

vine

Final Proposal

The Presbytery of Northumberland

Special Committee on the Future

May 23, 2000

Abide in me, and I in you. As the branch cannot bear fruit by itself, unless it abides in the vine, neither can you, unless you abide in me. I am the vine, you are the branches. Those who abide in me, and I in them bear much fruit, because apart from me you can do nothing. Whoever does not abide in me is thrown away like a branch and withers; such branches are gathered, thrown into the fire and burned. If you abide in me, and my words abide in you, ask for whatever you wish, and it will be done for you. My Father is glorified by this, that you bear much fruit, and become my disciples.

As the Father has loved me, so I have loved you; abide in my love. If you keep my commandments, you will abide in my love, just as I have kept my Father's commandments and abide in his love. I have said these things to you so that my joy may be in you, and that your joy may be complete. This is my commandment, that you love one another as I have loved you. --John 15: 4-12 (NRSV)

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The time has come for judgment to begin with the household of God *1 Peter 4: 17*

Dear Members of the Council of the Presbytery of Northumberland,

Inside the covers of this final proposal you will find the essential pieces of a beautiful puzzle. The trick, challenge, and fun will be for us to sort through the box and put these pieces together.

Someone described our Presbytery as withering on the vine. Another person corrected that blithe remark: "If we were on the vine, we wouldn't be withering."

We should be thankful for our Presbytery's brokenness as well as for its current weakness and powerlessness. Our Presbytery's condition demands that we reexamine ourselves and look for solutions from the only source possible. We give thanks for the urgency of our troubles. Our present crisis, cutting us to the heart, not only drives us to reach out for creative solutions but more so makes us repent that many of the old habits of doing church no longer work. With humility we accept the painful yet honest reforming Spirit of judgment. This Spirit forces us to discard old ideas and accept new ways for carrying out our commission and fulfilling our purpose. The Presbytery of Northumberland can and must become something new amidst our changing culture. We have no choice but change.

The Special Committee on the Future envisions a future where the joyful purpose of the Presbytery requires the good and necessary work of making certain we, as individual Christians and as congregations, remain grafted firmly onto the life-giving vine of Christ which alone nourishes and sustains. Time to get back on the vine.

Imagine the following picture of how this purpose is achieved. Look at it and let it guide us as we arrange the puzzle pieces together. ***We ask you to formally endorse our vision of a Presbytery dedicated to its fundamental task of joyfully helping congregations and clergy succeed in their work along the front lines of the Christian ministry.***

We believe Presbytery abides to coach, encourage, develop, train, nurture, correct, and otherwise promote the well-being and health of the local congregation. As has been said, "Presbyteries do not baptize, congregations do." Behold, therefore, the vision of a Presbytery busy training local sessions to succeed in their work of shaping and equipping the faithfulness of the disciples of Christ.

Here contained in this proposal you will find the vision of a Presbytery befriending and nourishing the clergy in the midst of their lonely labors, supporting, edifying, and sustaining them for the long haul of witness and leadership. See the image of a Presbytery developing leaders who are able to understand, articulate, and do what it takes to change,

to grow, to deepen commitment, and to extend the church's deployment of Christ's men and women into the world. Imagine a Presbytery adaptable and flexible in matters of spirit, service, and resources, a Presbytery that remains a legal entity but at the same time is unfettered by petty fences and boundaries. Envision a Presbytery where form follows function and structure is kept to a minimum, where all its members champion the same vision, are sharp in its purpose, and are clear about the realistic objectives it seeks to accomplish. Here is a Presbytery where each of its tasks and actions pass the test when we can affirm, "Yes, these actions and tasks keep us (the powerless and weak and broken) fixed on the vine!" Fixed on the vine.

We believe that in this perplexing predicament Jesus has given us a means for best facing this dilemma of our powerlessness. By acknowledging, worshipping, and praising the power beyond our power, indeed by recognizing our limits, we open ourselves to this awesome power and participate in it. We do what it has done for us in love. Through these experiences we come to comprehend this power of power, the creativity of creation. We celebrate life, our own, and that of all that has lived, is living, and shall live.

It is our privilege and obligation as the community of Jesus Christ to embody the good news of divine love to all – with the young, with the middle-aged, and with the elderly. We are to witness to everyone the power of God's word to inflame, to guide, to instruct, to chastise, to heal, and to console human beings as they seek to enjoy the life that this power beyond our ability to comprehend gives us. Presbytery therefore incarnates Christ in this place of transition and challenge. Our Presbytery will reveal Jesus by us worshipping God through Christ, loving each other as congregations and Christians, nurturing the community of faith, ordering for ministry, and serving Christ in serving others.

We trust that *worshipping God through Christ* will inspire us to *love* each other, which will inspire us to *nurture* each other, which will inspire us to *order* ourselves to be effective, which ultimately will inspire us to *serve Christ in serving others*. The pieces come together. They fit to form a whole.

vine

Postscript

The Special Committee on the Future was established by the Presbytery of Northumberland at its meeting in March, 1998. We were charged by Presbytery at that time to "respond to the actions of Huntingdon Presbytery's Task Force 2000 and bring appropriate recommendations to the Presbytery of Northumberland." It was further explained

that we were to spend time “dreaming a new vision for the future ministry of the Presbytery, whatever shape and form that may take.”

Subsequent to our initial organizational meeting we spent time defining both our purpose and process. We finally drafted the following purpose statement:

The purpose of the Special Committee on the Future is to clarify and to design the mission of the Presbytery as it seeks to serve Jesus Christ, and to recommend how that mission translates into structure and function.

Our two years of thorough homework, frequent meetings, friendly debate, avid discussion, laborious investigation, serious study, creative dreaming, and (above all) prayer, has resulted in the recommendation now in your hands.

Besides extending our thanks to all of you for the privilege and the confidence bestowed upon us, the Special Committee on the Future wishes to thank the Lycoming Presbyterian Church, the First Presbyterian Church at Williamsport, and the Montoursville Presbyterian Church for their hospitality.

With trust and faith in our common Lord, we do hereby submit the following proposal for your fervent approval, and anticipate that Council will recommend its implementation by the Presbytery of Northumberland.

Grapes

*No one sews a piece of unshrunk cloth on an old cloak;
otherwise, the patch pulls away from it, the new from the old,
and a worse tear is made.*

*And no one puts new wine into old wineskins;
otherwise, the wine will burst the skins, and the wine is lost, and so are the skins;
but one puts new wine into fresh wineskins.*

– Mark 2: 21-22 (NRSV)

The Key Points of What We Propose

Our proposal...

1. points out that the real issue is abiding in God through Christ: if we abide, fruit will happen and surprise us. If we get our worship and love right, the rest will follow
2. simplifies and develops a structure appropriate for the modern day
3. tries to use what already is good and expand upon our strengths
4. tries to avoid messing up what already works
5. acknowledges reality: we cannot do everything; our diminished resources and leadership requires reallocating our energies and resources to where they can do the most good
6. emphasizes that unless we immediately invest in our Presbytery ministries we will be of no benefit to the local or larger church later
7. recognizes that enthusiastic faith fades unless it gets down into structure.
8. endorses John Mackay's declaration that "at the heart of the Presbyterian system stands the Presbytery"
9. maintains, in most areas, our collegial and mutually beneficial relationship with Huntingdon Presbytery
10. captures more resources by encouraging working more with others in more collaborative partnerships
11. advocates that the effectiveness and vision of Presbytery will mirror and reflect the vision and effectiveness of its constituent parts; whether or not Presbytery is worthwhile hangs on whether or not we have worthwhile congregations and congregational leaders
12. argues that structure itself means little if the people themselves lack commitment, investment, interest, conviction, and enthusiasm
13. pivots on the quality of leadership: you!

The Presbytery of Northumberland Proposed Organizational Chart

Tier Gatherings of Clergy

Note: Clergy in specialized ministries, Honorably Retired, or at-large are aligned with a tier according to the congregation with which they are associated or related (for informal fellowship, mutual support, resource sharing, coordination of programs, being helpful to each other, being creative in ministry)

Southern Tier

1. Allenwood, Washington
3. Berwick, First
5. Danville, Grove
7. Elysburg
9. Mifflinburg, First
11. Montgomery, Grace
13. Mount Carmel, United
15. Orangeville
17. Raven Creek
19. Sunbury, First
21. Watsontown, First

Central Tier

2. Benton
4. Bloomsburg, First
6. Danville, Mahoning
8. Lewisburg, First
10. Milton, First
12. Mooresburg
14. Northumberland, First
16. Potts Grove, Chillisquaque
18. Shamokin, First
20. Sunbury, Mountain

Northern Tier

1. Hepburnville, Lycoming Centre
2. Jersey Shore
3. Linden
4. Lock Haven
5. Mill Hall
6. Montoursville
7. Muncy
8. Williamsport, Bethel
9. Williamsport, Covenant Central
10. Williamsport, First
11. Williamsport, Lycoming
12. Williamsport, Northway

1. Arnot, First
2. Coudersport, First
3. Elkland, Parkhurst Memorial
4. Emporium, First
5. Galeton, First
6. Mansfield, First
7. Nelson, Beechers Island
8. Osceola
9. Renovo, First
10. Tioga, Trinity
11. Wellsboro, First

Bi-monthly Presbytery Newsletter (Presbytery meeting information, resources, profiles, calendar, reviews, news and views) and website
Special direct communications as directed by Presbytery and Presbytery Council

Stated Meetings of Presbytery

Meetings: January, March, September, November (special meetings as called)

Elder Commissioners

Non-resident Members

Active Members

At-large Members

Inactive Members

Plus Ex-officio Representatives: Presbytery Women, Elder Chairpersons of Committees, Members at-large (if needed)

Committee on Worship & Nurture
3 clergy + 6 laity
+ open enrollment

Committee on Service
3 clergy + 6 laity
+ open enrollment

Committee on Ministry
6 clergy + 9 elders
Embraced Committee:
Committee on Preparation for Ministry

Committee on Nominations
3 clergy + 6 elders

Committee on Representation
3 clergy + 3 laity

Permanent Judicial Commission
3 clergy + 3 elders

Presbytery Council

Meetings: February, April, June, August, October, December (special meetings as called)

Membership:

- Elected Officers (*Moderator**, *Vice-moderator**, *Stated Clerk**, *Treasurer*)
- Executive Presbyter**
- Committee Chairpersons*
- At-large member (if needed to balance)*
- Other Presbytery Staff: Resource Coordinator, Pastoral Consultant, Camp Administrator, Administrative Secretary
- Tier Conveners: Central, Northern, Southern
- Immediate past Moderator**
- Huntingdon Presbytery Liaison Commissioner
- Presbyterian Women Moderator*
- Observers from other denominations

*Executive Board *Voting members in italics*

Duties:

1. Carry out the mission of the Presbytery and develop long range calendar
2. Cultivate vision of joyfully helping congregations and clergy succeed in their work along the front lines of the Christian ministry through worship, love, nurture, order, service, then oversee, monitor, and evaluate work of committees and staff
3. Plan Presbytery meetings and conduct minute review of Presbytery minutes
4. Deal with personnel matters (via Executive Board as needed)
5. Process requests from congregations
6. Communicate with General Assembly, Synod, and other Presbyteries
7. Develop ecumenical partnerships
8. Serve as liaison with Huntingdon Presbytery
9. Develop the budget and maintain accounts
10. Publish newsletter prior to Presbytery meetings
11. Establish task forces, commissions, and ad hoc groups as needed
12. Nominate the Committee on Nominations
13. Identify members of Presbytery Council to serve as Trustees
14. Effect annual audit – select mandated auditors (as required by the Book of Order)
15. Recommend to Presbytery actions on overtures and amendments

Presbytery Staff

Communications by phone, mail, visits, attendance at General Council, at ex officio committees, and at Presbytery

Pastoral Consultant
(**\$**)

Executive Presbyter
(**\$**)

Administrative Secretary
(**\$**)

Treasury Service Finance Director
(**Shared staff, \$**)

Camp Administrator
(**Shared staff, \$**)

Resource Center Coordinator
(**Shared staff, \$**)

Executive Summary

Here is a snapshot of the changes we propose:

- ⇒ new mission priorities, emphasizing worship, training, and faith formation
- ⇒ a part-time Executive Presbyter
- ⇒ Executive office within the Presbytery of Northumberland
- ⇒ multi-tasked Presbytery gatherings (“piggyback events” where conferences, orientation gatherings, and training workshops occur at the same time as Presbytery meetings)
- ⇒ one less Presbytery meeting
- ⇒ new Presbytery docket
- ⇒ reducing the bureaucracy by reducing the number and function of committees
- ⇒ one budget
- ⇒ consolidating multiple accounts into one endowment fund
- ⇒ increasing our spiritual and material resources through ecumenical and congregational partnerships
- ⇒ a decision-making Council
- ⇒ paper-less Presbytery
- ⇒ Presbytery as a partner dedicated to helping congregations and clergy succeed

1. Will we continue to have an Executive Presbyter?

Yes. The leadership provided by the Executive Presbyter and the Administrative Secretary (rendering care, guidance, consistency, technical knowledge, expertise, leg-work, and vision) is vital. We recommend that Huntingdon and Northumberland Presbyteries hire an Interim Executive Presbyter and Interim Administrative Secretary, both of whom will serve for a two year term working out of a shared office. Now is not the time for radical and hasty alterations in our relationship with Huntingdon nor in our own Presbytery's operation. We will benefit from the stability of familiar patterns and roles, until such time as a proper and careful transition can be effected by January, 2002. Some adjustments to the present job descriptions are advised in light of the new goals of both Presbyteries.

