



Called Special Meeting • Thursday, September 26, 2024, 5:30 p.m.
Hybrid Meeting Zoom/The Gayton Kirk Presbyterian Church
11421 Gayton Rd Henrico, VA 23238
Section II – Agenda and Reports

Agenda

The purpose of this special meeting is to receive the report of the Strategic Plan, Staffing Structure, and Financial Review Task Force and act on their recommendations.

- 5:15** Pre-meeting Preparation and Instructions for Hybrid Meeting TE Jess Cook
- 5:30** Call to Order and Opening Prayer RE Cherry Peters, Moderator
- 5:40** Initial Business TE Janet James, Moderator, Mission Council
- Adoption of Agenda
- 5:45** Presentation: Recommendations of the Strategic Plan Review Task Force Task Force
- 6:00** Discussion
- 8:30** Closing Prayer RE Cherry Peters, Moderator

Meet Today's Leadership

Rev. Jess Cook: POJ Zoom Host; Interim Pastor, Westminster, Richmond; Organizing Pastor, Every Table

Rev. Tom Coye: Strategic Plan Review Task Force; Campbell Memorial and Mildred

Ruling Elder Barbara Crump: Strategic Plan Review Task Force; Gayton Kirk

Ruling Elder Steve Hicks: Parliamentarian; Mitchells

Rev. Janet James: Mission Council Moderator; Pastor; Gayton Kirk

Rev. Gordon Mapes: Strategic Plan Review Task Force; Chester

Ruling Elder Barry Parks: Temporary Stated Clerk, POJ; Westminster, Charlottesville

Rev. Shelly Barrick Parsons: Strategic Plan Review Task Force; Hebron Presbyterian

Ruling Elder Cherry Peters: POJ Moderator; Second, Richmond

Rev. Amy Starr Redwine: Strategic Plan Review Task Force; First, Richmond

Ruling Elder Jen Rowe: Strategic Plan Review Task Force; Fredericksburg

Rev. Rachel Sutphin: Strategic Plan Review Task Force; First Charlottesville

Rev. Calvin H. Sydnor, IV: Strategic Plan Review Task Force; Grace Covenant

Ruling Elder David Thomen: Strategic Plan Review Task Force; Summit

Rev. Mike Watson: Strategic Plan Review Task Force; Fairfield

Ruling Elder Rod Young: Strategic Plan Review Task Force; First United Presbyterian

Presbytery of the James

Commonly Used Acronyms

Denomination-wide

PC(USA)	Presbyterian Church (U.S.A.)
BOC	<i>The Book of Confessions</i>
BOO	<i>Book of Order</i>
BOP	Board of Pensions
CLC	Church Leadership Connection
FDN	Presbyterian Foundation
OGA	Office of the General Assembly
PDA	Presbyterian Disaster Assistance
PEVA	Presbytery of Eastern Virginia
PHS	Presbyterian Historical Society
PILP	Presbyterian Investment and Loan Program
PMA	Presbyterian Mission Agency
POAMN	Presbyterian Older Adult Ministries Network
PW	Presbyterian Women

Presbytery of the James

APC	Administration & Pastoral Care Committee (a committee of COM)
ARC	Anti-Racism Committee
COM	Commission on Ministry
CON	Committee on Nominations
COR	Committee on Representation
CREC	Commissioned Ruling Elder Committee (a committee of COM)
CPM	Committee on Preparation for Ministry
CPR	Church and Pastor Relations Committee (a committee of COM)
Exams	Examinations Committee (a committee of COM)
IAG	Investment Advisory Group (a committee of the Tr)
LCT	Leadership Connections Team (8 underlying ministries)
MAST	Mission & Service Team (5 underlying ministries)
MC	Mission Council
NWCT	New Worshiping Communities Team (incl. Immigrant Communities)
Personnel	Personnel Committee of the Mission Council
PJC	Permanent Judicial Commission
SDOP	Self-Development of People (a ministry under MAST)
SMA	Synod of the Mid-Atlantic
SPR-TF	Strategic Plan Review Task Force
Tr	Trustees (of the Corporation)
TRC	Transitional Relations Committee (subcommittee of the COM)

Rules for Presbytery Meetings

The Stated Clerk is available to assist anyone with the rules of order, proper motions to make to accomplish their purpose, and wording motions. Please do not hesitate to seek help if needed.

