board shall be held at such time and place as the Board may determine. Special meetings of the Board may be called at any time by the President or any two directors.

(c) Any notice required or permitted by these By-laws to be given to a director, officer, or member of a committee of the corporation may be given by mail, e-mail, fax, or any other electronic medium or method reasonably likely to provide actual notice. If mailed, a notice is deemed delivered three (3) days following deposit in the mail addressed to the person at his address as it appears on the corporation's records, with postage prepaid. If given by email or fax, the notice is deemed delivered on the day it is provided if it is delivered prior to 5:00 p.m. Eastern time on a business day, or if not delivered prior to such time, then the notice shall be deemed delivered on

the next business day. A person may change his address in the corporation's records by giving written notice of the change to the Secretary of the corporation.

Whenever any notice is required by law or these By-laws, a written waiver signed by the person entitled to receive such notice is considered the equivalent to giving the required notice. A waiver of notice is effective whether signed before or after the time stated in the notice being waived. A person's attendance at a meeting constitutes waiver of notice of the meeting unless the person attends for the express purpose of objecting to the transaction of any business because the meeting was not lawfully called or convened. Notice of any meeting in which a sale of real property or change in the By-laws is to be considered must include notice of such intended action.

(d) The Board may permit any or all directors to participate in any meeting of the Board by, or conduct the meeting through the use of, conference telephone, videoconference, computer or any other means of communication by which all directors participating may simultaneously hear each other during the meeting. A director participating in a meeting by such means shall be deemed to be present in person at the meeting. When a meeting is so conducted, a written record shall be made of the action taken at such meeting.

(e) Votes of the Board or any committee may be taken at a meeting of the Board or applicable committee or by email, fax, text messaging, or some other electronic means. This provision shall be broadly construed to include whatever electronic means technology provides for and shall not be limited solely to email or similar communication. Such Board votes shall occur at the discretion of the Executive Director and the Chair and shall concern only matters deemed by the Executive Director and the Chair to be non-controversial. Such committee votes shall occur at the discretion of the committee Chair and shall concern only matters deemed by him/her as noncontroversial. Any director may request that the vote occur by conference call meeting instead of email or other electronic voting. All Board electronic votes shall be sent only to the Secretary; committee electronic votes shall be sent only to the committee Chair. Electronic voting shall be completed within forty-eight (48) hours of the initial request for votes by the Chair and the results shall be reported promptly to either the Executive Committee as defined in Article IV of this document, the Board or the voting committee. Electronic votes taken outside a meeting require a majority of the Board then in office or a majority of the current members of the applicable committee for approval.

2.5 Compensation. Directors may not receive compensation for their services as directors. With the prior approval of the Executive Director or Chair of the Board, a director may be reimbursed for reasonable and unusual expenses related to performance of Board duties. A director may serve the corporation in any other capacity and may receive reasonable compensation for specific, contracted services provided outside the scope of Board membership.

Although the corporation may from time to time recognize its donors, supporters or friends (individual or corporate) by use of the term "member," the corporation is a non-member, nonstock corporation; therefore, donors, supporters or friends of the corporation shall have no rights or privileges as such.

ARTICLE III

PRINCIPAL OFFICE, REGISTERED OFFICE AND AGENT

3.1 Principal Office. The principal office of the corporation is 3163 Parsleys Mill Road, Mechanicsville, Virginia 23111.

3.2 Other Offices. The corporation may also have offices and places of business at such other places within or without Mechanicsville, Virginia, as the Board may from time to time determine.

3.3 Registered Office and Registered Agent. The corporation shall maintain a registered office as required by statute, at which it shall maintain a registered agent. The registered office may, but need not, be identical with the principal office, and the address of the registered office may be changed from time to time by the Board. The initial registered office of the corporation shall be located at 8101 Vanguard Drive, Suite 150, Mechanicsville, Virginia 23111 and the name of the initial registered agent at such address is Christopher K. Peace, Esq., who is a member in good standing of the Virginia State Bar.

3.4 Records. The corporation shall keep correct and complete books and records of account, and shall also keep minutes of the proceedings of the Board and of committees having any of the authority of the Board, and shall keep at its registered or principal office a record giving names, addresses and telephone numbers of the Board.

ARTICLE IV

OFFICERS; EMPLOYEES; OTHER AGENTS

4.1 General; Officers. The Board shall elect the officers of the corporation. The officers of the corporation shall consist of a Chairman of the Board if the Board shall designate a person to serve in such capacity; a President; one or more Vice-Presidents; a Secretary; and a Treasurer; and if deemed advisable by the Board, one or more Assistant Secretaries and Assistant Treasurers. At each Annual Meeting of the Board, the directors shall elect officers to fill vacancies occurring at that meeting. All officers shall serve until the Annual Meeting of the Board next following their election and until their successors are elected. Any person may hold two or more offices simultaneously other than the offices of President and Secretary. Officers must be directors. Each officer shall be elected by a majority of the Board attending a meeting of the Board at which such election is held. As outlined herein, these officers shall exercise such other duties as provided by law and as may be assigned to them by the Board. All officers shall continue to serve until their successors are duly elected.

4.2 Chairman of the Board. The Chairman of the Board, if so designated by the Board, shall be the senior officer of the corporation, with full authority to act for and bind the corporation within the scope of his duties and responsibilities. The Chairman of the Board shall, if requested by the President, act as chairman of and preside over meetings of the Board or other activities of the corporation where a presiding officer may be appropriate. The Chairman of the Board shall also represent the corporation in dealings with third parties as may be appropriate, and shall assist

in developing donor and other relationships for the corporation as may be appropriate, and shall perform such other duties as may be lawfully required or requested of him by the President or by the Board.

4.3 President. The President shall be the chief executive officer of the corporation and shall be primarily responsible for implementing the policies and procedures established by the Board. The President shall preside at meetings of the Board and of the Executive Committee unless he is unable to do so or unless he shall ask the Chairman to do so, supervise the other officers, perform such other duties as may be prescribed from time to time by the Board or set forth in these By-laws, and have all other powers and duties that pertain to the position of chief executive officer.

4.4 Vice President. The Vice President shall assume the duties of the President in the absence of the President until the President is able to resume the office or until the office is declared vacant by the Board and a successor is elected. The Vice President shall be responsible for chairing the Governance Committee and shall perform such other duties as may be assigned by the President or the Board from time to time.