Because we need an Executive for displaying public leadership on behalf of our Presbytery, for supplying a visible and local contact person, for keeping our Presbytery abreast of community and social issues, for supervising staff, giving committee guidance and consultation, for delivering technical counsel (sharing professional expertise with congregations and clergy), for developing our relationship with the wider Church, for serving as a liaison with other denominations, for being more available to preach, as well as for providing care and prodding, we recommend that a part time Executive Presbyter for Northumberland Presbytery working out of an office within the bounds of this Presbytery be installed by September, 2002. More specific recommendations about the nature, the costs, and function of the part time Executive Presbyter (and Executive Office) will be forthcoming from the Special Committee on the Future, that our information may guide the efforts of Presbytery's search committee.

2. Are we getting rid of Presbytery?

No. It is unnecessary and bothersome to alter our boundaries. Presbytery, however, will become a new creation in its priorities, operation, and the degree to which it will seek to develop denominational partnerships.

3. Will we keep the same structure for Presbytery?

No. Our current lack of resources and leadership convinces us of the need to streamline and economize our structure. We must filter out the layers of communication between the Presbytery and the congregations. The present structure, including its goals and operation, is unwieldy and hindering. Through piggybacking events, reinterpreting the work of the committees, empowering Council, reformulating the format and purpose of Presbytery meetings, cultivating partnerships among the congregations and the Ministers of Word and Sacrament within the three tiers, reducing the busy-work, simplifying our financial systems, and identifying the essential mission priorities we can pursue, we shall be more efficient, understandable, responsive, creative, and inspiring.

4. What will the new structure do for us that the old doesn't?

We see our structure as providing a means by which exciting things may be freed to happen. Structure was made for us, not us for structure. Our purpose has not been to decide what specifically should happen, but rather to decide how our structure helps cultivate an increase of faith and, thus, an opportunity for the Spirit to bear fruit. We have endeavored to develop a process. If we worship and love right, the rest, as the promise promises, will happen. We seek to provide the tools whereby Presbytery fulfills its fundamental task of joyfully helping congregations and clergy succeed in their work of worship, love, nurture, order, and service along the front lines of the Christian ministry.

5. How will the committees change?

The committees will change in size, number, operation, and function. Our current 20 committees will become, in effect, 6. They will be staffed according to the minimum number necessary, with open enrollment allowed for the Committee on Worship and Nurture and for the Committee on Service. Their meetings will piggyback with Presbytery meetings, and as needed. Tasks must be reduced from the current workload of committees, so that when the present committees get regrouped into the four basic committees we will avoid trying to accomplish the same old tasks under a new guise. Opportunity will be given for those from our congregations who believe themselves motivated and called to serve either particular tasks or a particular purpose. Council's adoption of more authority and responsibility for managing the business of Presbytery will free the committees to gather and share information, develop partnerships, encourage and support local congregations, and, in being nourished, nourish others.

6. How will this change the Presbytery's relationships with its congregations?

Presbytery becomes more a caring teacher of the faith, helping fashion our life together in the risen Lord, rather than a distant parent. Presbytery as an institution becomes clearer, more familiar, more accessible, more available, and more transparent to the congregational

member. By becoming a more dynamic organism, Presbytery provides an easier and more inviting opportunity for members to be charged and inspired. It makes Presbytery an indispensable contributor to the vitality of the local congregation rather than a drain upon our resources or a bore.

7. Will we continue our relationship with Huntingdon Presbytery?

Yes. With the exception of Northumberland Presbytery seeking to call in two years our own part-time Presbytery Executive and set up our own Presbytery office within our boundaries, all other ministry partnerships shall continue. These ministry partnerships -- Krislund, Resource Center, Mission Treasury Finance Director -- remain mutually beneficial.

8. What are our new mission priorities?

Our new mission priorities, each designed to help congregations and clergy succeed by keeping them fixed on the vine, include conducting great worship, bringing in the best possible preachers and teachers, training leaders, renewing congregations, reaching out to the hurting and searching, reaching out to the young and young adults.

Timetable for Implementing Our Changes

2000

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Presbytery meeting – 1/15 at First Williamsport	Presbytery Council – 2/21 at Lycoming Report to Council on Executive Office and Huntingdon issues	Presbytery – 3/18 at Mount Carmel Finalize preliminary proposal and begin consultation with Huntingdon as we begin search for interim executive and administrative secretary	Focus Groups review the preliminary proposal and Question and Answer Sessions are held	Presbytery Council – 5/23 at Covenant Central Review focus group responses and confirm the proposal; Present final draft to Council; Synod Consultation	Presbytery – 6/17 at Northway Council prosecutes final proposal at Presbytery; Special Committee remains intact to guide the transition	<i>Plan A:</i> Hire joint Interim Executive Presbyter and Interim Administrative Secretary <i>Plan B:</i> Hire our own part time Executive Presbyter and Administrative Secretary	Presbytery Council – 8/29 at Northway Vogan retires	Presbytery meeting – 9/21 at Norry Presbytery adopts proposal from the Council on the vision and restructuring of Presbytery; Establish task force to rewrite Manual	Presbytery Council – 10/17 at First Williamsport Committees begin job description work through the Special Committee on Future	Presbytery meeting – 11/16 at Mooresburg	Phillips retires

2001

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Presbytery – 1/20 at Covenant Central Presbytery Council – 1/3 at Lycoming Year is dedicated to implementing the changes in council, tiers, committees, and officers	Presbytery Council – 2/6 at Covenant Central Financial advisors begin setting new system, accounts, format	Presbytery – 3/17 at Bethel Establish Task Force on Congregational Viability; an Endowment Fund drive begins		Presbytery Council – 5/1 at Northway	Presbytery – 6/23 at Berwick <i>Plan A:</i> Establish Search Committee for Executive Presbyter and for establishing Executive Office; 1st reading of new manual		Presbytery Council – 8/7 at First Williamsport Financial advisors report; Special Committee on Future reports new job descriptions for Committees (included in manual)	Presbytery – 9/20 at Sunbury Officers continue in office until January to effect transition; 2 nd reading of new manual	Presbytery Council – 10/2 at Lycoming	Presbytery – 11/15 at Wellsboro Approve all links of Parish Associates	

2002

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Presbytery Meeting New Proposal Begins in full force	Presbytery Council	Presbytery Meeting Task Force on Congregational Viability Reports decisions of congregations to Presbytery	Presbytery Council		Presbytery Council		Presbytery Council	Presbytery Meeting <i>Plan A:</i> New Executive Presbyter installed, hires new Administrative Secretary	Presbytery Council	Presbytery Meeting	Presbytery Council begins evaluation of proposal

The Recommended Solutions

A. Our Mission Priorities

1. Presbytery’s ministries shall be guided by these six top mission priorities:
 - great worship
 - great preachers and teachers
 - great leadership training
 - great congregational renewal
 - great outreach to the hurting and searching
 - great outreach to the young and young adults

B. Committees of Presbytery

1. Streamline the organization of Presbytery by simplifying and consolidating the current committee structure, and by revising and reinterpreting the mission priorities and job descriptions for each committee. The committees envelop, like concentric circles, the mandated functions of Presbytery and the Book of Order (what we call embraced committees, where certain members of the committees serve in a dual capacity). The Committee on Worship & Nurture and the Committee on Service especially should be less program focused (except for putting together the piggyback events) and become more oriented toward accomplishing particular assignments (focused on short-term tasks). They also shall serve as corporate resource consultants (collective deans) for congregations (prodding, exploring, challenging, noticing what is good in congregations and supporting such efforts) in lieu of the Presbytery’s fiscal inability to hire persons to serve as consultants (e.g., exploring, evaluating, and recommending types of curricula or confirmation programs). It is essential to clarify the tasks of each Committee and provide training for the members.

2. Simplify the work of the Committee on Nominations. Nominate by class only the minimal and essential members necessary (excepting the Committee on Ministry). The Committee on Worship & Nurture and the Committee on Service will also allow open enrollment to the committee meetings, where these committees will welcome any person interested and motivated in accomplishing particular tasks or in participating in that committee’s work, even if only at one meeting. All the committees will be able to recruit as non-voting ad hoc members persons with expertise from our congregations and other constituencies (e.g. chaplains, certified Christian educators, youth ministers), as well as those from other denominations. The Committee on Nominations will annually nominate the Moderator and Vice-moderator of Presbytery with the understanding that the Moderator will moderate both the Council and the Presbytery meetings during his or her year service in that office, that the Vice-Moderator will succeed the Moderator, and that the former Moderator will sit as a member of the Presbytery Council (a total of three years of service is expected). The Committee on Nominations also will nominate a single slate of Commissioners and alternates to General Assembly and Synod (forgoing the current election between two different candidates). The Committee on Nominations identifies the chairpersons and vice-chairpersons nominated to lead the four committees and the one commission. The new organizational model requires 54 slots (in manageable classes: for the Committee on Ministry they will nominate 2 clergy and 3 elders each year; for both the Committee on Service and the Committee on Worship & Nurture they will nominate 1 clergy and 2 laity each year, for the Committee on Representation and the Permanent Judicial Commission they will nominate 1 clergy and 1 elder each year, for a total of 15 committee slots to fill each year). This actually will give the Committee on Nominations the freedom to recruit new faces and seek out new leaders, aided by the increased and varied attendance at Presbytery events. The Committee on Nominations will benefit from a master list of new talent.