1. Silence all electronic devices.
2. If you are attending in person, please do not log into the Zoom meeting. This will help maintain the proper internet bandwidth necessary to conduct the meeting.
3. If you are attending via Zoom, please mute your link until you are called upon to speak by the Moderator.
4. To seek recognition:
 - a. In person, go to the microphone and wait to be recognized by the Moderator.
 - b. Via Zoom, use the Raise Your Hand function and await to be recognized by the Moderator.
 - c. Via phone, press *9 and await to be recognized by the Moderator.
5. If you are attending via Zoom, do not use the Chat feature as a means of debating the motion.
6. Should you wish to make a motion, fill out a motion form found at the registration table and near the microphone. When you have completed your motion form, present it to the Stated Clerk. If you are on Zoom, use the motion form from the POJ website in the meeting information section and email it to the Stated Clerk—statedclerk@presbyteryofthejames.org. If possible, please present it to the Stated Clerk prior to making your motion.
7. Debate on all debatable motions shall be limited to 3 minutes and 1 time per person.
8. The vote count will be tallied by the Zoom administrator and the Stated Clerk, with the results presented to the Moderator for announcement of the outcome.
9. Minutes of the meeting will be read and approved by a committee of four individuals who are known to have attended the meeting. These individuals will be selected by the Stated Clerk from two regions on a rotating basis. The Stated Clerk will report on the minutes at the next presbytery.

A Brief Guide and Reference Sheet to *Robert's Rules of Order*

Robert's Rules of Order is a guide for conducting meetings and making decisions. In order for the Presbytery to carry out its responsibilities in the most fair and orderly fashion, it is helpful for teaching and ruling elders to understand the rules of order which will be followed. Familiarity with the *Book of Order* is very helpful and, where our constitution is silent, we have the following:

“Meetings shall be conducted in accordance with the most recent edition of *Robert's Rules of Order*, except when it is in contradiction to this Constitution. Councils may also make use of processes of discernment in their deliberations prior to a vote as agreed upon by the body.” [*Book of Order*, G-3.0105]

With this in mind, the following brief overview of parliamentary procedure is provided for you. It will serve as the basis for the handling of the Presbytery's business. Your familiarity with and attention to these basic rules of order will be most appreciated.

Precedence Order	Description	Second Required?	Debatable?	Amendable?	Vote Required?
Main Motions					
1	Main (Principal) - to present a recommendation for consideration by the body	No – if coming from a committee Yes – if coming from the floor	Yes	Yes	Majority
Subsidiary Motions In order of precedence					
2	Postpone indefinitely	Yes	Yes	No	Majority
3	Amend - substituting, inserting, striking out, or striking out and replacing	Yes	Yes	Yes, but only one at a time	Majority
4	Refer / Commit to a Committee	Yes	Yes	Yes	Majority
5	Postpone - to a subsequent meeting	Yes	Yes	Yes	Majority
6	Limit or Extend Debate	Yes	No	No	2/3 vote
7	Call for the Previous Question - to end debate	Yes	No	No	2/3 vote
8	Lay on the table until later in the meeting - to take up more urgent business	Yes	No	No	Majority
Privileged Motions					
9	Order of the Day	No	No	No	Chair decides
10	Question of Privilege	No	No	No	Chair decides
11	To Recess	Yes	No	Yes	Majority
12	To Adjourn	Yes	No	No	Majority
13	To Fix a Time to adjourn	Yes	No	Yes	Majority
Incidental Motions					
	Point of order	No	No	No	Chair decides
	Request for Information	No			
	Parliamentary Inquiry	No	No	No	No vote taken
	Question a Voice Vote	No	No	No	No vote taken
Other Motions					
	Reconsider - can only be made by a person on the prevailing side and for a decision of the same day	Yes	Yes - if the motion being reconsidered is debatable)	No	Majority

NOTE – the above list does not include all possible motions or actions included in *Robert's Rules of Order*.