4.5 Secretary. The Secretary shall certify the actions of the Board when necessary, keep the minutes of the Board, maintain, with the assistance of the Executive Director, the records of the corporation and give, or supervise the giving, of all required notices of meetings of the Board. The Secretary shall have such other powers and duties as designated by the Executive Committee or the Board as may be prescribed from time to time.

4.6 Treasurer. The Treasurer shall be the chief financial officer of the corporation. The Treasurer shall have supervision of all operating funds of the corporation and shall see that a true and accurate accounting of the financial transactions of the corporation is made and that reports of those transactions are presented promptly to the Board. The Treasurer shall have such other powers and duties as may be prescribed by the President or the Board from time to time.

4.7 Executive Director. The Board may elect an Executive Director to serve at its pleasure. The Executive Director shall be responsible to the Board for the administration of the business affairs and assets of the corporation and for the employment and supervision of all other employees of the corporation. As operating head of the corporation in its day-to-day operations to the extent authorized by the Board, the Executive Director shall execute policy set by the Board, and shall work under the general supervision of the President and the Executive Committee. The Executive Director shall assist the committees of the corporation as requested. The Executive Director shall not be a member of the Board, but shall attend all meetings thereof and shall have the privilege of the floor, without vote.

4.8 Employees and Other Agents. The Board, in consultation with the Executive Director, may hire such other employees and agents deemed essential or appropriate for the management of the corporation or required by law. Employees of the corporation shall work under the supervision of the Executive Director or, if none, the Executive Committee. The authority and duties of each agent shall be those prescribed in the resolution adopted by the Board establishing the need for that agent.

4.9 Resignation and Removal of Officers, Executive Director, Other Agents. An officer may resign at any time by delivering notice of resignation to the President or the Secretary. A resignation is effective upon delivery unless the resignation specifies a later effective date in which case, if the Board accepts the future effective date, it may fill the pending vacancy before the effective date provided the successor does not take office until the effective date. The Executive Director and/or other employees or agents may be removed with or without cause whenever the Board in its discretion shall consider that the person's removal will serve the best interests of the corporation. Election or appointment of an officer or employee or agent shall not of itself create contract rights.

Any officer may be removed from his/her position by a majority vote of the members of the Board attending any meeting called for that purpose. Any officer under consideration of removal must be notified about the consideration by written notice at least five (5) days prior to the meeting at which the vote takes place.

ARTICLE V

DUTIES OF THE BOARD

5.1. Meetings. The Board shall meet a minimum of four times annually, including the annual meeting to be held in the second month after the end of the fiscal year, and at other special times upon call of the Chair of the Board, who shall set the time and designate the place for such meetings. Notice of all meetings and the purpose of such meetings shall be given to all the directors at least ten (10) days prior to such meetings.

5.2. Governance. The Board is responsible for establishing the governing policies of the corporation, selecting the Executive Director and evaluating the performance of the Executive Director of the corporation, selecting other senior officers upon the recommendation of the Executive Director, and ensuring the appropriate stewardship of the buildings, facilities and financial resources of the corporation and its success in achieving its stated mission.

5.3. Cooperation. The Board shall cooperate with agencies of the Presbyterian Church (U.S.A.) in carrying out its commission and function, including the making of such reports as may be requested from time to time to such agencies with which the corporation may have a covenant relationship.

5.4. Advisors; Delegation. Directors may select advisors and delegate duties and responsibilities to them, such as the full power to buy or otherwise acquire stocks, bonds, securities, and other investments on the corporation's behalf, and to sell, transfer, or otherwise dispose of the corporation's assets and properties at a time and for a consideration that the advisor deems appropriate. The directors have no liability for actions taken or omitted by the advisor if the Board acts in good faith and with ordinary care in selecting the advisor. The Board may remove or replace the advisor at any time and without any cause whatsoever.

5.5. Conflicts of Interest. Contracts or transactions between directors or officers who have a financial interest in a matter are not void or voidable solely for that reason. Nor are they void or voidable solely because the director or officer is present at or participates in the meeting that authorizes the contract or transaction, or solely because the interested party's votes are counted for the purpose. However, every director or officer with any personal interest in a contract or transaction must disclose all material facts concerning the contract or transaction, including all potential personal benefits and potential conflicts of interest, to the other members of the Board or committee of the Board authorizing the contract or transaction.

After disclosure of all material facts, the contract or transaction must be approved by a majority of the disinterested directors of the Board or applicable committee members with the authority to authorize the contract or transaction acting in good faith and with ordinary care regardless of whether such disinterested majority constitutes a quorum; provided, that in the event the material facts are not disclosed, the contract or transaction shall be valid if the contract or transaction is in the best interests of the corporation when the contract or transaction is authorized, approved, or ratified by the Board or committee of the Board. Interested directors or officers may be included in determining the presence of a quorum at a meeting of the Board or a committee of the Board that authorizes the contract or transaction.

ARTICLE VI

COMMITTEES

6.1. Standing Committees. The Board shall maintain standing committees through which the work of the Board shall be conducted between Board meetings. The purpose of the committee structure is for determining what matters of business are appropriate and necessary for regular review among the various divisions of the corporation, for evaluating compliance with policies, for achievement of goals and objectives, and for recommending policies designed to further the mission.

The standing committees of the Board shall be the Executive, Governance, Finance, Property, Development and Program Committees and any others as may be established by the Board. Each director shall be encouraged to serve on at least one standing committee. Members of the Executive Committee may serve on one or more standing committees in addition to the Executive Committee. At or following the annual meeting of the Board, the President shall appoint the members of all committees, other than the Executive Committee, and shall appoint the chairmen of all committees other than the Executive Committee and the Finance and Governance Committees. The members and chairmen of all standing committees shall be appointed for one-year terms and may be appointed for successive terms. No committee shall consist of fewer than three members. Each committee may set its own meeting dates and shall make a written or oral report at the next regular meeting of the Board. Committee chairmen must be directors. A majority of committee members shall be directors, but not all committee members must be directors.

These standing committees, whose membership and specific responsibilities shall be detailed in the Operating Manual of the Board, shall also review recommendations of the Executive Director developed through the work of the other executives and the staff.

6.2. Executive Committee. The Board may create an Executive Committee consisting of the elected officers of the Board. The Executive Committee is empowered to meet and act in consultation with the Executive Director between meetings of the Board, and may exercise the authority of the Board to the extent permitted by law subject to the restrictions specified in these By-laws, the policies of the Board, and any other limitations on its authority, such as covenant agreements, if any, that the Board may impose and shall have such other powers and duties as the Board may provide from time to time. A majority of the members of the Executive Committee shall constitute a quorum of the committee. The President will preside at all Executive Committee meetings.