3. The six new committees of Presbytery will be (* indicates those committees mandated by the Book of Order):

Committee on Worship & Nurture	Committee on Service	Committee on Ministry*	Committee on Nominations*	Committee on Representation*	Permanent Judicial Commission*
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<i>We expect that the Committee on Worship and Nurture will...</i>	<i>We expect that the Committee on Service will...</i>	<i>We expect that the Committee on Ministry will...</i>	<i>We expect that the Committee on Nominations will...</i>	<i>We expect that the Committee on Representation will...</i>	<i>We expect that the Permanent Judicial Commission will...</i>
<ul style="list-style-type: none"> ▪ Plan worship services, piggyback events (all church events occurring at the same time as Presbytery) ▪ Do what is specified in manual; and as developed by the transition process 	<ul style="list-style-type: none"> ▪ Plan piggyback events (all church events occurring at the same time as Presbytery) ▪ Do what is specified in manual; and as developed by the transition process 	<ul style="list-style-type: none"> ▪ Plan piggyback events (all church events occurring at the same time as Presbytery) ▪ Do what is specified in manual; and as developed by the transition process ▪ Do what is specified in Book of Order 	<ul style="list-style-type: none"> ▪ Plan piggyback events (all church events occurring at the same time as Presbytery) ▪ Do what is specified in manual ▪ Do what is specified in Book of Order 	<ul style="list-style-type: none"> ▪ Plan piggyback events (all church events occurring at the same time as Presbytery) ▪ Do what is specified in the manual ▪ Do what is specified in the Book of Order 	<ul style="list-style-type: none"> ▪ Do what is specified in the manual ▪ Do what is specified in the Book of Order

<ul style="list-style-type: none"> ▪ Model a wide variety of worship experiences at Presbytery ▪ Invite top quality outside preachers and teachers ▪ Try new and different sacred music ▪ Encourage youth to be active participants ▪ Be intentional with prayer ▪ Share each other's worship bulletins ▪ Open ourselves to the experience of our brothers and sisters in other parts of the world ▪ Use the Mission Yearbook of Prayer ▪ Develop prayer partners and congregational links ▪ Develop the Resource Center ▪ Develop Krislund as conference and resource center ▪ Support Campus ministries ▪ Provide maps and directions for getting around Presbytery ▪ Oversee multi-tasking Presbytery meetings for officers, youth, educators, worship leaders, and confirmands ▪ Promote courses for pastors and other ordained leaders ▪ Use email, website, newsletter, and other technical means, as advised by an information handler, to share ideas, resources, and promoting which people have skills and knowledge they could be shared ▪ Enlist a team of specialists to improve the health of congregations ▪ Organize the lunch hour at Presbytery for small group deliberations of topics, sharing of information, dealing with issues of concern ▪ Serve as resource consultants for congregations in the area of worship and Christian education and leadership development ▪ Train for change ▪ Related staff: Resource Center Coordinator, Camp Administrator, Executive Presbyter 	<ul style="list-style-type: none"> ▪ Do justice by undertaking social causes with the hungry, the poor, (the down and out) and the rich (the up and in) ▪ Work to identify those seeking God, help the lost become found, work with those seeking a deeper relationship with God and other believers ▪ Expand the circle of comfort and fellowship by reaching out, risking, moving out from behind our four walls and supporting others ▪ Work together in collaboration realizing that together we are greater than we are when working alone ▪ Share the good news of God's kingdom by living the kingdom now ▪ Focus on a few things we can do ▪ Equip the local deacons ▪ Regularly evaluate the mission causes we support ▪ Serve as resource consultants for congregations in the area of mission, evangelism, and stewardship ▪ Help Sessions train and sustain disciples ▪ Assist the Council in reviewing the congregational mission studies ▪ Investigate, address, and recommend changes in the church necessary for a changing culture ▪ Train for change ▪ Related Staff: Treasurer, Pastoral Consultant, Executive Presbyter 	<ul style="list-style-type: none"> ▪ Have better hellos and good-byes for members of Presbytery ▪ Periodically publish the Manual for Ministry ▪ Emphasize leadership training and development ▪ Oversee the recruitment and support for candidates for professional ministry ▪ Oversee the training and mentoring of Lay Pastors ▪ Respond appropriately to issues of discipline ▪ Oversee the publishing of member profiles ▪ Oversee the following piggyback events: Minute Review of Books, Lay Pastor conference, Clerk of Session conference, Moderators of Sessions conference (to review issues, answer questions, discuss goals and objectives) ▪ Serve as resource consultants in matters of ministry and conflict and leadership development ▪ Teach congregations how to deal with conflict ▪ Equip and sustain the pastors for longevity in ministry ▪ Embrace the required Committee on Preparation for Ministry, where members of the Committee on Ministry serve in a dual capacity ▪ Train for change ▪ Related Staff: Stated Clerk, Executive Presbyter 	<ul style="list-style-type: none"> ▪ Recruit new leadership ▪ Staff the three committees ▪ Nominate the chairpersons and vice-chairpersons for these committees ▪ Nominate the commissioners and alternates to General Assembly and Synod ▪ Develop an instrument for congregations to discern gifts of members ▪ Develop a fuller list of prospective committee members ▪ Insure that the committee chairpersons and members are properly oriented and trained in their tasks ▪ Nominate officers of Presbytery ▪ Promote and urge racial, ethnic, theological diversity in our work ▪ Train the Moderator and Vice-moderator of Presbytery ▪ Train for change ▪ Related Staff: Stated Clerk, Executive Presbyter 	<ul style="list-style-type: none"> ▪ Recruit new leadership ▪ Promote and urge racial, ethnic, theological diversity in our work ▪ Train for change ▪ Related Staff: Stated Clerk, Executive Presbyter
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4. Here is the sample docket for each committee meeting:

- I. State purpose and goals for the meeting
- II. Worship
- III. Group building time

- IV. Congregational issues to be addressed, responded to
- V. Budget review
- VI. Task reports
- VII. Actions for Presbytery
- VIII. Comments that need to be said before adjourning
- IX. Review who will do what before next meeting
- X. Agenda building for the next meeting
- XI. Adjournment with prayer

5. The transition steps for developing the job descriptions for each of the new committees shall be as follows, so as to prevent reshuffling and repeating the old tasks:
 - A. Each current committee identifies those tasks which they feel are essential and those which they enjoy doing the most
 - B. Each current committee identifies what they feel is its primary task and reason for existing, and to describe the best way its primary task has been or could be accomplished, looking to the Special Committee on the Future's list of expectations and the guiding question: *does this keep us fixed on the vine?*
 - C. Each current committee identifies the things that have worked best and the things that have not worked at all in their meetings
 - D. Each current committee identifies the one thing they would change if they could which would make serving on their committee more meaningful
 - E. Survey former members and solicit their replies to the above questions
 - F. The chairpersons bring these responses to a group meeting of chairpersons called and moderated by the Special Committee on the Future, where they report their decisions, and brainstorm beyond the answers they have brought
 - G. The Special Committee on the Future, comparing the responses to the expectations in the Book of Order and the guidelines of the Proposal, composes an outline of the purpose and function for each of the four new committees
 - H. The Council will review these job descriptions after a year, mindful to maintain essential priorities and prevent the multiplication of sub-committees

C. Presbytery Council

1. Presbytery Council thus serves as an executive board of elders between Presbytery meetings, similar to the operation of a local Session, making decisions with regard to the budgeted business of Presbytery. The Executive Presbyter is responsible for making things happen according to the vision and for carrying out policy. Presbytery conducts all issues and decisions regarding our linkage to Huntingdon through the Council. Congregations will need to be educated as to how they can support their members so honored to assume the weighty and time-consuming responsibilities of serving on Council. Meetings will need to take place also on Saturdays to remain convenient and accessible for all members. Duties and authority of Council are listed according to priority:
 - 1st. Carry out the mission of the Presbytery and develop long range calendar
 - 2nd. Cultivate vision *of joyfully helping congregations and clergy succeed in their work along the front lines of the Christian ministry through worship, love, nurture, order, service*; then oversee, monitor, and evaluate work of committees and staff according to this vision.
 - 3rd. Plan Presbytery meetings and conduct minute review of Presbytery minutes
 - 4th. Deal with personnel matters (via Executive Board as needed)
 - 5th. Process requests from congregations
 - 6th. Communicate with General Assembly, Synod, and other Presbyteries
 - 7th. Develop ecumenical partnerships
 - 8th. Serve as liaison with Huntingdon Presbytery
 - 9th. Develop the budget and maintain accounts
 - 10th. Publish newsletter prior to Presbytery meetings
 - 11th. Establish task forces, commissions, and ad hoc groups as needed
 - 12th. Nominate the Committee on Nominations

- 13th. Identify members of Presbytery Council to serve as Trustees
- 14th. Effect annual audit – select mandated auditors (as required by the Book of Order)
- 15th. Recommend to Presbytery actions on overtures and amendments

2. Membership of Presbytery Council will include:

Voting Members

- 1. Moderator
- 2. Vice-moderator
- 3. Committee on Worship & Nurture, chairperson
- 4. Committee on Service, chairperson
- 5. Committee on Ministry, chairperson
- 6. Committee on Nominations, chairperson
- 7. Committee on Representation, chairperson
- 8. Executive Presbyter
- 9. Stated Clerk
- 10. Treasurer
- 11. Immediate past moderator
- 12. Current Moderator, Presbyterian Women
- 13. At-large member (if needed to balance clergy and laity ratio)

Ex-officio, voice, without vote

- 14. Resource Center Coordinator
- 15. Pastoral Consultant
- 16. Camp Administrator
- 17. Administrative Secretary
- 18. Southern Tier Convener
- 19. Central Tier Convener
- 20. Northern Tier Convener
- 21. Huntingdon Liaison Commissioner
- 22. Observers from other denominations

3. This is the calendar of necessary annual tasks for the Presbytery Council to accomplish:

February Meeting

- Publish newsletter (see below)
- Conduct audit

April Meeting

- Publish newsletter

June Meeting

- Publish newsletter

August Meeting

- Publish newsletter
- Staff evaluations
- Set preliminary budget
- Set 18 month calendar
- Receive minimum compensation recommendations

October Meeting

- Publish newsletter
- Confirm budget
- Receive report of Committee on Nominations
- Nominate members of Committee on Nominations
- Elect trustees

December Meeting

- Publish newsletter
- Prepare directory
- Prepare annual reports
- Recommend action on amendments
- The bi-annual selection of Tier conveners reported

4. Here is the sample docket for each Council meeting:

- I. Worship
- II. Enrollment of members
- III. Approve minutes of Council
- IV. Approve minutes of Presbytery
- V. Review issues arising from last meeting of Presbytery
- VI. Officer reports by Moderator, Stated Clerk, and Treasurer (supplying a printed General Ledger detailing budget accounts, fund statements)
- VII. Staff reports
- VIII. Report from Huntingdon commissioner
- IX. Comments from Denominational observers

- X. Report from Tier conveners
- XI. Report from Committees
- XII. Review of issues needing to be resolved
- XIII. Plans for next meeting of Presbytery – items for publication of newsletter
- XIV. Review of calendar
- XV. Agenda building for the next meeting
- XVI. Adjournment with prayer

D. Finances

1. Streamline and simplify the current treasuries. Reappraise the number and type of escrowed fund accounts by recruiting a financial advisor or business specialist to review and restructure our investments, our mission contributions, our billing process, our payroll. These duties may be contracted out to a bonafide accounting firm. Establish a one pot concept, with one budget, with one treasurer giving to Council and Presbytery one clean financial ledger report detailing receipts, expenses according to budgetary item, as well as accounts. Combine the administrative and mission budgets as done by many congregations into a zero-sum budget based upon actual receipts (projected from the preceding year), with no escrowing of accounts, with designated giving and special offerings simply passing through.
2. Make the adopted mission causes more effective and targeted, given the limited funds, adhering to the mission priorities.
3. It is expected that the new style of Presbytery operation and communication will develop greater trust and enthusiasm among the congregations. This will result in greater mission giving toward Presbytery, Synod, and General Assembly.
4. Reassess annually the percentage of the amount of money Presbytery sends to General Assembly and Synod, in consultation with these governing bodies. The consultation should require a representative from these bodies attending a Council or Presbytery meeting each year, helping the Presbytery interpret the rationale for Presbytery support. Ask: Why does Presbytery give these percentages? How vital is it to continue support for the wider mission of the Presbyterian church? Is local mission support handicapped by giving to the wider church or is local support increased by giving to the wider church? What statement is communicated to the congregations about the amount of the percentage given to Synod and General Assembly? If Presbytery doesn't support the mission of the wider church, who will?
5. Create an entirely new combined budget supporting new mission recipients consistent with the new priorities and according to the governing principle that Presbytery should not do what the local congregation should be doing. Presbytery should only fund that which Presbytery can uniquely do. All categories of previous mission support shall be henceforth erased, that, from the vantage of a fresh beginning, we may focus our funds toward where they can and should do the most good. This may mean that support for causes previously subscribed either will be reduced or eliminated entirely. This may mean the adoption of entirely new causes.
6. Regularly evaluate the local causes Presbytery financially and spiritually supports. Are they effective? Do they reflect Presbytery's mission priorities? The recipients must annually report to the Council and Presbytery. Annual evaluations of each category must be conducted before the new budget is adopted.
7. Make the criteria for seeking to borrow from the Revolving Loan Account more specific: 1) restrict its use to the smaller congregations or for crisis needs; 2) it is a loan of last resort; 3) it must be paid back first.
8. Free funds (such as a portion of the Revolving Loan Account) from supporting building projects (for which loans still can be obtained through public sources) and reallocate more monies toward investing in creative ministries through grants to congregations. Indeed, research our varied restricted and unrestricted accounts and pool them into an endowment for creative ministries (seed-funds for congregational projects, support of ministry, scholarships, processing and exploring calls to ministry, technology grants, self-development funds for projects, short-term program development, special grants for specialized ministries).