**Strategic Plan, Staffing Structure, and Funding Review
Task Force of the Presbytery of the James
Second Reading Report:
September 26, 2024**

Preamble

The purpose of the Strategic Plan, Staffing Structure, and Funding Review Task Force was to study the strategic plan and make recommendations on adapting it in light of current realities, study present and future sources of funding, and recommend authorized uses of POJ funds. We were not tasked with developing a new strategic plan, nor with evaluating personnel performance. Although we had hoped that the POJ's challenges could be addressed by updating and clarifying financial policies, our work uncovered extensive organizational and systemic concerns which are ultimately beyond the scope of this Task Force to resolve. However, we do feel called to address financial challenges that require immediate attention if we wish our strategic plan to be successful.

At the POJ meeting on July 30th we received feedback on our initial report. We also heard from members of the Presbytery after the meeting through the comment form distributed via email. We met with the Mission Council in the time between then and now and had more opportunities to explore the financial implications of the strategic plan. In our revised report, we have expanded upon those financial implications and how they impact our recommendations.

In this revised report, we have moved several of our recommendations into "suggestions" for presbytery and mission council. We are not offering these as motions, but rather as opportunities we feel are important for us to discern together.

We found the initial strategic plan included only the following: 1. Mission Statement, 2. Vision Statements, and 3. Staffing plan. The task force affirms that the Mission and Vision statements are still relevant to guide the presbytery's future work, structure, and communications.

Mission and Vision Statements from the Strategic Plan:

Mission Statement

The mission of the Presbytery of the James is to support leaders, congregations, and ministries in growing followers of Jesus Christ who joyfully live out God's mission in the world.

Vision Statements

- *Christ-centered Spiritual Growth, specifically as this relates to presbytery staff resourcing and supporting church leaders, pastors, and ministries.*
- *Communication and Coordination: specifically, as these relate to connecting churches and ministries with one another and creating vital partnerships.*

The Task Force Moves:

1. The Presbytery of the James replace our current staffing model with the following staffing model to fulfill our strategic plan in light of current financial realities:
 - General Presbyter for Christ-Centered Spiritual Growth (full-time, head of staff); replacing the current three-presbyter model;
 - Stated Clerk (full-time); replacing the current part-time Stated Clerk role with the addition of responsibilities for communications and coordination as per the strategic plan's Vision statement
 - Maintain the current Associate for Administration (full-time)
 - Continue to contract financial work
 - Contract for communications and technology support as needed and as budget allows.
2. If Item 1 is adopted, the Presbytery of the James directs the Mission Council to implement the action adopted by a) creating appropriate job descriptions for the new positions which are to be approved at a meeting of the presbytery prior to any release to prospective candidates; b) working with the appropriate committees (Nominating and/or Personnel) to begin the search process for these positions following job description approval by the presbytery; c) developing the appropriate timing of the transition from the existing model to the newly adopted model in order to provide little to no loss of continuity for the presbytery and the needs within the office, all while keeping current staff informed as to exactly how the transition is progressing and obtaining their feedback for consideration. Reports to the presbytery should be made on at least a monthly basis via the best means possible.
3. The Presbytery of the James shall create a special committee of 5 individuals who do not currently hold position in any POJ committee, council, or commission and shall be nominated by the Nominating Committee and approved at a presbytery meeting no later than the February 2025 Stated Meeting for the purpose of establishing a financial sustainability policy that explores ways to create a balanced budget by: suggesting revenue enhancements, cost reductions, and/or other combinations of ways by which the presbytery becomes financially stable. This policy should provide clear and concise guidelines for budgeting, investments, and the use of all presbytery designated funds that are held in reserves.