In no case shall the Executive Committee have authority to (a) appoint directors; (b) amend the Articles of Incorporation or By-laws; (c) approve a plan of merger or consolidation; (d) voluntarily dissolve the corporation; (e) select and hire an Executive Director; or (f) buy or sell real property. The Executive Committee shall meet quarterly and more frequently as needed. The Board will be notified promptly in writing of any action taken by the Executive Committee on behalf of the Board between meetings of the Board. The Executive Committee shall supervise the work of the Executive Director and of the other employees and agents of the corporation.

6.3 Governance Committee. The Vice President shall be the chairman of the Governance Committee. The Governance Committee shall seek and nominate directors and officers. In accordance with the principles contained in the corporation's covenant with the POJ, the Governance Committee shall identify and maintain contact with qualified persons and shall make recommendations for leadership appointments such as committee chairmen. The Governance Committee shall develop and administer a self-evaluation process for the Board including periodic reviews of the By-laws and shall be responsible for the orientation of new directors. The Governance Committee shall meet quarterly and more frequently as needed.

6.4 Finance Committee. The Finance Committee shall be chaired by the Treasurer. The Finance Committee shall develop an annual budget to present to the Board for approval and shall manage the investment funds of the corporation with power to sell, invest and reinvest the funds, subject to policies set by the Board and in accordance with the principles of the corporation's covenant with the POJ. The Finance Committee shall recommend investment and record-keeping policies and other financial management policies for approval by the Board. The Finance Committee shall conduct an annual independent review to be presented to the Board at its next regular meeting after completed. The Board will immediately provide to the POJ a copy of this report, prepared according to these By-laws and in compliance with the requirements of incorporation, along with periodic updates as reasonable and appropriate. The Committee shall meet quarterly and more frequently as needed.

6.5 Property Committee. The Property Committee may recommend policies to the Board regarding the management of the corporation's real estate, buildings, grounds, and other facilities, and specific actions for the possible acquisition, disposition and use of such real estate, buildings, grounds, and other facilities. The primary purpose of this committee shall be to assist the Board and its staff regarding maintenance of the real property, fixtures, equipment, and tangible

assets of the corporation to preserve good working order and repair, making any improvements as finances allow and need requires.

The corporation holds its real property in trust in accordance with the principles of the corporation's covenant with the POJ; therefore, the corporation may not sell any of its real property without consent. Deed restrictions may contain reversion clauses for the benefit of the POJ if the real property ceases to be used for the corporation's mission. The corporation may encumber the property only up to thirty percent (30%) of the prior fiscal year's gross revenue.

In the event of the dissolution, bankruptcy, or receivership, remaining corporate assets after provision for payment of valid debts and liabilities shall revert to the POJ or its successor in accordance with the corporation's Articles of Incorporation, the laws of the Commonwealth of Virginia and the Internal Revenue Code.

The Committee shall meet quarterly and more frequently as needed.

6.6 Development Committee. The Development Committee shall develop an effective strategy that supports both short- and long-term funding needs of the corporation, including identifying, cultivating and soliciting potential public and private, individual, corporate or philanthropic donors, and otherwise developing third-party collaborative relationships that may be beneficial to the purposes of the corporation. The Development Committee will help to implement a development plan to be approved by the Board. The Committee shall meet quarterly and more frequently as needed.

6.7 Program Committee. The Program Committee shall develop and implement the corporation's program activities in keeping with its mission. The Program Committee may include members representing the various communities and constituencies the corporation hopes to reach. The Committee shall meet quarterly and more frequently as needed.

6.8 Other Standing Committees and Special Committees. The Board may establish other standing committees. The President with the approval of the Board may establish and dissolve special committees to perform specific functions and services. Special committees shall limit their activities to the accomplishments of the tasks for which they are created.

6.9 Quorum. A majority of the number of committee members constitutes a quorum for transacting business at any committee meeting. With the exception of the Executive Committee, committee members present at a duly called or held meeting at which a quorum is present may continue to transact business at that meeting even if enough committee members leave the meeting so that less than a quorum remains.

6.10 Action. Committees will try to take action by consensus. However, if a consensus is not available, the vote of a majority of committee members present and voting at a meeting at which a quorum is present is enough to constitute the act of the committee unless the act of a greater number is required by statute or by some other provision of these By-laws. A committee member who is present at a meeting and abstains from a vote is considered to be present and voting for the purpose of determining the act of the committee.

ARTICLE VII

INDEMNIFICATION AND INSURANCE

7.1 **Mandatory Indemnification.** To the extent permitted by law, the corporation will indemnify a director, officer, committee member, employee, or agent of the corporation who was, is, or may be named defendant or respondent in any proceeding as a result of his actions or omissions within the scope of his official capacity in the corporation. For the purposes of this article, an agent includes one who is or was serving at the corporation's request as a director or youth director, officer, partner, venturer, proprietor, partnership, joint venture, sole proprietorship, trust, employee-benefit plan, or other enterprise. Further, Agent does not include Honorary or Advisory Directors or non-director committee members.

7.2 **Pre-Conditions.** Notwithstanding the indemnification pursuant to Section 7.1, the corporation will indemnify a person only if he or she acted in good faith as determined by the Board or its designee and reasonably believed that his conduct was in the corporation's best interests. In case of a criminal proceeding, the person may be indemnified only if he or she had no reasonable cause as determined by the Board or its designee to believe that the conduct was unlawful. The corporation will not indemnify a person who is found liable to the corporation or is found liable to another on the basis of improperly receiving a personal benefit from the corporation. A person is conclusively considered to have been found liable in relation to any claim, issue, or matter if the person has been adjudged liable by a court of competent jurisdiction and all appeals have been exhausted.

7.3 **Expenses.** The corporation may advance expenses incurred or to be incurred in the defense of a proceeding to a person who might eventually be entitled to indemnification, even though there has been no final disposition of the proceeding. However, the corporation will never advance expenses to a person before final disposition of a proceeding if the person is a named defendant or respondent in a proceeding brought by the corporation or if the person is alleged to have improperly received a personal benefit or committed other willful or intentional misconduct.