9. Presbytery ought to try to capture the present wealth amongst our members by beginning a fund drive to harvest funds for the Presbytery endowment which shall release funds for specialized ministries and help establish the Executive Office in the Presbytery of Northumberland.
10. Should Council decide to assist congregations in meeting the salaries of individual pastors, such salary support must be restricted to a short-term basis and accompanied by a realistic plan of program and congregational development, with achievable goals. Presbytery support for operational ministries must be temporary, and given only to help move congregations toward financial self-sufficiency.
11. If congregations cannot support operational ministry out of living donations they should concede and be guided by Presbytery at looking toward other creative models of ministry. It also is the privilege of the larger congregations to render caring, collaborative, and personal support toward the struggling congregations.
12. Current resources prevent Presbytery from affording a full time Executive Presbyter. There nevertheless is value in the ministry of an Executive Presbyter, albeit part-time. This part-time Executive should be hired in coordination with Huntingdon for the next two years. It is unwise to change too much, too quickly. Through a unified budget and better tracking of expenditures and revenue, by clarifying the financial support formulas and commitment, as well as by firming up our relationship to Huntingdon with the oversight vested in the Presbytery Council, Presbytery will be able to let policy be decided at the highest, most informed level. The Executive Presbyter who succeeds David Vogan shall be called as an interim for two years of service. We should hire both an interim executive and an interim administrative secretary as soon as possible so that they can be in place for training and orientation before Phillips and Vogan retire. They will remain working from the current office.
13. It requires the following fiscal commitment from the Presbytery of Northumberland to operate, at the present rate and formulae, the Executive Office (along with executive and secretarial leadership): \$57,700. Executive leadership costs each member of the 6061 members of the Presbytery of Northumberland (1998 figures): \$9.40. Based upon David Vogan's current full-time salary and work load, the compensation package for a part time Executive Presbyter would be approximately: salary and housing and deferred compensation - \$54,500; benefits plan premium - \$15,260; additional benefits - \$7,300, for a full-time cost of \$77,060. Thus a half time share of the existing package results in an annual cost of \$38,530. Vogan's salary is low compared to the majority of Executive Presbyters. An Administrative Secretary working 20 hours a week for a wage of \$8.45 will cost Presbytery \$8,788 annually (excluding benefits). Social security share for both persons amounts to approximately \$3,620 a year. For a half time Executive Office, the costs are: \$38,530 + \$8,788 + \$3,620 = \$50,938, divided by 6407 members (1999 figures) for a per capita cost per member of \$7.95. We can do it, even as the total number of members of Presbytery decline, thus increasing the per capita cost.
14. A sampling of basic office start-up costs include: computer hardware @ \$6,000, copier lease @ \$1,800, internet access @ \$225, telephone @ \$2,000, postage @ \$1,800, for a total start up cost of \$11,825 (excluding furniture and ordinary supplies).
15. The Presbytery can even more affordably establish an Office of the Executive Presbyter within the Presbytery of Northumberland by piggybacking the office with a local congregation, geographically central to the Presbytery, fully accessible and convenient, sharing office space and equipment as a sponsored ministry of the particular congregation (once again, the principle of multi-tasking). Or in lieu of office rental, we could purchase or lease and share the equipment with the host congregation.
16. As the health of the Presbytery improves and funding support increases, Presbytery shall first hire a full time Administrative Secretary, then, second, move toward a full time Executive Presbyter.
17. These are the essential, affordable staff: Executive Presbyter, Stated Clerk, Treasurer, Administrative Secretary, Camp Administrator, and Resource Center Coordinator. Council, through the Interim Executive, will need to objectively evaluate whether we shall continue with the Assistant and Permanent Clerks, the Treasury Service Finance Director, as well as the Pastoral Consultant.
18. Council shall develop a policy determining how long a Presbytery officer and staff member can retain title to their job if they are unable to perform their duties. The question of who can replace the Executive, Clerk, and Treasurer in the event of illness or death or absence of any kind needs to be addressed by Council. Redundancy ought to be built into the system, such as with the Moderator, Clerk, Council, and the Presbytery itself for the Executive Presbyter, with the Executive Presbyter prepared to fill in for the Clerk, Administrative Secretary, and the Treasurer. The Permanent Clerk (if we retain) should be able and prepared to fill in for the Stated Clerk. A

volunteer Assistant Treasurer needs to be recruited who would shadow the Treasurer and, along with the Stated Clerk, be trained and ready to provide redundancy for the Treasurer.

19. A unified budget with a single Treasurer simplifies the voucher application process. The recommendations in the proposal reduce the scope and bother of the travel voucher system by diminishing both the number of meetings as well as the volume of persons attending these meetings, thus saving money.
20. Outsourcing for services should be utilized wherever affordable and more efficient.

E. Communications

1. Advise congregations how to get on-line, even provide start-up grants whereby congregations unable to afford computers and internet linkage can get on-line. Every congregation must be linked on the internet. Promote, though a volunteer technical handler (our own computer guru) the Presbytery website and the use of email. Eventually load all Presbytery related information on the website thus giving congregations the option of which reports they wish to print onto paper.
2. A volunteer newsletter editor, working in coordination with the Presbytery office after each Presbytery Council meeting, will compose the submitted information and see that it is printed. Copies (either in a standard amount or a range of copies) will be bundled and mailed to each congregation. Presbytery's bi-monthly newsletter will be of special benefit for all elders on Session. The content of the newsletter should include more facts, minute digests, sharing of resources, issues, news and views, book reviews, resource center additions, continuing education experiences, who's who, congregational what's happening, calendar, upcoming events, columns, GA and Synod issues. The newsletter can contain a bulletin supplement providing a synopsis of the previous Presbytery meeting. The newsletter itself shall become the primary vehicle by which the Presbytery Council (replacing the current packets of one side copied paper) prepares congregations and commissioners and members for the Presbytery meetings (one stop communication). It costs one congregation of Presbytery \$2,200 for 11 editions, with a professional printing firm retyping the 23 81/2 by 11 pages of text into 8 newsprint pages of text, providing the layout, then printing 500 folded newsprint copies for each edition (which is a bargain, including the savings in labor, paper, and copier use). This means this congregation pays \$.04 per each newsletter professionally prepared, printed, and folded. For 44 congregations of Presbytery to each receive 30 copies requires printing 1320 copies (for a total projected cheapest possible cost of \$528 per newsletter x 6 editions = \$3,168). Additional expenses include the price of the bundled postage and the cost of direct mailings to additional members and friends of Presbytery. When the newsletter becomes loaded on the website, congregations themselves eventually can bear the burden of printing their own copies of the newsletter.
3. Each church should send its newsletter (if it has one) to every other congregation in the Presbytery.
4. Other means of better communication include using more modern technology by trying to take advantage of existing services for distance learning, satellite resources, teleconferencing, cable TV or internet broadcasts of meetings.
5. Replace the current directories with a pooled Presbytery directory published every January, providing one stop, fingertip-ready shopping for information. As soon as possible this Directory should be loaded onto the website, replacing completely the paper editions, allowing for rolling alterations. Members of Presbytery file one form each year. The forms will be loaded on the website. See sample profile forms below. The directory will publish:
 - Member of Presbytery profiles (including annual compensation reports)
 - Congregational profiles
 - Lay Pastor profiles
 - Profiles of Non-member Pastors (including the contracts)
 - Annual list of moderatorial assignments
 - Approved pulpit supply list (with fuller profiles of the preachers – including the lists from our partner denominations)
 - Presbytery officers and staff information
 - Committee membership listings

- Mission cause information
- Information about General Assembly and Synod links
- Information about the local headquarters for other denominations
- Presbytery's organizational chart
- Presbytery map
- Presbytery yearly calendar (including the small group questions posed at Presbytery)

6. Rewrite the Manual accordingly through a Council appointed task force.

F. Pastoral Relations and Leadership

1. Because of Presbytery's local needs it would be better were the Presbytery of Northumberland to begin detaching the shared staff with Huntingdon (after first deciding who gets which tangible assets of the equipment, furniture, files, and Executive Office Account from the de-yoking) that in two years (September 1st, 2002) Presbytery installs its own Executive Presbyter. A search committee should be commissioned to carry forth the recommendations and suggestions from the Special Committee on the Future with regard to responsibilities for the part-time Executive Presbyter.

2. The new Presbytery Executive (either clergy or laity) will fulfill these following needs of Presbytery as she or he carries out the directions of Council (listed according to priority):

- 1st. Public leadership on behalf of the Presbytery
- 2nd. A visible and local contact person
- 3rd. Keep Presbytery abreast of community and social issues
- 4th. Supervise the staff
- 5th. Give committee guidance and consultation (leadership development and recruitment)
- 6th. Deliver technical counsel (share professional expertise with congregations and clergy, e.g., conflict management, call process, orientation)
- 7th. Develop Presbytery's relationship with the wider Church
- 8th. Serve as Presbytery's liaison with other denominations
- 9th. Availability for preaching
- 10th. Provide care and prodding

3. Possible models for a new part-time Executive Presbyter are listed below in order of preference:

- 1st. Part-time executive/flying interim [*guarantee full time income from escrowed accounts, which would be offset when hired for interim activity by one of our local congregations at a standard rate -- given our pattern of vacancies, it should be no problem obtaining interim service]
- 2nd. Part-time executive/self-employed or employed part-time
- 3rd. Part-time executive/no other employment
- 4th. Part-time executive/stated clerk
- 5th. Part-time executive/part-time executive whose salary and office is shared with Huntingdon
- 6th. Part-time executive/retired
- 7th. Part-time executive/pastor (such a dual role is complicated due to the call process, one call obligating the other call)
- 8th. Part-time executive elected from the ranks
- 9th. No executive