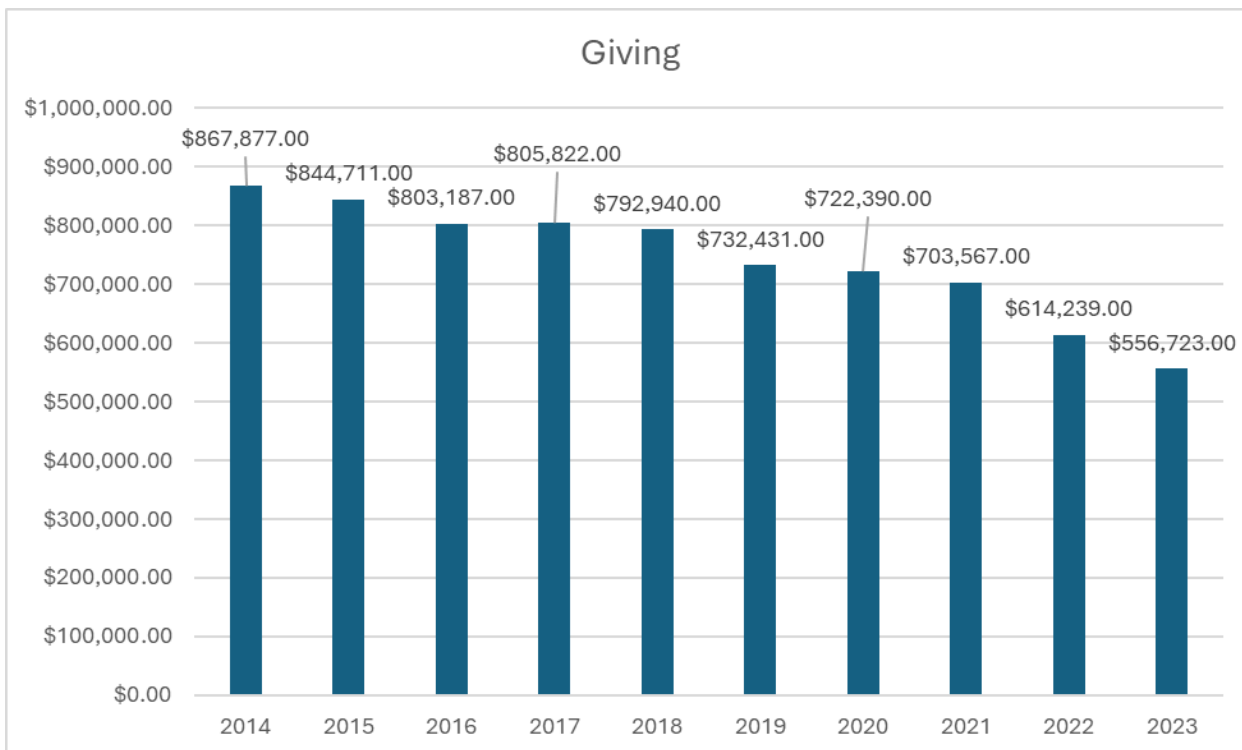
Rationale for Motion #1

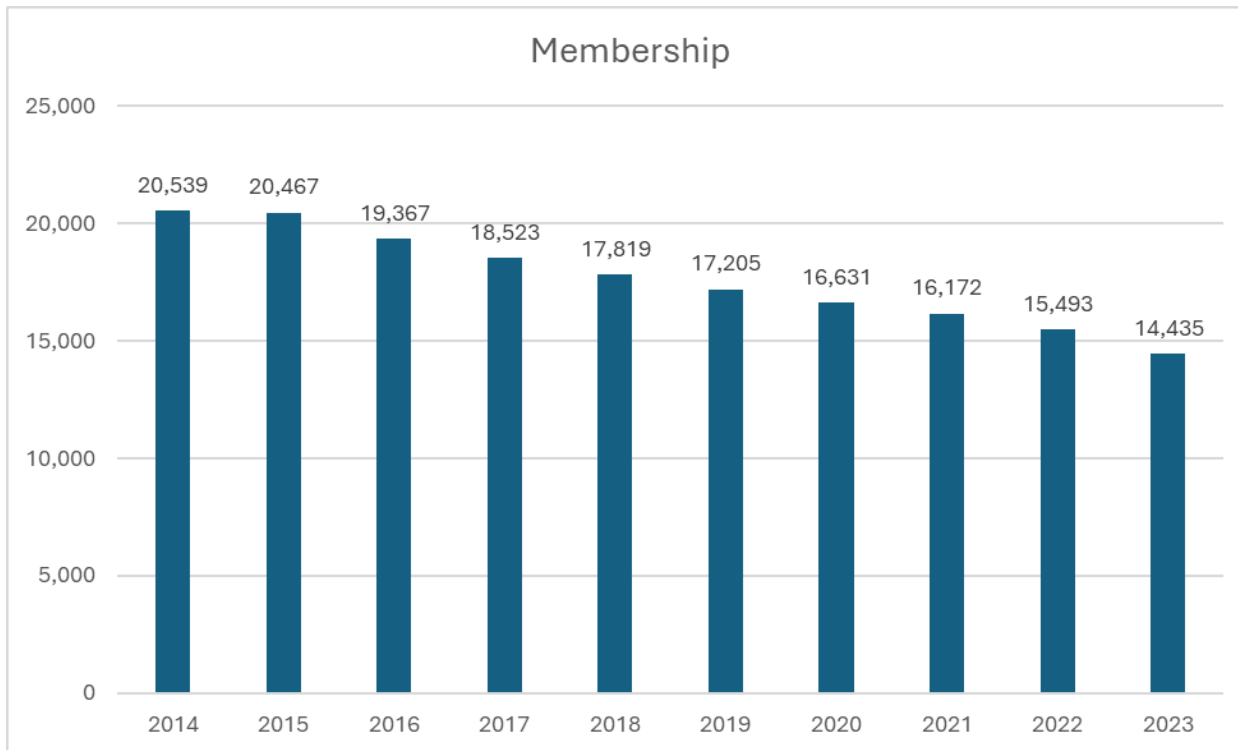
Our team was not tasked with evaluating our current staff and their performance. We were tasked with reviewing the strategic plan, the success and sustainability of the staffing structure, and the sources and uses of funding for the POJ. Because of this, we have made the following determination:

The current staffing model – A Lead Presbyter for Vision & Collaboration (full time; head of staff), Presbyter for Relational Care (3/4-time), Presbyter for Congregational Life (3/4-time), and Stated Clerk (15 hours weekly) – has become financially unsustainable. A shift is needed to meet the ever-changing needs of our presbytery in a way that is also financially sustainable for the foreseeable future.

Moving from four positions to two will make communication and coordination much more effective. Clear delineations of these roles and their expectations up front will be essential in their onboarding. In line with the strategic plan, developing an actionable plan and markers for success will also be essential and enable us to be faithful stewards of POJ resources.

The Presbytery of the James is primarily funded through voluntary donations from POJ churches, a set amount of which must be remitted to the Synod and General Assembly. In 2014, POJ giving from churches totaled \$867,877. In 2023, giving totaled \$556,723, This represents a decrease of \$311,154 (or 35.8%) over ten years. The graphs below show more detail related to the decline in both giving and membership in the POJ over this period.





In 2023, the Mission Council recommended, and the POJ approved, a budget that fully funded the three-presbyter staffing model laid out in the strategic plan (one full-time lead presbyter and two ¾-time presbyters) increasing personnel costs from \$474,275 in the 2022 budget to \$645,580 in the 2023 budget. In the full 2023 budget, expenses exceeded income by \$794,168. In order to balance the budget, this amount was budgeted to be withdrawn from existing Presbytery-approved, board-designated funds, the Church and Ministries Development Fund and the Genesis and Generations Fund. In 2024, the Mission Council recommended, and the POJ approved, a budget in which expenses exceeded income by \$719,377, also balanced using the same two funds.

	01/01/2022	01/02/2023	01/01/2024	
C MDF	\$4,000,614	\$4,204,930	\$3,918,146	
GGF	<u>\$382,866</u>	<u>\$309,106</u>	<u>\$241,261</u>	
	\$4,383,480	\$4,514,036	\$4,159,407	Total
Drawdown to Supplement Budget	-415,681	-727,550	-719,377 (est.)	

The combined 2024 budget amount for 3 presbyters and a part-time stated clerk is \$429,304. Given the financial realities detailed above, a shift in staff model is necessary if we wish to retain staff for years to come. We propose a new general presbyter/stated clerk staffing model that would cost approximately \$221,888 to \$248,908, which would assume both the presbyter and clerk are paid within the range of the median and average of total costs of called and installed POJ pastors – total cost equals effective salary + BOP dues + other allowances, as detailed in the Terms of Call Report shared in the packet of the 117th Stated Meeting of the POJ on June 18, 2024.

(The below numbers represent the total cost to the particular church)

2024 Presbytery minimum:	\$ 77,258
2024 Median (midpoint of all salaries)	\$110,944
2024 Average of all salaries	\$124,454

This compensation represents a fair and living wage in our region, is aligned with other executive-level pastors in the POJ, and acknowledges the wide range of compensation of pastors in the POJ. From our current presbyter/clerk budget of \$429,304 this would save us approximately \$180,396 to \$207,416 annually. We anticipate additional savings by continuing to contract out finance, communications, and technology tasks as needed and as the budget allows.