7.4 **Expenses of Witnesses.** The corporation will pay or reimburse expenses incurred by a director, officer, committee member, employee, or agent of the corporation in connection with the person's appearance as a witness or other participation in a proceeding involving or affecting the corporation when the person is not a named defendant, respondent, or responsible third party in the proceeding.

7.5 **Discretionary Indemnification.** In addition to the situations described in this Article, the corporation may, at its discretion and pursuant to a majority vote of the Board indemnify a director, youth director, Honorary Director, Advisory Director, officer, committee member, employee, or agent of the corporation to the extent permitted by law. However, the corporation will not indemnify any person in any situation in which indemnification is prohibited by paragraph 7.2 above.

7.6 Insurance. To the extent permitted by applicable law, the Board shall adopt a resolution authorizing the purchase and maintenance of insurance on behalf of any person who is or was a director, officer, employee or other agent of the corporation, or who is serving or who has served in any such capacity in any other enterprise at the request of the corporation, against any liability asserted against such person or incurred by such person in such capacity or arising out of such person's status as such, whether or not the corporation would have the power to indemnify the person against such liability under these By-laws or provisions of law.

ARTICLE VIII

IRC 501(C)(3) TAX EXEMPTION PROVISIONS

8.1 Limitations on Legislative and Political Activities. No substantial part of the activities of the corporation shall be the carrying on of propaganda, or otherwise attempting to influence legislation, and the corporation shall not participate in, or intervene in (including the publishing or distribution of statements), any political campaign on behalf of, or in opposition to, any candidate for public office.

8.2 Prohibition Against Private Inurement.

(a) No Inurement. The corporation is not organized for profit and is to be operated exclusively for one or more of the purposes specified in Section 501(c)(3) of the Internal Revenue Code, including, for such purposes, the making of distributions to organizations that qualify as exempt organizations under Section 501(c)(3) of the Internal Revenue Code, or the corresponding section of any future federal tax code, and in the promotion of religious and charitable activities in accordance with the purposes stated in corporation's Certificate of Formation. The net earnings of the corporation shall be devoted exclusively to religious, charitable, and educational purposes and shall not inure to the benefit of any private individual. No director, officer, or person from whom the corporation may receive any property or funds shall receive or shall be entitled to receive any pecuniary profit from the operation thereof, and in no event shall any part of the funds or assets of the corporation be paid as salary or compensation to, or distributed to, or inure to the benefit of any member of the Board; provided, however, that (i) reasonable compensation may be paid to any director while acting as an agent, including consultant, contractor, or employee of the corporation for services rendered in affecting one or more of the purposes of the corporation; and (ii) any director may, from time to time, be reimbursed for his actual reasonable expenses incurred in connection with the administration of the affairs of the corporation.

(b) No Loans to Directors or Officers. No loans, other than customary travel advances or reimbursable expenses, shall be made by the corporation to directors, youth directors, or officers.

8.3 Distribution of Assets. Upon the dissolution of the corporation according to the laws of the Commonwealth of Virginia and the Internal Revenue Code, its assets remaining after payment, or provision for payment, of all debts and liabilities of the corporation shall be distributed for one or more exempt purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code or shall be distributed to the federal government, or to a state or local government, for a

public purpose. A joint recommendation of the Finance and Property Committees shall be made to this end in accordance with the principles of the corporation's covenant with the POJ.

8.4 Further Prohibitions. Notwithstanding any other provision of these By-laws, the corporation shall not carry on any activities not permitted to be carried on (a) by a non-profit corporation exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code, or the corresponding section of any future federal tax code, or (b) by a non-profit corporation, contributions to which are deductible under Section 170(c)(2) of the Internal Revenue Code, or the corresponding section of any future tax code.

ARTICLE IX

MISCELLANEOUS

9.1 Certificate of Incorporation. All references in these By-laws to the Certificate of Incorporation shall be to the Articles of Incorporation of the corporation filed with the Office of the Clerk of the Virginia State Corporation Commission.

9.2 Fiscal Year. The fiscal year of the corporation shall be the calendar year (January 1 - December 31).

9.3 Internal Revenue Code. All references in these By-laws to a section or sections of the Internal Revenue Code shall be to such sections of the Internal Revenue Code of 1986 as amended from time to time, or to corresponding provisions of any future federal tax code.

9.4 Governing Law. These By-laws shall be construed in accordance with the laws of the Commonwealth of Virginia and the United States of America including but not limited to the Virginia Nonstock Corporation Act. All references in the By-laws to statutes, regulations, or other sources of legal authority shall refer to the authorities cited, or their successors, as they may be amended from time to time.

9.5 Legal Construction. If any By-law provision is held to be invalid, illegal, or unenforceable in any respect, the invalidity, illegality, or unenforceability shall not affect any other provision and these By-laws shall be construed as if the invalid, illegal, or unenforceable provision had not been included in these By-laws. Furthermore, in lieu of such invalid, illegal, or unenforceable provision, there shall be added automatically as a part of these By-laws a provision as similar in terms to such invalid, illegal, or unenforceable provision as may be possible and be valid, legal, or enforceable.

9.6 Amendment. The power to alter, amend or repeal these By-laws or to adopt new By-laws shall be vested exclusively in the Board. These By-laws, or any part of them, may be altered, amended, or repealed and new By-laws adopted by approval of at least two-thirds (2/3) of the Board or by such greater percentage of the Board as may be required by applicable law. Any notice of a meeting at which these By-laws are to be amended, repealed, or modified, and/or new bylaws adopted, shall include notice of such proposed action as provided herein.

9.7 Headings. The descriptive headings of the articles, sections and paragraphs contained in these By-laws are inserted for convenience only and shall not control or affect the meaning or construction of any of the provisions of these By-laws.

9.8 Gender and Number of Words. When the context requires, the gender of all words used in these By-laws includes the masculine, feminine and neuter, and the number of all words includes the singular and the plural.

9.9 Conflict. If there is any conflict between the provisions of these By-laws and the Articles of Incorporation, the provisions of the Articles shall govern.

9.10. Effective Date. These By-laws shall become effective upon their approval by the initial Board of the corporation.

CERTIFICATE OF SECRETARY

I certify that I am the duly elected and acting Secretary of the corporation and that these By-laws constitute the corporation's By-laws. These By-laws were duly adopted at a meeting of the Board held on the _____ day of _____, 2019.