4. Franchise and encourage the Pastoral Tier gatherings (to which pastoral leadership of all local congregations in a region and all the other clergy ought to participate). Each Tier selects its own convener for a two year term, which begins in January. The convener attends Presbytery Council and shepherds these gatherings of his or her Tier colleagues. The purpose of the Tier gatherings includes: an informal gathering to assemble monthly for mutual prayer support, care and sharing, establishing partnerships, sharing of resources, bible and book study, joint congregational program planning, to initiate fellowship and mutual service, to be creative in ministry and look out for each other, to voice the concerns and needs of their congregations and pastors to the Council, to provide the front lines of pastoral care and welcome and support, to apprise Council and its officers of particular local needs. The Pastoral Consultant can be invaluable in encouraging these Tiers during the transition year, linking prayer partners, forming spiritual teams, encouraging pulpit exchanges (e.g., setting aside an annual pulpit exchange day). Though the clergy will find it helpful to commitment themselves to a particular Tier, they are welcome to visit any and all Tier gatherings.
5. Require continuing education of our Ministers of the Word and Sacrament, the content of the educational event to be shared with the Presbytery through reports to the Session, at the Tier gatherings, in the annual directory, and in the Presbytery newsletter.
6. All those clergy serving in specialized ministries or currently listed as at-large members shall be established as Parish Associates.
7. Foster the collegial sense of ministry amongst neighboring congregations. Neighboring congregations without full time pastoral leadership should be able to look to the congregation with the nearest full time pastor for care, guidance, leadership, and support. Link the struggling congregations with the larger congregations that have more resources. It is viewed that part of the responsibility of the local pastor is to serve and guide neighboring congregations. Ways of increasing linkage include: holding occasional joint session meetings, planning sessions among all clerks and pastors (full and part-time pastors and lay pastors), exploring opportunities for mutual service and shared ministry, using pastors in the areas for which they have been trained. If we could recover a sense of “sacred community” instead of our tendency to dwell on “sacred place” our congregations could be readily supplied able preachers from neighboring congregations; congregations need to be more flexible and adaptable in the time they have set aside for worship.
8. Establish as a matter of general policy that the nearest local pastor serves as moderator for the neighboring congregation requiring a moderator of Session.
9. Make more effective use of the Moderators of Presbytery by giving them the opportunity and the skills necessary for employing their leadership to the best advantage. Moderatorial service to Presbytery involves a three year commitment: election as vice-moderator, automatic installation as moderator the next year (moderating both Council and Presbytery meetings), and, for the final year, sitting as a voting member of the Presbytery Council. Vice-moderators ought to be given more opportunity to represent the moderator at ceremonial functions, by running meetings, and by sitting up front during Presbytery meeting. They should be taught how to run meetings effectively and efficiently, how to avoid the domination of the many by the few, how to encourage listening, how to maintain the balance between fellowship and business, how to limit the amount of time wasted on irrelevancies, how to move the body toward consensus, how and when to be decisive, how to employ sound parliamentary procedure, how to foster and hold Presbytery accountable to the expectations of worship, love, nurture, order, and service.
10. Leadership development occurs through the Presbytery bringing in the best and brightest speakers possible, exposing the clergy and congregational teams to other congregations and leaders who today are conducting exciting and effective ministry. Change only can occur through teams of persons trained, equipped, and inspired. Presbytery sees itself as a training center for Christian living.
11. Develop a cadre of pastoral leadership available to move into congregations:
 - A “flying, fix-it pan-denominational” team of local church specialists who will go in and run listening sessions and redevelopment consultations with congregations
 - Seminarian internships
 - Scholarships for seminarians requiring from the student three years itinerant service (3 for 3 – free tuition for 3 years of service)
 - Well trained elders
 - Tent-making ministers

- Lay pastors
- Creative partnerships with neighboring Presbyterian congregations
- Creative partnerships with other denominations (e.g., sharing of pulpit supply lists, developing specialist teams, pursuing joint tasks, capturing leadership).

G. Presbytery Relations

1. All ministries shall be conducted ecumenically unless they can be done better by just us Presbyterians. All constituencies in Presbytery shall be dedicated to brokering relationships and partnerships (co-branding), as the fences of isolation, parochialism, and insulation come down.
2. Maintain and improve all other mutually beneficial relations with the Presbytery of Huntingdon: Resource Center, Krislund, Mission Treasury Finance Director
3. Let us work with what Presbytery has: there will be no alteration in the geographical boundaries of the Presbytery.
4. Presbytery shall widen and deepen its relationships with the coterminous and adjoining governing bodies (such as the Presbyteries of Carlisle, Geneva, Kiskiminetas, Lackawanna, Lake Erie, Lehigh, Western New York, as well as those of other denominations) with whom assets may be shared for mutual benefit.
5. Each congregation will conduct a mission and strategic study every five years, the congregations reporting to the Presbytery Council according to a rolling schedule. An additional benefit of keeping a current mission study on file will be to facilitate and speed up the search process.
6. Presbytery immediately will establish a task force for developing a means for measuring congregational viability and for recommending actions with regard to congregations of Presbytery. Each congregation will use this instrument to decide their future, reporting to Presbytery Council how or if they will continue their mission. This task force should recommend specific forms of ministry models for congregations lacking pastoral leadership yet which are still viable and able to render ministry, such as:
 - Solo pastorate congregation
 - Multiple professional pastoral staff congregation
 - Combination of professional pastoral staff and lay pastors
 - Lay Pastor led congregation
 - Yoked congregations: shared pastoral leadership
 - Cluster parish partnerships: separate pastoral leadership but shared programs and other staff
 - Church school ministering community
 - Missional community
 - House church
 - Congregation or congregations adopted by another congregation or a consortium of congregations for supplying leadership, resources, equipping ministry, subsidy
 - Federated or Union Church with a different denomination
 - Shared facilities Church: two or more congregations using the same facilities

H. Presbytery Meetings

1. Purpose dictates structure. Every member, group, and committee must consistently hold itself accountable by comparing the elements of their contribution and participation against the scale of the seven keys to an effective Presbytery: clarity of purpose, service to congregations, outward focus, service to church professionals,

leadership, delegated and de-centralized decision-making, and spirituality. We shall ask: “Does this activity help our congregations and clergy succeed on the front lines of ministry? Do these activities and tasks keep us fixed on the vine?”

2. Presbytery becomes for the majority of the congregations and members, in effect, a commitment of four days a year for training and decision-making. Presbytery will hold four stated meetings a year (less can be more) at a time and place easier to be attended by our congregational membership and our working elders (only on Saturdays). Let the calendar determine the business of the meeting. Each meeting, aside from essential business (of pastoral changes, treasurer report, staff reports), should be dedicated primarily for worship (import excellent, inspiring speakers), for training of congregational leaders, and for communications (a clearing house sharing of resources, successes, failures in life of congregations). Plan regular collateral and piggyback events. When a congregation drives to the meeting, they will take a carload of interested leaders. If there is a meal, it should be a light and brief meal. Please note that there will be more persons attending Presbytery (and lunch), requiring more space.
3. Make the docket for the stated meetings predictable so that the members and commissioners may anticipate what items of business will be conducted, as detailed below.
4. Each meeting also should have time set aside for meetings of committees. Committees may meet in addition to these regularly scheduled sessions, but the calendar can be simplified by bunching the workload. Presbytery adheres to the firm policy of packaging all meetings and events for convenience, efficiency, and economy. All meetings must be held in buildings that are handicap accessible.
5. The nature and the business of the meeting will determine where the meeting can be held. Host congregations will need to be creative in how they accommodate the increased number of participants (by using fire halls, neighboring congregations, colleges and universities).
6. The docket needs to be simplified, predictable, uncluttered, and fairly uniform. Dispense with the consensus and decision agendas and just let each reporting group present what they need to present. A sample docket is included below.

Revamping the Stated Meetings of Presbytery Third Saturdays at 9 AM

Guiding Principles:

1. Business is integrated into our worship
2. The meeting needs to provide time for sharing resources, small group development, and for fellowship
3. Each meeting should amplify and adhere to the “Seven Keys to an Effective Presbytery,” as outlined by Gerry Tyer
4. Package the meeting so that they are multi-tasking and multi-functional: for leadership training, committee meetings (for hour or more after worship), youth events, Presbyterian Women, Church school teachers, officer training, committee training, with the Committees of Presbytery adopting responsibility for the training opportunity of the meeting
5. Identify and assign to each meeting which annual tasks must be transacted
6. Note the shift to January as the year all new officers and committee members take office (matching the pattern of the majority of our congregations)

September <i>(Committee on Worship & Nurture)</i>	November <i>(Committee on Nominations and the Committee on Representation)</i>	January <i>(Committee on Ministry)</i>	March <i>(Committee on Service)</i>
<ul style="list-style-type: none"> a. compensation recommendations from Committee on Ministry b. report of commissioners to General Assembly and Synod 	<ul style="list-style-type: none"> a. budget and per capita b. presentation of goals and objectives for coming year by the committees c. election of officers d. election of moderator and vice-moderator e. election of committee members f. election of commissioners to General Assembly and Synod 	<ul style="list-style-type: none"> a. publish: <ul style="list-style-type: none"> ▪ annual report of Executive Presbyter ▪ annual reports of other staff ▪ annual report of the Stated Clerk ▪ annual report of the treasurer b. publish Presbytery directory: <ul style="list-style-type: none"> ▪ annual report from congregations of their profile, statistics, leadership, goals and successes, directions and area info ▪ lay pastor profiles ▪ pulpit supply list profiles ▪ Presbytery staff, committee directory ▪ annual appointment of moderators ▪ member profiles, membership status, and terms of call reports ▪ non-member profiles and contracts with Temporary and Stated Supplies ▪ links with mission causes, GA and Synod, local denominations, neighbor Presbyteries c. lay pastor commissioning d. installation of Moderator and Vice-moderator e. annual report from those engaged in specialized ministries f. installation of officers g. installation of committee members h. action on overtures and amendments i. memorials for deceased elders and ministers of word and sacrament j. celebration of the Lord's Supper 	<ul style="list-style-type: none"> a. additional action on amendments b. action on any overtures c. reports from our mission causes (mission fair)
Piggyback Event (tandem, concurrent, coincident, synchronal, collateral activity)			
<ul style="list-style-type: none"> ▪ Minute review of Session books ▪ Clerk of Session conference ▪ Church school teachers conference ▪ Youth event 	<ul style="list-style-type: none"> ▪ Officer training and orientation ▪ Committee chairpersons and members orientation and training 	<ul style="list-style-type: none"> ▪ Lay Pastor's conference ▪ Presbyterian Women ▪ Appointed Moderators of Sessions conference 	<ul style="list-style-type: none"> ▪ Worship, prayer, and music conference ▪ Confirmation classes

Sample Docket

Newsletter mailed in advance to all members of Presbytery and elders (in bundles to each congregation for local distribution to elders), containing docket and meeting reports.
Website updated with information necessary to prepare for the meeting, including one page bulletin size synopsis

Time	Docket Item	Recommendations
08:30	Refreshments and Registration	<i>Nametags should be more professional and reusable, including the registrant's name, where from, and which office in Presbytery currently serving</i>
09:00	Worship	<i>Song, communion, prayer (concerns of Presbytery), time for testimony, sermon (e.g. offered by local bishops and district superintendents, seminary professors, religious leaders, corporate executive officers, social workers, recovering addicts, university presidents, chaplains, missionaries, political and community leaders), song (using mission yearbook of prayer, invited speakers, modeling new forms of worship and praise), establish theme for business meeting. Use keynote speaker for the piggyback events. Book the worship leaders well in advance.</i>
10:00	Committee Meetings	<i>Piggyback event occurs (e.g. elder and deacon training, Presbytery Women, Church school teaches, worship leaders, theological conferences, minute review, confirmands, Moderators of Sessions, Lay Pastors, committee members) after meetings, or occasionally in place of committee meeting. All persons attending Presbytery are welcome to participate in the committee meetings for the Committee on Worship & Nurture and Committee on Service.</i>
11:30	Report of General Council <ul style="list-style-type: none"> ▪ Report of Moderator ▪ Report of Executive Presbyter ▪ Report of Stated Clerk ▪ Report of Treasurer 	<i>Individual reports are properly subordinate reports of the entire Council; Moderator as the spokesperson for Presbytery Council highlights activities in the Tiers and congregations, and raises concerns and issues of the Council. Executive Presbyter raises issues of concern in our communities and matters pertaining to other staff as well as to the wider church. Stated Clerk presents statistics and communications and roll changes. The Treasurer reports as we would expect the Treasurer to report at Session, detailing how much we have taken in, how much we have spent, how much we have in the bank through a printed General Ledger (budget accounts, fund statements). Items for debate and vote will be brought up under other business.</i>
Noon	Lunch (prayer and blessing)	<i>Sit according to small groups for resource sharing, group building, bible study, spiritual and theological reflections. This is not a didactic, trying to lecture the entire body, but during lunch persons will choose at which table they wish to sit and discuss a particular topic: e.g., how our congregation is being a good neighbors? What does your bulletin tell about you? What are we doing with confirmation classes? How do we teach children about communion? How do we fulfill the great commission? The Committee on Worship & Nurture will identify a series of questions of practical table topics in advance and publish them as part of the annual calendar. They also will see that each table is assigned a leader for the discussion.</i>
13:00	Committee Presentations <ul style="list-style-type: none"> ▪ Committee on Worship and Nurture ▪ Committee on Service ▪ Committee on Ministry ▪ Committee on Nominations 	<i>Providing information, consultation, promoting opportunities, as well as raising urgent items for action.</i>
14:00	Other Business	<i>Take up actions of Council and other business</i>
15:00	Closing	<i>Song, summary reflection by Executive Presbyter challenging the Presbytery with the events and decisions of the day as well as identifying goals and challenges for the coming months, followed by prayer and benediction by Moderator</i>