In the course of our work, we received a wide range of feedback regarding the three-presbyter model and the work of individual Presbyters. We also learned that there was a lack of intentional, structured onboarding and orientation for the new Presbyters or regular performance evaluations, which led to confusion about responsibilities at all levels. The process of sorting out these responsibilities, along with time and energy needed for outdated policies and procedures, prevented the Presbyters from fulfilling the roles as had been hoped. This confusion and frustration regarding roles and expectations has persisted and extended to our presbytery's teams and councils. There is a lack of engagement in councils, committees, and teams across the presbytery, and a continued feeling of isolation felt by many of our ministers, churches, and ministries is also symptomatic of the extension of these challenges. The causes for these challenges are multi-faceted and multi-layered and cannot be directed at any one individual or group. The lack of a clear action plan, metrics, and communication from the outset persists.

We have determined that a reset of our staffing model provides the best opportunity to re-adjust our leadership to meet the intentions of our strategic plan, along with the emerging needs of our present and future. We lament this reality and celebrate the gifts, time, and energy Flo, Leigh Ann, and Barbara C. have brought to these roles.

In discerning what new staffing model would fulfill our mission and vision statements, be most effective during our current challenges, be attentive to the needs of our pastors/churches/ministries, and be financially sustainable for years to come, we explored various staffing models at presbyteries around the country and sought to address the responsibilities not just of POJ staff but also of presbytery members in the health and effectiveness of the organization. This process led us to recommend the following staffing model:

General Presbyter for Christ-Centered Spiritual Growth: reflecting our vision for *Christ-centered Spiritual Growth*, this position will be the pastoral center and outreach for our presbytery. They will keep us centered in our mission and vision, supervise POJ staff, administer the budget, and most importantly, build and maintain relationships throughout the Presbytery, directing resources to support ministers, churches, and ministries as needed. While this position will be the primary staff liaison for Mission Council, they will ultimately be more focused on connecting outwardly to and building relationships with pastors, churches, and ministries.

Stated Clerk: reflecting our vision for *Communication and Coordination*, this position, beyond the Book of Order tasks of the role, will take on the tasks of directing all work related to policies and procedures, as well as ensuring communication is effective at all levels. We recommend a full-time position because the needs of communication and coordination are full time, in order to free all members of presbytery to more creatively fulfill our mission and vision. This position will serve as staff liaison to our teams, committees, and councils, as best deemed effective in coordination with the General Presbyter.

We believe this plan goes a long way towards a more sustainable model. We cannot expect to balance our budget on staffing alone, yet we must also remain attentive to what will be most effective and sustainable.

Rationale for Motion #2

The implementation of a new staffing model will require a significant transition that will need to be effectively managed. In that the Mission Council is specifically tasked by the POJ's Manual of Administrative Operations with the management of personnel, it will have a pivotal role in implementing the transition. It is expected the Council will incorporate significant improvements in the processes of oversight and performance evaluation for all staff as well as clearly and regularly communicate progress to the POJ membership.

Rationale for Motion #3

Since the majority of our team's time and energy went into our first and second motions, we were not able to produce a detailed motion regarding funding and reserve funds. This motion reflects the POJ's need for a policy that reflects the financial reality of the POJ. We offer the following information and observations for the sake of the POJ members and the special committee we propose be formed.

At this time, it is not prudent to exhaust restricted funds, nor protect them in perpetuity at the expense of congregational/community ministry – especially since these funds are not endowment funds, but rather funds restricted or designated to specific uses. It is important to note also that the presbytery must maintain \$2.3 million to cover contingencies as guarantor for loans that our member churches have received from the Presbyterian Investment and Loan Program (PILP). Use of funds for primary support of existing congregations and new worshiping communities and secondary support of presbytery staffing, property and other expenses presents the best option.

Best practices in the non-profit sector for the use of investment portfolio funds is an annual draw of 4-5% of a 36 month rolling average. Such a practice ensures viability of the fund while allowing use to support the ministry. This could be a useful component of a comprehensive policy for financial sustainability.

By way of illustration, as of June, 2024, the presbytery has some \$4.5 million in assets available for this proposed drawdown. This would yield roughly \$200,000 a year for supplementing the budget.

It must be noted, however, that this will go only so far. As noted above, the deficit this year is projected to be roughly \$719,000. With a \$200,000 supplement from the assets and a reduction of the personnel budget by roughly \$180,000, that still leaves a deficit of over \$300,000.