Dated:

_____, Secretary

Prepared by:
Christopher K. Peace, Esquire
Virginia State Bar License #84695
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COVENANT AGREEMENT

Effective upon its incorporation, Camp Hanover, Inc. (“corporation or Camp Hanover”) enters into a covenant agreement (“agreement”) with the Presbytery of The James (“POJ”).

I. Parties

- a. POJ is a council of the Presbyterian Church (U.S.A.); and
- b. Camp Hanover is organized in the Commonwealth of Virginia and governed according to its laws, its Board of Directors (“Board”), and pursuant to its Articles of Incorporation and by-laws, as approved _____.

II. Relationship Between the Parties

- a. The agreement affirms a present and historic relationship with mutuality of purpose and support between the POJ and the Board. To fulfill its role in its relation to the POJ, Camp Hanover operates under the direction of its Board, the members of which are elected with the concurrence of the POJ.
- b. The Board directs the operations, programs, and fund-raising activities for Camp Hanover and seeks to fulfill Camp Hanover’s obligations pursuant to its by-laws and this Agreement.
- c. Camp Hanover agrees to hold its property in trust for the POJ, which in turn, holds its property in trust for the Presbyterian Church (U.S.A.), in conformance with Book of Order § G.4.0203.
- d. Camp Hanover agrees that its real property may be sold upon collaboration, consultation and the consent of the POJ. Camp Hanover may, without prior approval, encumber its real property up to thirty percent (30%) of the prior fiscal year’s gross revenue. In the event of the dissolution, Camp Hanover’s residual assets will revert to the POJ or its successor.

III. Duties and Responsibilities of Camp Hanover to the POJ

- a. The Board agrees to offer staff leadership and physical facilities for appropriate training events, programs, seminars, and a host of related activities specifically designed to meet the needs of the POJ, its member congregations, and its other organizations and institutions. Camp Hanover and its staff will consider the needs of the members of Presbyterian congregations of all sizes in the POJ, as well as to the POJ as an entity of ministry. Camp Hanover will continue its practice of providing facilities free of charge for Sabbath for clergy and other church professionals in the POJ based on availability.

b. The Board and its staff will maintain the real property, fixtures, equipment, and tangible assets of Camp Hanover in good working order and repair, and will make improvements as finances allow and need requires.

c. If at any time Camp Hanover, is formally dissolved, declares bankruptcy, or has a receiver appointed, its real and personal assets remaining after provision for payment of valid debts and liabilities shall revert to the POJ or its successor.

d. The Board agrees to operate Camp Hanover according to its by-laws. Camp Hanover will provide to POJ with an annual financial review report, prepared according to its by-laws and in compliance with the requirements of its incorporation, along with periodic updates as necessary, appropriate, and reasonable pursuant to request by the POJ.

e. A majority of the Board shall be clergy members of the POJ in good standing or members of POJ congregations in good standing. The Board shall present newly elected members to the POJ for review and concurrence.

f. Camp Hanover, through its Board and staff, agrees to provide programming and leadership to uphold the historic and present focus of the Reformed tradition.

g. Camp Hanover agrees to cooperate and collaborate with other POJ entities, including participating as an ex-officio member with voice only on the Leadership Connection Team and the Communication and Coordination Team/Trustees, seeking ways to support the POJ and its member congregations and its other organizations and institutions through programs and opportunities which address training and programming needs of the POJ and its member congregations.

h. A representative of Camp Hanover shall attend Presbytery meetings and make reports as needed or requested.

i. If requested, Camp Hanover agrees to provide staff leadership for the POJ Youth Council.

j. A representative of Camp Hanover shall participate in the POJ strategic planning process as a member of the POJ Strategic Planning Committee with voice and vote.

IV. Duties and responsibilities of the POJ to Camp Hanover

a. The POJ provides Camp Hanover an affiliation with the Presbyterian Church (U.S.A.) and recognizes Camp Hanover as an entity related to the POJ through this covenant and the Book of Order. The POJ encourages the full use of Camp Hanover by Presbyterian individuals and congregations. The POJ recognizes Camp Hanover as one of its Presbyterian entities providing a variety of programs, including ecumenical programs.

b. The POJ agrees to give Camp Hanover first consideration as a site for its programs each year and will also encourage congregations and individuals to give Camp Hanover first consideration for their programs, retreats, and events.

c. The POJ agrees to collaborate with Camp Hanover in planning and sponsoring at least two (2) events each year designed to meet the needs and support the mission of the Church.

d. POJ staff and leaders agrees to support and interpret the mission of Camp Hanover by being well informed about its programs and policies.

e. The POJ, through its Committee on Nominations, agrees to receive for review and concurrence the slate of newly elected Board members or individuals as are periodically provided by the Board.

f. The POJ shall include a representative of Camp Hanover as an ex officio member with voice only on the Leadership Connections Team and the Communication and Coordination Team/Trustees, or their successors; and regular opportunities to report at these meetings.

g. The POJ agrees to provide an office for the Camp Hanover Executive Director at its principal administrative offices.

h. The POJ agrees to provide an opportunity for Camp Hanover representation and participation at Presbytery meetings.

i. The POJ agrees to support Camp Hanover through inclusion of financial support in its annual budget, as detailed in Addendum A. The POJ agrees to encourage all POJ congregations to participate in the financial support of Camp Hanover.

j. If POJ requests Camp Hanover to provide staff leadership for the POJ Youth Council, the POJ shall provide financial support for that request.

k. The POJ shall include a representative of Camp Hanover as a member of the POJ Strategic Planning Committee with voice and vote.

V. Term, Review, and Renewal of Covenant Agreement

The initial term of this Agreement shall be five and one-half (5.5) years. The parties, and any successors thereto, shall review this Agreement and any Addendum thereto, following the conclusion of Year four (4) and may reaffirm and renew this Agreement and any Addendum thereto, to be executed following the conclusion of the current term.

VI. Agreement Effective Date

By executing this document through signature of appropriate representatives the parties agree to all terms found herein. The parties and any successors thereto may amend this Agreement at any time in accordance with the laws of the Commonwealth, Federal law, by-laws governing

the respective parties and their successors if any, including prior to Camp Hanover incorporation, by mutual written agreement.

VII. Successors, Heirs and Assignments

This Agreement shall apply to, be binding upon and enforceable against and inure to the benefit of the parties hereto and their respective heirs, successors and permitted assigns by mutual written agreement to the same extent as if specified at length throughout this Agreement.

IN WITNESS WHEREOF, the parties sign this Agreement,

**THE PRESBYTERY OF
THE JAMES**

CAMP HANOVER, INC.