Sample Budget

Presbytery Budget Category	Budgeted Amount	Spent Last Month	Spent to Date	Notes
<i>*designated giving and special offerings pass through – not part of budget figures</i>				
Mission Commitments				
General Assembly Mission				
General Assembly Apportionment				
Synod Mission				
Synod Apportionment				
Presbytery Mission Causes				
• Honduras Mission				
• Krislund				
• Campus Ministries				
• Prison Ministries				
• Other Ministries?				
Committee on Worship & Nurture				
Visiting Preachers and Teachers				
Presbytery Worship				
Confirmation Event				
Youth Gathering				
Church School Teacher's Conference				
Worship and Music Leaders Conference				
Church Officer Training				
Resource Center				
Congregational Development Projects				
Committee on Service				
Media Ministries				
Mission Interpretation and Promotion				
Evangelism Resources				
Committee on Nominations				
Committee and Moderator Training				
General Assembly and Synod Un-reimbursed Costs of Commissioners and YADs				
Commissioner Orientation				
Committee on Representation				
Committee Work				
Committee on Ministry				
Clergy Emergency Fund				
Manual For Ministry				
Candidates and Inquirers				
Lay Pastor Training				
Processing New Calls				
Salary Support				
Seminary Scholarships				
Continuing Education for Lay Pastors				
Presbytery Council				

Stated Clerk Office Expenses				
Treasurer Office Expenses				
Newsletter Printing				
Annual Directory				
Presbytery Meetings (food, child care)				
Annual Reports				
Vouchers				
Audit				
Comprehensive Insurance				
Presbytery Manual				
Orientation of New Members of Presbytery				
Permanent Judicial Commission				
Presbytery Office				
Postage				
Supplies				
Computers				
Copier Lease				
Internet access				
Equipment Maintenance and Service				
Petty Cash				
Miscellaneous				
Website				
Telephone				
Staff Salaries				
Administrative Secretary				
Stated Clerk				
Treasurer				
Permanent Clerk				
Assistant Permanent Clerk				
Pastoral Consultant				
Camp Administrator				
Mission Treasury Finance Director				
Resource Center Coordinator				
Social Security (7.65%)				
Benefits				
Executive Presbyter				
Salary and Housing				
Deferred Compensation				
Benefits Plan Premium				
Study Leave				
Travel Expenses				
Social Security Reimbursement				
Book Fund				
Total				
Income Sources				
Congregational Mission Contributions				
Per-capita contributions				

Clergy Emergency Fund Offerings				
Investments				
Other?				

** report also to Council and Presbytery activity in Presbytery's pooled funds: the revolving loan account and the ministry endowment fund*

Book of Order Mandates

According to the Book of Order (G-11.0100f), our Presbytery will...	Who will get it done in the new plan?
1. Enroll the number of resident minister members of Presbytery	Stated Clerk
2. Develop strategy for the mission of the church	Council
3. Coordinate work of its member churches	Council and Tiers
4. Initiate mission in light of mission of Synod and General Assembly	Council
5. Implement principles of participation, inclusiveness, and affirmative action	Council via Nominations and Representation
6. Counsel particular congregations where the various constituencies are not represented on Session	Committee on Ministry
7. Provide encouragement, guidance, and resources to member congregations in areas of:	Presbytery as a whole and according to each of its constituent parts
a) Leadership development	
b) Church officer training	
c) Worship	
d) Nurture	
e) Witness	
f) Service	
g) Stewardship	
h) Equitable compensation	
i) Personnel policies and fair employment practices	
8. Provide pastoral care for churches and members of Presbytery (visiting)	Executive Presbyter and Committee on Ministry
9. Organize, receive, and unite, divide, locate, dismiss, dissolve churches	Presbytery
10. Take oversight of churches without pastors	Committee on Ministry
11. Take oversight of inquirers and candidates, care for those preparing for professional service to the church	Committee on Ministry
12. Elect elder and Minister readers for Examinations	Committee on Ministry
13. Ordain, dismiss, receive, install, remove, discipline ministers	Presbytery and Committee on Ministry
14. Provide services of recognition for Certified Christian Educators	Council
15. Find in order all terms of call	Presbytery via Committee on Ministry
16. Designate ministers working in specialized ministries	Presbytery via Committee on Ministry
17. Serve in judicial matters in accordance with Rules of Discipline	Presbytery via Permanent Judicial Commission
18. Appoint administrative commissions	Council
19. Maintain regular and continuing relationship with higher governing bodies	Council
20. Establish and maintain ecumenical relationships	Council, Tiers, and congregations
21. Establish and superintend agencies necessary for its work, including a General Council	Council
22. Establish a nominating committee	Presbytery
23. Review Session minutes	Stated Clerk via Minute Review
24. Review and act upon requests from congregations for permission to act on property matters	Council
25. Authorize specific elders to administer the Lord's Supper	Presbytery via Committee on Ministry
26. Deal with prevailing, emerging, and emergency issues of racism, racial violence, and racial injustices	Presbytery as a whole
27. Hold at least two stated meetings each year	Stated Clerk
28. Authorize administrative staff services	Council via Executive Presbyter
29. Develop a general mission budget	Council
30. Keep full and accurate records of its proceedings	Stated Clerk
31. Report annual to the Synod and General Assembly	Council via Stated Clerk and Executive Presbyter
32. Conduct a full financial review of all books and records relating to its finances	Council via auditors
33. Obtain property and liability insurance coverage	Council
34. Elect a Committee on Ministry	Presbyter via Nominations

Profile Forms for Publication in the Presbytery Directory

Member of Presbytery Profile	Congregational Profile
<p>Name Mailing Address Home phone Office phone (mark which preferred) E-mail Place(s) of work Date installed or hired Date ordained Presbytery membership status Birthdate Name of Spouse? Spouse's occupation? Names of children living at home birthdates? Educational Background Hobbies or interests? Favorite books? Favorite music? Special gifts you have been given? Goals for the year? Continuing Education taken last year</p>	<p>Mailing address Phone E-mail Fax Website Office hours (if applicable) Clerk of Session name, address, and phone Name of pastor, stated supply, temporary supply, interim Name of Moderator of Session (if different from pastor)</p> <p>Strengths and gifts of the congregation Resources congregation offers Goals for the year</p> <p>Vital statistics: Active membership Average worship attendance Average Church school attendance</p>
<p>Annual Compensation Report Full time or part time status Title: pastor, stated supply, temporary supply, specialized ministry_____, other? Cash salary and free use of manse Cash salary and housing allowance Benefit Plan Premium (28% of effective salary – which is total of cash salary plus 30% of manse rental value, or cash salary and housing allowance plus any deferred compensation and social security offset that is more than 50% of plan member's SECA obligation) Vacation time Study leave reimbursement expenses Study leave time Travel expenses Governing Body service Social Security Tax offset Book allowance? Medical cost reimbursements? Other compensation or allowances? Sick leave policy? Sabbatical?</p>	<p>List and addresses of Church committee, group, board leaders Listing of staff (both volunteer and paid) Directions to church building Interesting area information</p>

Non-member of Presbytery Pastor Profile	Lay Pastor Profile
<p>Name Mailing Address Home phone Office phone E-mail Serving which congregation Other places of work? Date installed or hired Membership in which denomination? Date ordained Birthdate Name of Spouse? Spouse's occupation? Names of children, their birth dates? Educational Background Hobbies or interests? Favorite books? Favorite music? Special gifts? Goals for the year?</p>	<p>Name Mailing Address Home phone Office phone E-mail Place of work Date hired Date ordained as elder Member of which congregation? Birthdate Name of Spouse? Spouse's occupation? Names of children, birthdates? Educational Background Hobbies or interests? Favorite books? Favorite music? Special gifts? Goals for the year?</p>
<p>Compensation: Full time or part time Title: pastor, stated supply, temporary supply, specialized ministry_____, other Duties Terms of the contract</p>	<p>Name of Mentor Associated with a particular congregation? How available are you?</p>
Approved Pulpit Supply Preacher	
<p>Name Address and phone Classification Date approved for pulpit supply list Place of Work Denominational or congregational membership Availability Sample sermon The type of ministry this person is authorized to provide (preaching, teaching, communion, baptism, visitation, pastoral care, moderator)</p>	

Means for Evaluating the New Design

Presbytery will know that the proposal is working when:

PHASE ONE – YEAR 2000

- The Presbyteries of Huntingdon and Northumberland establish their mutual and respective goals
- Plan A:** Jointly with Huntingdon Presbytery we have hired an interim Executive Presbyter and Administrative Secretary to work out of the Bellefonte office; the two year interim guides and implements the transition process
- Plan B:** If Huntingdon Presbytery rejects Plan A, Northumberland Presbytery proceeds to establish immediately its own office within the boundaries of the Presbytery and calls our own part-time Executive Presbyter (if we avoid terming this person an interim they become eligible to continue in office); Council negotiates the terms of the de-yoking with regard to shared assets
- Presbytery Council approves and adopts the proposal (the Special Committee on the Future, as an ad hoc group, continues to monitor and advise the transition of the committees, staff review, Tier development, revision of Manual, and the financial restructuring)
- Presbytery Council presents their adopted proposal to Presbytery for its deliberation
- The proposal passes the Synod consultation arranged by Presbytery Council
- The Presbytery of Northumberland approves and adopts the proposal
- David Vogan and Rose Phillips have been honored for their loyal service to the Church of Jesus Christ

PHASE TWO – YEAR 2001

- The committees begin drafting according to the transition steps their own job descriptions based upon the vision and the mission priorities and the expectations articulated by the Special Committee on the Future
- The task force on congregational viability is active
- Presbytery begins soliciting financial support for the ministry endowment fund
- The long range calendar reflects the principle of multi-tasking
- The financial accounts and accounting system has been reworked, clarified, and simplified so that even a novice to Presbytery can grasp our fiscal status
- Accounts have been pooled into a flexible ministry endowment fund
- Presbytery Council has tossed out the old budgets and invented a new zero sum budget, based upon actual receipts, identifying mission causes consistent with the new priorities as articulated by the Special Committee on the Future
- The Special Committee on the Future submits to Presbytery Council for adoption the new committee job descriptions
- Evaluations of the effectiveness of paid staff have been conducted and made public along with recommendations for improvement
- Ministers of Word and Sacrament serving in specialized ministries or as at-large members have all been established as Parish Associates
- The new manual has been drafted and approved
- The annual Presbytery Directory is ready for publication
- Former offices of Presbytery have been honored for their loyal service to the Church of Jesus Christ