A significant reduction of expenses or increase in income is required to balance the budget. This, of course, would be helped considerably if the churches increased their giving to the POJ. If they do not, expenses must be reduced in the next three years so that our assets do not go below the \$2.3 million required to guarantee the loans with PILP.

Many Presbyteries across the country follow a policy of requiring a per capita contribution from individual churches to the presbytery, to cover both presbytery expenses as well as required per capita giving to synods and the General Assembly. While our task force did not reach a consensus regarding whether the POJ would benefit from a per capita requirement, this is an avenue for the special committee to explore, recognizing that per capita covers only operational and administrative costs.

Suggestions

The Task Force Offers the following suggestions:

1. That the Mission Council take note of suggestions on enhancing their effectiveness (listed below).
2. That all members of Presbytery take note of suggestions for our life together (listed below).
3. Given the financial challenges facing many of our churches and the lack of historical precedent, we do not feel it is prudent to institute a per capita assessment to enhance church intents. However, presenting per capita giving amounts to churches as they consider what they have to give would be a useful tool. We recommend the proposed special committee, if created, explore creative ways to use this resource.
4. That the presbytery Trustees explore selling the current office building and investing the funds in the Capital Replacement Fund and maintaining the recently closed Mechanicsville church site for administrative office, meeting location and mission base.
5. That Mission Council creates a page on the website that lists POJ funds and their descriptions, approved uses, planned draws, restrictions, and any investment priorities or oversight.

Recommendations Regarding the Mission Council (MC)

It has been made clear to us that the Mission Council has struggled with a lack of clarity regarding roles, authority, and responsibility, especially as it concerns the relationship between Mission Council and the staff Presbyters. For example, whose role is it to properly onboard and orient new staff, to help leadership staff set priorities and communicate these priorities to the POJ membership, to

establish benchmarks of progress and metrics of success, and to hold leadership staff accountable to fulfilling the mission and vision of the POJ? While the Mission Council may delegate this and other responsibilities to committees, it is their responsibility to ensure that a mechanism is created to oversee and monitor the strategic plan's implementation and to ensure responsibilities like these are fulfilled.

We recommend that in the process of adopting a new staffing model, the Mission Council develop an action plan with metrics and benchmarks for fulfilling the strategic plan as well as work with the Personnel Committee to develop a staff review process, so that when staff are hired, they come into a strong system that can most effectively live into our mission. To that end, members of this task force stand ready to work with and support the Mission Council in the implementation of these recommendations, perhaps by at least one member of the task force serving ex-officio on Mission Council or serving on a subcommittee responsible for implementation.

Given the anxiety, uncertainty and challenges of post-pandemic operation and the need to rebuild trust, cooperation, comprehension, transparency, leadership and relationships, the task force also recommends Mission Council explore, over the next 12 months, phasing out hybrid Presbytery meetings and prioritizing in-person gatherings.

The Emerging Tasks of all Members of the POJ (Certified CEs, Ministers and Ruling Elder Commissioners)

In our conversations throughout this process, we've realized a great need to re-energize and renew our identity as members of the Presbytery of the James. It's been made clear by our presbyters that more of us are needed to do the work in order for us to fulfill our mission and vision statements. In recommending this new staffing model, we realized that some of the job responsibilities that had fallen to the three presbyters will now either fall on us, or need to fall away. We lift up these tasks that we believe are vital for us, as a presbytery, to support the work of our staff and strategic plan.

- Celebrate and support existing ministries while discerning new opportunities to enrich the life and work of POJ congregations.
- Help secure volunteers for targeted ministries, such as youth and young adults or elder care.
- Keep POJ staff apprised of pastoral care needs of ministers, educators, chaplains, and commissioned pastors, responding to those needs as able.
- Develop and encourage clergy peer groups, create opportunities for imaginative and relevant Christ-centered spiritual growth and renewal of clergy.
- Make every effort to attend POJ meetings in-person, and consider encouraging Presbytery to abandon the hybrid/virtual model altogether.

Conclusion

The mission of the Presbytery of the James is to support leaders, congregations, and ministries in growing followers of Jesus Christ who joyfully live out God's mission in the world.