By: _____

By: _____

Date: _____

Date: _____

###

Camp Hanover Covenant Agreement

Addendum A

A1. Startup Funding

- Initial Ministry Funding of \$185,000*.
Beginning balance funding enables continuity of planned programs and staff to ensure expenses can be met throughout the first year without deficit.
Funds transferred ~~by 07/01/2019~~ as soon as practicable.
- Facilities Maintenance & Improvement Funding of \$1,250,000.
Enables Camp to perform necessary facilities maintenance until sufficient funds are generated through donations.
Provides for near term capital enhancements necessary to attract and retain client base.
Funds transferred ~~by 07/01/2019~~ as soon as practicable according to the following schedule:

7/1/2019 or as soon as practicable	\$530,000
1/1/2020	\$210,000
7/1/2020	\$210,000**
1/1/2021	\$150,000**
7/1/2021	\$150,000**

TOTAL:	\$1,250,000
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* A reconciliation will be performed by 9/30/19 based on accounting records as of 6/30/19 to adjust initial funding as needed so that 2019 ministry funding totals \$250,000 (initial funding plus monthly support). Administrative and legal fees related to Camp incorporation will be funded separately by the POJ.

**Will be decreased if Lohr property, a residence located at 3291 Parsleys Mill Road adjacent to Camp entrance, is purchased for \$310,000 in June 2019.

A2. Annual Support

- **Monthly** funding to support the ministry and mission of Camp Hanover beginning 07/01/2019

Remainder of 2019: \$11,000 per month
2020: \$10,500 per month
2021: \$10,000 per month
2022: \$9,500 per month
2023: \$9,000 per month
2024: \$8,500 per month

A3. Transfer Custodianship of Existing Camp Hanover Designated Funds

- ~~On or before 07/01/2019~~ As soon as practicable.

Restricted, Interest Only Funds

Bowdler Fund: Camperships
Jo Wayne Daughton Fund: Camperships
John & Ruth Ensign Fund: Camperships
Taylor Estate: Camperships
Sallie W. Peake Trust: Specialized Staff

Restricted Funds

Camp Facilities Improvement Fund
Capital Fund Campaign
Camp Hanover Program Enhancement
Wish List for Camp Hanover
Katherine Goodpasture Gift: Environmental

CAMP HANOVER

Current Operations: Facility, Program, and Infrastructure Items

PRIORITY		AMOUNT
CRITICAL to Normal Operation or Safety of Facilities & Programs	\$	678,520
NECESSARY Scheduled Maintenance or Replacement in 2019 - 2024	\$	506,340
IMPROVEMENT to Meet Current Operational Needs and Guest Expectations	\$	427,825
TOTAL		\$ 1,612,685

Note: Some Critical or Necessary Priority items above were identified as far back as 2003

These deferred maintenance items alone total \$497,320

Future Capital Development Vision

PROJECT	TIMELINE	AMOUNT
Lakefront First Steps (Dock, Access Road, Wheelchair Path)	Current Campaign	\$ 348,000
Wise Cabins and Koinonia Lodge Renovations	Current Campaign	\$ 317,000
Kitchen Equipment Upgrades	Current Campaign	\$ 85,000
2nd "Newell Style Cabin"	On the Horizon	\$ 330,000
Replace Senior Pool Facility	On the Horizon	\$ 800,000
Wise Kitchen Renovation / Expansion	On the Horizon	\$ 1,500,000
Replace Winger Pool Facility	Looking Beyond	\$ 300,000
Wise Lodge Renovation / Expansion	Looking Beyond	\$ 2,000,000
New Office Building / Welcome Center	Looking Beyond	\$ 500,000
Koinonia Lodge Expansion	Looking Beyond	\$ 800,000
4 Koinonia Cabins	Looking Beyond	\$ 1,320,000
Lake Improvements	Looking Beyond	\$ 1,200,000
Conference Center Lodge	Looking Beyond	\$ 500,000
TOTAL		\$ 10,000,000

PRIORITY: CRITICAL**Identified as Critical to Normal Operation or Safety of Facilities & Programs**

PROJECT	AREA	YEAR	PURPOSE / RATIONALE	AMOUNT
Roof Repair / Roof Replacement Knoxwood Lodge	Facility	Deferred since 2007	Overdue Necessary/Planned Replacement Roof is Leaking	\$ 20,000
Roof Repair / Roof Replacement Winger Pool Changing Area	Facility	Deferred since 2009	Currently Unusable. Major leaking. Interior walls deterioration.	\$ 18,000
Roof Replacement Pathfinder Village Longhouses	Facility	Deferred since 2003	Overdue Necessary/Planned Replacement	\$ 5,000
Roof Replacement Pathfinder village Teepee	Facility	Deferred since 2003	Overdue Necessary/Planned Replacement	\$ 3,000
Roof Replacement Koinonia Area Longhouses	Facility	Deferred since 2010	Overdue Necessary/Planned Replacement	\$ 25,000
Roof Replacement Knoxwood Area Longhouses	Facility	Deferred since 2010	Overdue Necessary/Planned Replacement	\$ 25,000
Roof Replacement Wise Cabins	Facility	Deferred since 2006	Overdue Necessary/Planned Replacement	\$ 16,000
Roof Replacement Trip Building	Facility	Deferred since 2003	Overdue Necessary/Planned Replacement	\$ 3,000
Roof Replacement Koinonia Lodge	Facility	Deferred since 2006	Overdue Necessary/Planned Replacement	\$ 15,000
Roof Repair / Roof Replacement Black Barn	Facility	Deferred since 2017	Renovation-in-progress had to be halted until roof can be repaired/replaced	\$ 6,000
Electric Upgrade Knoxwood Longhouses	Infrastructure	2019	Necessary for continued operation Powerlines are failing at locations	\$ 24,000
Replace Water Fountain in Knoxwood Lodge	Facility	Deferred since 2017	Currently Out of Service Replace to meet guest expectations	\$ 1,200
Repaint/Resurface Wise Lodge Floor	Facility	Deferred since 2014	Regular Maintenance Meet expectations of guests	\$ 36,720
Replace Senior Pool Pump & Filter System	Facility	Deferred since 2014	Necessary for continued operation	\$ 6,000
Repair Senior Pool Drains	Facility	Deferred since 2006	Necessary for continued operation	\$ 17,000
Senior Pool Safety Cover	Facility	2019	Safety Issue: Secure pool in non-summer months. Extend life of pool liner	\$ 7,500
Remove Winger Pool Convert to Program Space	Facility	Deferred since 2005	Currently Unusable. Eyesore. Attractive Nuisance Liability	\$ 55,000
Vehicle Replacement 1997 Pickup	Operations	Deferred since 2006	Critical to facility & maintenance operations	\$ 37,000
Vehicle Replacement 1993 Pickup	Operations	2024 or sooner	Critical to facility & maintenance operations	\$ 37,000
Vehicle Replacement 15 Passenger Van 2	Program	2019 - 2024	Liability Concern Insurance Company Recommendation	\$ 50,000