PHASE THREE – YEAR 2002+

- The Presbyteries of Huntingdon and Northumberland celebrate their history of joint ministry
- Plan A:** The search committee to establish the office of the Executive Presbyter of the Presbytery of Northumberland submits its report and calls a part-time Executive Presbyter
- Plan A:** The part-time Executive Presbyter hires a part-time Administrative Secretary and sets up the office within the boundaries of our Presbytery
- The worship services at our meetings of Presbytery are both memorable and inspiring, having recruited the finest speakers possible
- We see an increased number of preachers available for our congregations drawing from a richer, deeper, and more varied pulpit supply list
- Fewer vacant pulpits abound
- New faces, and especially younger faces, are involved in the work of the Presbytery
- Better attendance at Presbytery meetings and program events by congregations and clergy is shown
- Teams of leaders from our congregations attend the piggyback events
- Congregations and pastors make more effective use of electronic communications
- We have reduced the amount of paperwork
- We publish our own regular bi-monthly newsletter which serves to prepare commissioners for the Presbytery meetings
- We have lowered the expenses for the operation of the Presbytery, freeing more funds for missions
- We can afford what we do; our receipts from living donors match our mission giving and administrative expenses
- We see partnerships established between and amongst congregations in our Presbytery
- We see partnerships established between our Presbytery and other denominations in our region
- We see the Tier clergy gathering together on a regular basis
- Our communications with Huntingdon Presbytery are direct and unfiltered
- At the end of the year the ad hoc members of the Special Committee on the Future reconvenes to draft a report to Council evaluating whether the plan is fulfilling the Committee's expectations
- The Council reviews the adequacy of the job description for each committee

PHASE FOUR – YEAR 2004

- The Council repeats the Listening Sessions (asking the same questions as in the first series of Listening Sessions) and hears that there is greater clarity of purpose, process, and identity, as well as a better understanding of the work of Presbytery plus a greater familiarity of each other as colleagues and friends in ministry
- The committee chairpersons and members report in an evaluation form that they have been properly prepared and trained for their responsibilities

Addendum: Where We Have Been

Listening Meetings Synopsis

What comes to your mind when you hear the word Presbytery?	What aspects of Presbytery do you want to applaud?	What aspects of Presbytery do you want to change?	What needs of your congregation are being met by Presbytery?
<ul style="list-style-type: none"> • makes rules and regulations (an angry parent) • organization by and for ministers • body for help and resources • lacking fellowship • boring • meetings • invisible, detached, alienated • institutional • where's the vision? 	<ul style="list-style-type: none"> • informational resources • David Vogan • financial resource • Krislund • Honduran mission • opportunity for growth, service, connection 	<ul style="list-style-type: none"> • geography • search and call process • pulpit supply • unmeaningful and unnecessary committees and committee work • inertia • more mission, less bureaucracy, and housekeeping • developing Krislund • more youthful 	<ul style="list-style-type: none"> • financial support • Resource Center • David Vogan: visible and accessible • Krislund • help in search process
What needs of your congregation are not being met by Presbytery?	What is your perception of your congregation's relationship with Presbytery?	How can Northumberland Presbytery better serve God through Jesus Christ?	Using Christ as our model, what are we doing well?
<ul style="list-style-type: none"> • equipping • motivating • connecting • help with youth (next generation) • training • finding pastors • filling pulpits • proactive direction and guidance in meeting future needs and addressing today's issues • communicating and sharing our human resources 	<ul style="list-style-type: none"> • apathy • huh? • distant parent • belongs to the old • who are we? • what are we about? • why are here? • what would happen to local congregations if Presbytery disappeared? • what would happen to the Presbytery if a local congregation disappeared? 	<ul style="list-style-type: none"> • more fellowship, talk, sharing of gifts and resources and ideas and programs • charge me, don't drain me • relational • balance between spiritual and structure • Presbytery to push and support • church development • be concerned about growing not preserving status quo 	<ul style="list-style-type: none"> • congregational missions • local programs and missions

Using Christ as our model, what aren't we doing well?	What needs does your congregation have that Northumberland Presbytery can help you fulfill in the future?	Is there anything else you would like us to know?	What questions do you have for us?
<ul style="list-style-type: none"> • being relevant and militant • recognizing and pushing churches to be what Christ expects • encouraging • communicating that we are not adversaries among ourselves • fostering commitment, meaningfulness, involvement 	<ul style="list-style-type: none"> • leadership training • Presbytery meetings less concerned with bureaucracy and more dedicated to brainstorming, spiritual growth opportunities, and creative thinking • equip the saints • finding a minister • dealing with change 	<ul style="list-style-type: none"> • what kind of hands on mission work can we do? • concentrate on youth, seeking more youth input • share faith stories • we need an Executive • be flexible • enjoyed getting together in this forum to listen and learn • don't let this die 	<ul style="list-style-type: none"> • Will we get a transcript of the listening session? • <i>Answer: no</i> • Can we get more information about the composition of Presbytery? • <i>Answer: yes, it will be forthcoming</i>

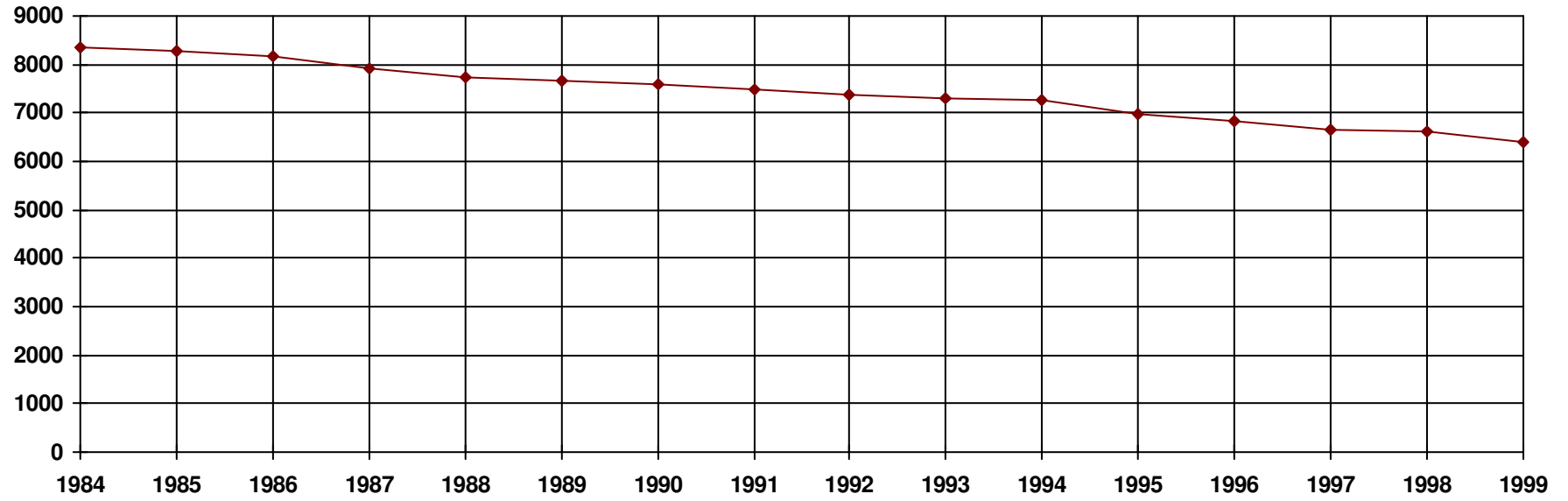
Summary of Demographic Facts and Trends

Census Facts of the Counties in the Presbytery of Northumberland:

- ◆ Rural working families represent **30%** of the population
- ◆ Persons born before 1960 represent **53.7%** of the population
- ◆ Married couples represent **59.7%** of all households
- ◆ Those who have been educated beyond high school graduation constitute **27.9%** of the population (national average is **45.2%**)
- ◆ "Blue collar" occupations represent **55.5%** of the employed population
- ◆ The presence of retirement income is indicated in **18.8%** of the households
- ◆ Average household income is **\$39,405**
- ◆ Presbyterians represent **5.9%** of the population
- ◆ Within the Counties of Clinton, Columbia, Lycoming, Montour, Northumberland, Snyder, Tioga, and Union (note the exclusion of Potter and Cameron Counties), the largest employers are: Penn State Geisinger (**12,000**), Susquehanna Health System (**3,000**). Within these counties, the total employment by the Pennsylvania State and County governments is **11,760**; federal government employment is **2,319**, colleges and universities account for **4,269** employees, and other health care facilities employ **5,745** persons. Of the **95** firms throughout Pennsylvania with work forces of **300** persons or more, **8** of the top **20** reside in our Presbytery (marked with their ranking below). The largest manufacturing companies in the aforementioned counties include:

Clinton	Woolrich (1,264) - 7th largest in Pa.
Columbia	Berwick Industries (1,238) - 8th largest in Pa. Heinz Pet Products (900) - 17th largest in Pa.
Lycoming	Springs Window Fashions (850) - 18th largest in Pa.
Montour	Strick (400)
Northumberland	International Foods (1,400) - 4th largest in Pa.
Snyder	Wood-Mode (1,300) - 6th largest in Pa.
Tioga	Ward Manufacturing (1,070) - 14th largest in Pa.
Union	Pennsylvania House (500)

Active Membership Graph: 1984-1999



The Facts about the Presbytery

1. Our Presbytery is declining in membership
2. Only 16% of all Presbyteries have fewer members than we do
3. Our membership is getting proportionally older
4. The resources needed to sustain the activities and salaries of the Presbytery are decreasing
5. Of our congregations, 48% do not staff a full time pastor
6. There is a decline in our congregational ability to sustain full time pastors
7. The population census of our region is declining
8. The population of our region is getting proportionally older
9. Participation in Presbytery functions and events is decreasing
10. Our facilities are old and aging
11. Many of our congregations evidence a decline in worship attendance
12. Many of our congregations evidence a decline in attendance at Church school
13. Over 25% of our congregations have poor accessibility for the handicapped
14. The majority of our congregations are not linked into the inter-net
15. Only 33% of the households in our region are strongly involved in their faith (67% of the households are either somewhat involved or not involved)
16. The leadership and members of our Presbytery committees are ill-trained for their tasks
17. We have 14 committees of Presbytery in excess of the 6 required by the Book of Order
18. There are 49 Ministers of the Word and Sacrament on the roll of Presbytery; of these, 20 are pastors, 14 are Honorably Retired, 6 serve as Temporary or Stated Supplies

General Assembly Comparison:

	1987	1997	1998	1999
Active membership	2,976,937	2,609,191	2,587,674	2,560,201
Number of congregations	11,593	11,295	11,260	11,216
Infant baptisms		41,057	41,486	41,009
Adult baptisms		13,872	11,734	11,457
Professions of faith		97,200	94,800	93,698

Observations (based upon the 1997 figures):

1. There were 298 fewer congregations in 1997 than in 1987; gain of 391 congregations with 100 or fewer members, loss of 547 congregations with 101-800 members, loss of 135 congregations with more than 800 members
2. More than 1,240,000 Presbyterians belong to congregations with more than 500 members
3. A total of 1,054,000 Presbyterians belong to congregations with 151-500 members
4. The remaining 445,000 are members of congregations with 150 or fewer members (half of which are without a called pastor)
5. Between 1987 and 1997 we have lost an average of 30,000 members per year (approximately 4.5 Northumberland Presbyteries every year)

Congregational Survey Results

Number of Congregations reporting: 33 of 44

When was the Sanctuary built?

Before 1850	1851-1875	1876-1900	1901-1925	1926-1950	1951-1975	1976-today
1	12	10	4	2	3	2

Sanctuary Seating Capacity?

100-150	151-200	201-250	251-300	301-350	351-400	401+
7	8	4	6	2	2	4

Average Sunday worship attendance?

0-24	26-50	51-75	76-100	101-125	126-150	151+
5	10	5	5	2	3	3

Average Occupancy percentage:

0-10%	11-20%	21-30%	31-40%	41-50%	51-60%	61%+
5	5	8	5	3	2	3

Space for Sunday School built (most recent date)?

Before 1850	1851-1875	1876-1900	1901-1925	1926-1950	1951-1975	1976-today
	2	1	8	1	15	6

How many Sunday School Classrooms?

1	2	3	4	5	6	7+
2	1	1	5	3	4	16

Average Sunday School attendance?