While our Presbytery finds itself in a challenging season, our abiding hope in Jesus Christ and the movement of the Holy Spirit compels us onward. We are blessed with many gifted, wonderful ministers, elders, Christian educators, staff members, and others, who are committed to helping us carry forth our mission.

We invite you to prayerfully consider what you have to offer our Presbytery and to get involved in supporting leaders, congregations, and ministries in growing followers of Jesus Christ who joyfully live out God's mission in the world.

Members of the Strategic Plan, Staffing Structure, and Funding Review Task Force

Tom Coye, Teaching Elder, Campbell Memorial and Mildew Presbyterian

Barbara Crump, Ruling Elder, Gayton Kirk Presbyterian

Gordon Mapes, Teaching Elder, Chester Presbyterian

Shelly Barrick Parsons, Teaching Elder

Amy Starr Redwine, Teaching Elder, First Presbyterian Richmond

Jen Rowe, Ruling Elder, Fredericksburg Presbyterian

Rachel Sutphin, Teaching Elder, First Presbyterian Charlottesville

Calvin H. Sydnor, IV, Teaching Elder, Grace Covenant Presbyterian

David Thomen, Ruling Elder, Summit Presbyterian, Stafford

Mike Watson, Teaching Elder, Fairfield Presbyterian, Mechanicsville

Rod Young, Ruling Elder, First United Presbyterian

Appendix A: Purpose and Process

Purpose of the Strategic Plan Review Task Force

Ratified by the November 16, 2023, Stated Meeting of the Presbytery of the James

That the Presbytery form a Strategic Plan, Staffing Structure, and Funding Review Task Force of the Presbytery:

1. To study the current Strategic Plan and its implementation and impact on the life of the Presbytery and make recommendations on how it will be adapted in light of current realities
2. To study present and future sources of funding that would consider, but not be limited to, sustainability, per capita, stewardship, and other sources
3. To recommend authorized uses of the Church & Ministries Development Fund, the Genesis & Generations Fund, and any additional POJ reserve funds, and in consultation with the Trustees, recommend a financially sustainable annual draw off of POJ reserve funds to support the annual Presbytery budget
4. To be comprised of persons in the presbytery with a broad base of diversity, inclusion, interest, and experience
5. To be formed by the current Moderator of the Presbytery (Rev. Rosalind Banbury), the incoming Moderator of the Presbytery (Cherry Peters), the incoming Moderator of the Mission Council (Rev. Janet James), and the incoming Vice-Moderator of the Mission Council (Rev. Kerry Foster)
6. To be formed and first convened in December 2023, with its initial finding(s) to be presented at the February 2024 stated presbytery meeting and a final report published in April 2024.

Recommendations stemming from the report would be presented no later than the June 2024 stated presbytery meeting.

Summary of Our Process

The Task Force was convened on December 11, 2023, and held its organizational meeting in January of 2024, and met eleven times through the end of June. During the course of its work, the TF:

- Created a survey which was distributed throughout the POJ. Around thirty persons/sessions responded to the online survey. Conducted three focus groups at the February POJ meeting which reached approximately twenty participants.
- Conducted personal interviews with each staff member, including both Interim Stated Clerks who served during the span of the TF's work;
- Consulted with the Executive/Stated Clerk of the Synod of the Mid-Atlantic. regarding the Synod's success in funding issues and the revitalization of its vision and mission;

- Met with a representative of the POJ's Trustees and, along with the POJ's Finance/Accounting Consultant to learn about the presbytery's financial status, budgeting process, and policies governing the management of the presbytery's funds;
- Researched staffing patterns in five other PCUSA presbyteries similar in size to the POJ;
- Learned that the General Assembly of the PCUSA is currently studying the challenges of funding in our denomination;
- Provided updates on the progress of its work at the February and June meetings of the presbytery;
- Concluded that responsibility for the current difficulties, and the efforts to correct them, must be shared by the entire presbytery;
- Presented the report at the July 30 meeting as a first reading and received numerous questions and responses;
- Requested further insights from the presbytery following the meeting ... 43 responses;
- Crafted an amended report based on the received comments;
- Presented a revised report as the second reading on September 26, 2024.

Statement from Commission on Ministry

At its September meeting, the Commission on Ministry reviewed the Relation of Former Pastors to Congregation policy. After consideration and in consultation with the temporary stated clerk, COM has determined that the existing separation policy does not apply to the current Presbyters currently serving.