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PRIORITY: CRITICAL (continued)**Identified as Critical to Normal Operation or Safety of Facilities & Programs**

PROJECT	AREA	YEAR	PURPOSE / RATIONALE	AMOUNT
Renovate Staff Housing Bathrooms (Underground House)	Facility	Deferred since 2017	Meet expected Standard of Living	\$ 12,000
Roadway Improvement Main Camp Road	Infrastructure	Deferred since 2014	Significant erosion, potholes. Repair to meet guest expectations	\$ 9,000
Roadway Improvement Winger Area	Infrastructure	Deferred since 2017	Maintain existing roadway & parking area Safety Issue: EMS advised emergency access	\$ 12,000
Repair Pole Barn structure and add secure equipment storage	Facility	Deferred since 2015	Repair damage, update facility and provide secure area for equipment	\$ 20,000
Remodel Office / Trading Post Floorplan	Facility	2024 or sooner	Provide adequate storage, improve efficiency, meet guest expectations	\$ 52,000
Replace Office Floor Tiles	Facility	2024 or sooner	Meet guest expectations	\$ 8,000
Construct Arts & Crafts Hut at Norfleet Pavilion	Program	2019	Meet existing needs of expanding Day Camp program	\$ 2,500
Construct Storage Area for Program Materials	Program	Deferred since 2015	Meet existing need for storage of program materials	\$ 25,000
Replace four Dixie Chopper 60" Mowers	Operations	Deferred since 2015	End of life equipment. Frequently out of service. Necessary to facility operations	\$ 33,600
Replace three Golf Carts	Operations	2024 or sooner	End of life equipment. Frequently out of service. Necessary to facility operations.	\$ 15,000
Replace two Kawasaki Mules	Operations	2020 or sooner	End of life equipment. Necessary to facility operations	\$ 23,000
Replace Commercial Mixer	Operations	2019	End of life equipment. Beginning to fail. Critical to provide food service	\$ 18,000
Replace Existing Well Pump	Infrastructure	2021 or sooner	Have been advised that life expectancy of aging pump is unknown and could fail	\$ 8,000
Replace Broken Wise Lodge Wooden Dining Tables	Operations	2019	Do not have enough intact tables to seat larger groups that will use facility in 2019	\$ 10,800
Replace Commercial Vacuums in Lodges	Operations	2019	All vacuums are broken	\$ 1,200
Replace 6-foot Rectangular Tables in Wise Lodge	Operations	2019	Tables are unsteady and stained Replace to meet guest expectations	\$ 1,200
Replace Broken Stacking Chairs for Wise Lodge	Operations	2019	Do not have enough intact chairs to seat all campers in 2019 summer program	\$ 5,700
Complete Mission Volunteer House Renovation	Facility	2019	Meet expected Standard of Living	\$ 10,500
Replace Canoe Trailer 2	Program	2019	End of life equipment	\$ 3,600

SUBTOTAL CRITICAL ITEMS: \$ 678,520

PRIORITY: NECESSARY**Identified for Necessary/Scheduled Maintenance or Replacement 2019 - 2024**

PROJECT	AREA	YEAR	PURPOSE / RATIONALE	AMOUNT
Electric Upgrade Koinonia Longhouses	Infrastructure	2019 - 2021	Necessary for continued operation	\$ 20,000
Electric Upgrade Wise Lodge to 3-Phase	Infrastructure	2024 or sooner	Necessary to allow for replacement and addition of food service equipment	\$ 17,000
Replace Water Fountain in Wise Lodge	Facility	Deferred since 2017	To meet guest expectations	\$ 1,200
Replace Water Fountain in Koinonia Lodge	Facility	Deferred since 2017	To meet guest expectations	\$ 1,200
Repaint/Resurface Wise Kitchen Floor	Facility	2020	Regular maintenance to meet Health Code regulations	\$ 10,240
Replace 210 Mattresses	Facility	2025	Planned Replacement - End of Life	\$ 30,000
Renovate Senior Pool Bathhouse	Facility	Deferred since 2006	To meet expectations of guests	\$ 10,000
Resurface Senior Pool	Facility	2020	Regular maintenance to extend life of pool	\$ 22,000
Replace Insulation in 8 Longhouses	Facility	Deferred since 2012	Replace damaged insulation	\$ 8,000
Adventure Camp Renovation - Phase I	Facility	Deferred since 2006	To meet expected Standard of Living	\$ 20,000
Vehicle Replacement Honda CRV	Operations	2019	Necessary for Year Round Operations and Summer Program. Lease expires 3/19	\$ 31,000
Vehicle Replacement 12-Passenger Van 1	Program	2025	Program transportation. Planned Replacement - Van 1 will be 25 years old	\$ 50,000
Server & Computer Upgrades	Operations	2019	End of Life equipment Necessary for daily operations	\$ 18,000
Implement Marketing Campaign	Program	2019	Attract new participants and retreat guests to increase income	\$ 26,000
Repair/Replace Staff Housing Appliances and Furnishings	Facility	2024 or sooner	Meet expected Standard of living	\$ 10,000
Roadway Improvement Entrance to Main Camp	Infrastructure	Deferred since 2014	Maintain existing roadway, meet expectations of guests	\$ 5,000
Roadway Improvement Koinonia Area	Infrastructure	Deferred since 2014	Maintain existing roadway Meet guest expectations	\$ 6,000
Roadway Improvement Knoxwood Area	Infrastructure	Deferred since 2014	Maintain existing roadway Meet guest expectations	\$ 6,000
Renovate Black Barn	Facility	Deferred since 2015	Project Incomplete. Renovation impacted by previously unidentified roof issue.	\$ 20,000
Snowplow Attachment for Tractor	Operations	2024 or sooner	To keep facility open/operational while serving guests during snow storms	\$ 3,200

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PRIORITY: NECESSARY (continued)

Identified for Necessary/Scheduled Maintenance or Replacement 2019 - 2024

PROJECT	AREA	YEAR	PURPOSE / RATIONLE	AMOUNT
Purchase one 4-person Golf cart	Operations	2024 or sooner	Meet needs of facility operations and expanding programs	\$ 5,000
Purchase one Kawasaki Mule	Operations	2024 or sooner	Meet needs of facility operations	\$ 11,500
Replace Tractor	Operations	2021	End of Life equipment Necessary to facility operations	\$ 45,000
Replace Picnic Tables	Operations	2024 or sooner	Meet guest expectations and needs of expanding program	\$ 4,800
Construct 2nd Well	Infrastructure	2024 or sooner	Provide relief to existing well, backup system, allow for future facility expansion	\$ 80,000
Replace Office Generator	Operations	2020	End of Life equipment	\$ 30,000
Purchase Additional Cushioned Chairs for Wise Lodge	Operations	2019	Do not have enough to seat larger guest groups during non-summer months	\$ 4,800
Replace 16 Canoes	Program	Deferred since 2005	Meet guest expectations	\$ 10,400

SUBTOTAL NECESSARY/SCHEDULED ITEMS: \$ 506,340

PRIORITY: IMPROVEMENT

Identified to Meet Current Operational Needs and Guest Expectations

PROJECT	AREA	YEAR	PURPOSE / RATIONALE	AMOUNT
Electric Upgrade Pathfinder Village	Infrastructure	2024 or sooner	Meet expectations of guests No power currently	\$ 12,000
Electric Upgrade GoodPastures Program Area	Infrastructure	2024 or sooner	Meet expectations of guests, improve facility operations - No power currently	\$ 10,000
Electric Upgrade Bury Main Lines	Infrastructure	2024 or sooner	Reduce risk of power outages during storms, improve appearance of facility	\$ 85,000
Install Water Fountain at Senior Pool	Facility	2024 or sooner	To meet guest expectations	\$ 3,350
Install Water Fountain at Lake	Facility	2024 or sooner	To meet guest expectations	\$ 3,350
Install Water fountain at Environmental Stewardship Area	Facility	2024 or sooner	To meet guest expectations	\$ 3,350
Upgrade Windows in 10 Longhouses	Facility	2019 - 2023	Meet expected Standard of Living	\$ 35,000
HVAC in 20 Longhouses	Facility	2024 or sooner	Meet expected Standard of Living	\$ 30,000
Networked Thermostats	Facility	2019	Improve energy efficiency and lower operating expenses	\$ 6,800
Adventure Camp Renovation Phase 2	Facility	2024 or sooner	Meet expected Standard of Living	\$ 67,500
Vehicle Purchase - Minivan 1	Program	2024 or sooner	Day Camp Program existing need	\$ 24,000
Vehicle Purchase - Minivan 2	Program	2024 or sooner	Day Camp Program existing need	\$ 24,000
Volleyball Court Improvement	Facility	2024 or sooner	To meet guest expectations	\$ 1,000
Repair/Expand High Ropes Course	Program	2024 or sooner	Current program activity update needed to meet guest expectations	\$ 36,000
Repair/Add Challenge Course Elements	Program	2024 or sooner	Current program activity, update needed to meet guest expectations	\$ 18,000
Zipline at Lake	Program	2024 or sooner	Expand program, add new revenue stream	\$ 42,000
Add bedroom to Staff Housing (Underground House)	Facility	2019	Meet expected Standard of Living	\$ 8,000
Purchase 6-person Golf Cart	Operations	2024 or sooner	Meet needs of expanding programs	\$ 8,500
Purchase 2 Utility Trailers	Program	2024 or sooner	Meet existing needs of Day Camp and Residential Camp programs	\$ 3,600
Purchase 5 AED's (Pool, Lake, Lodges)	Facility	2024 or sooner	Safety Issue: Improve response time in the event of emergency	\$ 6,375

SUBTOTAL IMPROVEMENT: \$ 427,825

Imagine Camp Hanover Transformed...

If funds are made available to address the items identified as critical, necessary, and improvement priorities, they won't just sit there. Those funds would be put to work. You'd see things happening...

Imagine... After the first 6 months...

- As you drive into camp, your ride is smooth, on a well-maintained road with no potholes.
- You see smiles on the faces of the volunteers who cut the grass, because the mowers work.
- A teen in Knoxwood Lodge gets a drink from a working water fountain and fills her water bottle.
- You notice a safety cover on the pool protecting someone from taking an accidental plunge.
- Campers head out to canoe the Mattaponi, travelling in a new, safer, 15-passenger vehicle
- You hear the sound of a vacuum in Koinonia Lodge, and realize the floor is getting cleaned.
- On your retreat, you enjoy incredible fresh baked rolls, because the kitchen mixer works.
- You see staff at work, instead of stranded on the highway beside an overheating pickup truck.
- Your kids challenge you to a game of volleyball, on a stunning sand court that has a new net.
- Staff arrive at your church and start unloading Day Camp equipment from a new, safer vehicle.
- A campership is funded with money saved on a lower electric bill, thanks to smart thermostats.
- A guest survives a heart attack, because an Automatic Defibrillator (AED) was nearby.

Imagine... Within 12 months...

- It's raining. You're in Knoxwood Lodge. And the roof isn't leaking, because the shingles are new.
- Campers swim in crystal clear water, because the pool drains and filter work efficiently.
- Youth Groups excited about new High Ropes and Challenge Course activities.
- Storage! For office supplies, maintenance equipment, and program materials (THIS IS HUGE!).
- The exhilarating view you'll have riding a Zipline across the lake!

Imagine... Within 18 to 24 months...

- Your longhouse has heat in the winter, because the electrical issues are solved.
- You walk into Wise Lodge and your eyes sparkle, because the floor shines!
- Campers and retreat guests are using an indoor space for recreation while it's raining.
- It's oppressively hot. But your camper is cool. Because the longhouses are air conditioned.
- You arrive for a site tour and find an office space that is efficient, attractive, and welcoming.

Imagine....

- A camp facility that feels fresh, inviting, appealing, and comfortable.
- Camp staff that have the tools to accomplish more, with greater efficiency, and less stress.
- An experience for campers and guests that is more enjoyable and refreshing.
- A ministry that is more effective and has greater impact.