0-24	26-50	51-75	76-100	101-125	126-150	151+
15	10	5	2			

◆ Of the 44 congregations in the Presbytery of Northumberland:

- a total of 23 (52%) have or are attempting to call a full time pastor
- a total of 5 are served by part-time Temporary or Stated Supplies
- a total of 7 share full time pastors in cluster arrangements
- the remaining 9 congregations operate without regular pastoral leadership
- a total of 22 congregations (50%) are represented on either Presbytery committees or council
- from June, '95, to March, '99, an average of 17.25 congregations (39%) failed to send a commissioner per Presbytery meeting
- 14% of our congregations are located in the country, 28% in villages, 50% in towns, 8% in a city

◆ Of the congregations reporting in the Congregational Survey:

- a total of 24 congregations (which is 55% of our Presbytery) have an average worship attendance of 100 or fewer persons (15 congregations have fewer than 50 persons a Sunday)
- for 23 of the congregations, their Sanctuaries are at least 60% empty on an average Sunday (10 are at least 80% empty)
- a total of 24 have 50 or fewer persons attending Sunday school (15 congregations have fewer than 24 students a Sunday)
- a total of 20 have adequate to poor accessibility for the handicapped
- a total of 24 are equipped with a computer (13 are linked into the Internet)

a total of 22 of our congregations (50% of the Presbytery) worship in sanctuaries built before 1900

Our Observations About Our Presbytery

1. Our region is economically vulnerable and occupationally fragile
2. We see no reason to expect that the trends indicating general decline in our region and in our Presbytery will reverse themselves; if anything, they will accelerate
3. More is expected from fewer Ministers of the Word and Sacrament in order to maintain the structure and the responsibilities of Presbytery and its member congregations
4. The majority of our Ministers of the Word and Sacrament are new to our Presbytery
5. The quality of pastoral leadership is central to the health of the congregation
6. We lack sufficient pastoral leadership for our congregations
7. We are building rich but people poor
8. Many of our buildings are well used by the communities they serve
9. We say we want to learn and share but don't do it well and there exists a basic inertia to try
10. We fail to share our people resources and successful programs
11. People want to know what is going on elsewhere in other congregations and Presbyteries, and are glad when they make the effort to take advantage of such opportunities for sharing information and resources
12. Many of our Ministers of the Word and Sacrament along with many of our congregations feel disconnected and isolated
13. There is a pervasive sense of apathy and boredom about Presbytery (especially the meetings and the function of General Council), along with a general impression that Presbytery lacks any vision
14. Confusion about the operation, procedures, aims, and mission of Presbytery is pervasive
15. The succession of information and purpose is lacking on our committees -- members and leaders often do not know what has been done before
16. We have many models of designs for the structure of Presbytery from which to choose
17. Other denominations break the commonwealth of Pennsylvania into much larger governing body units, relying upon local clusters for operating their ministries of fellowship, program, and nurture
18. Two of our Presbytery's three 'tiers' show signs of the Ministers of the Word and Sacrament working together cohesively and effectively
19. Who is using the structure is more important than what is the structure
20. Presbytery as a funding resource is appreciated
21. Presbytery as a resource for information and camp experience is appreciated (the Resource Center and Krislund are key ministries)
22. Presbytery as a resource for enabling and supporting special grass roots projects (such as the Honduras Mission) is appreciated
23. Dave Vogan is valued and valuable for his pastoral care, visibility, compassion, ability to communicate history, and general leadership.
24. Our decentralized model of leadership, especially in the area of program, works well when the local congregation and committees work well
25. Strain develops when the congregations and committees fail to carry out their mission
26. A central person (who serves as an advocate, explainer, consoler, a "walking encyclopedia") is an helpful resource and vital to the status quo
27. We have failed to effectively communicate and collaborate with Huntingdon Presbytery, and they with us
28. People want to experience the Christian faith
29. The harvest is plentiful

The Presbytery of Northumberland Present Organizational Chart

Allenwood, Washington
 Arnot, First
 Benton
 Berwick, First
 Bloomsburg, First
 Coudersport, First
 Danville, Grove
 Danville, Mahoning
 Elkland, Parkhurst Memorial
 Elysburg
 Emporium, First

Galeton, First
 Hepburnville, Lycoming Centre
 Jersey Shore
 Lewisburg, First
 Linden
 Lock Haven
 Mansfield, First
 Mifflinburg, First
 Mill Hall
 Milton, First
 Montgomery, Grace

Montoursville
 Mooresburg
 Mount Carmel, United
 Muncy
 Nelson, Beechers Island
 Northumberland, First
 Orangeville, Orangeville United
 Osceola
 Potts Grove, Chillisquaque
 Raven Creek
 Renovo, First

Shamokin, First
 Sunbury, First
 Sunbury, Mountain
 Tioga, Trinity
 Watsonstown, First
 Wellsboro, First
 Williamsport, Bethel
 Williamsport, Covenant Central
 Williamsport, First
 Williamsport, Lycoming
 Williamsport, Northway

Officer Newsletter Special direct mailings

Stated Meetings of Presbytery

Meetings: January, March, June, September, November
 -Arrangements
 -Minute Readers
 -Resolutions

Elder Commissioners (45) Non-resident Members (4) Active Members (40, including 14 Honorably Retired) At-large Members (5) Inactive Members (2)
Plus Ex-officio Representatives: Presbytery Women, Elder Chairpersons of Committees, Members at-large

Presbytery Council

Meetings: January, February, May, August, October

Elected Officers Of Presbytery:

Moderator

Vice-moderator

Stated Clerk (\$)

Permanent Clerk (\$)

Assistant Permanent Clerk (\$)

General Expense Treasurer (\$)

Trustee Treasurer (\$)

Spoken and Written Reports Submitted to General Council and Presbytery

Committees of Presbytery

Camp and Conference {Joint Camp} (6)	Committee on Ministry { Pension } {Military} (16)	Christian Education { Youth Council } (12)	Church and Community (9)	Evangelism and Spiritual Growth (10)	History (3)	Interpretation and Support (12)
Joint Personnel (3)	Nominating (9)	Preparation for Ministry (7)	Presbyterian Homes (1)	Representation (5)	Strategy {Trustees} (9)	Worship, Faith, and Order (6)
	Permanent Judicial Commission (7)	Auditing (2)	Bicentennial Accountability (1)	Special Committee on the Future (15)	Sexual Conduct Policy Response Team for Alleged Victims (3)	Sexual Conduct Policy Response Team for Accused Persons (3)

Communications by phone, letter, visits, attendance at ex officio committees and Presbytery

Presbytery Staff

Communications by phone, mail, visits, attendance at General Council, at ex officio committees, and at Presbytery

Pastoral Consultant
(\$)

Ezekiel Project Pastor
(\$)

Executive Presbyter
(Shared staff, \$)

Secretary
(Shared staff, \$)

**Treasury Service
Finance Director (Shared
staff, \$)**

Camp Administrator
(Shared staff, \$)

Resource Center Coordinator
(Shared staff, \$)

Scholarly Views of Presbytery

Seven Keys to an Effective Presbytery by Gerry Tyer (Executive Presbyter of Tampa Bay, Sabbatical Study, August 1999)

1. Clarity of purpose (decide on a primary purpose for this time, identify core values, create a unified vision, determine goals, write objectives with clear deadlines)
2. Service to congregations (provider of resources, promote mutuality of service, broker and link congregational resources, help in times of trouble, officer training, provide uniform operational resources)
3. Outward focus (help congregations be involved in God's work beyond neighborhoods, mission in world, working together, hands on opportunities, focus on a few missions it can do well)
4. Service to church professionals (feed, tend, nurture, welcomed and assimilated, professional growth plans, personal and emotional support rendered)
5. Leadership (leadership development, activist servants, collegial, catalytic, articulate vision, involve others)
6. Decision making decentralized and delegated (tasks clear, parameters of budget and schedule clear, unspoken assumptions are spoken, values of Presbytery guide the process, goals are agreed upon, norms and acceptable behavior are agreed upon, hidden agendas are brought into the open, standards of quality agreed upon, data needed is shared)
7. Spirituality (disciplines of bible study, prayer, devotion fostered)

Nine Duties of an Effective Presbytery according to Loren Mead (Transforming Congregations for the Future, 1994)

A governing body should operate strategically in its primary task: strengthening the congregations within its bounds.
Strengthening occurs by the Presbytery:

1. Recognizing and developing gifted leadership
2. Caring
3. Presenting prophetic challenges and opportunities
4. Rendering technical assistance
5. Providing resources
6. Communicating a sense of place in the wider mission
7. Calling congregations and Christian servants to account
8. Exercising its admonition and discipline
9. Listening

What We Expect of Presbytery
As Drafted by the Special Committee on the Future

Presbytery incarnates Christ in this place of transition and challenge. Presbytery needs to reveal Jesus by...

	<i>... worshipping God through Christ</i>	<i>... loving each other as congregations and Christians</i>	<i>... nurturing the community of faith</i>	<i>... ordering for ministry</i>	<i>... serving Christ in serving others</i>
<i>This expectation will happen when we...</i>	<ul style="list-style-type: none"> • ...model a wide variety of worship styles • ...listen to the Word of God • ...are open to the Holy Spirit • ...emphasize prayer • ...celebrate the sacraments • ...offer songs and music • ...see our business as part of worship • ...focus on God's glory • ...take time for gratitude and thanksgiving • ...gather together • ...are willing to be spontaneous • ...practice honesty about ourselves as turn away from the wrong as we move toward the right (as God defines the right) 	<ul style="list-style-type: none"> • ...know each other • ...trust each other • ...listen to each other • ...get along • ...deal with each other face to face • ...see each other as equals • ...maintain one-on-one contact • ...sacrifice for each other • ...care and comfort each other • ...partner with each other • ...spread the news of what is happening with us and ours • ...respond to and go to each other's needs • ...forgive each other and seek reconciliation • ...pray with and for each other • ...break down the barriers • ...respond to the hurt and sin • ...carry one another's burdens 	<ul style="list-style-type: none"> • ...teach • ...train • ...identify leaders • ...share spiritual gifts • ...share material gifts • ...use our resources for each other • ...identify and invest in youth leaders • ...teach for commitment to Christ • ...feed each other mentally, emotionally, spiritually, and physically • ...seek renewal, retooling, reequipment • ...interpret what is happening in the world • ...give opportunities for learning • ...view congregations as seminaries for everyone set apart for ministry by baptism • ...foster belonging • ...recognize different age groups have differing needs • ...build from and with small groups 	<ul style="list-style-type: none"> • ...streamline • ...seek efficiency • ...welcome all people • ...keep accountable • ...gain clarity and transparency • ...discern spiritual gifts • ...are open • ...offer technical knowledge • ...help in times of crisis and conflict • ...have able leaders • ...set standards of quality • ...provide means for evaluating worth • ...are just • ...share a unified vision • ...keep envisioning the future • ...identify opportunities • ...solve problems • ...fulfill the constitutional mandates • ...remain accessible and available • ...keep oversight • ...are willing to let go • ...let new things happen 	<ul style="list-style-type: none"> • ...go beyond the four walls • ...undertake social causes with the hungry, the poor (the down and out) and the rich (the up and in) • ...work with those searching • ...identify the seekers • ...seek and save the lost • ...fellowship • ...welcome • ...expand the circle • ...heal the sick, raise the dead, cast out demons • ...know our works are a response to God • ...serve in collaboration with other Christians • ...do together what we cannot do alone (synergy) • ...support chaplaincies • ...support students • ...reach out • ...share the good news of Jesus Christ with the world • ...live the kingdom • ...experiment • ...risk

Checklist for the Special Committee on the Future

O that my people would listen to me, that Israel would walk in my ways!

Psalm 81: 13

Pray in the Spirit at all times in every prayer and supplication.

Ephesians 6: 18

Clarification by listening and fact-finding

- Listening meetings with Pastors of congregations
- Listening meeting with Ministers of Word in specialized ministries
- Listening meetings with congregational representatives
- Interviews with Presbytery staff
- General Presbytery Listening meeting
- Gather and study congregational surveys
- Review the Presbytery's finances
- Map the organizational structure: communications, authority, decision-making
- Document and predict Presbytery trends
- Review the demographics of our region
- Study the surveys filed by the Presbytery committees
- Survey other religious judicatories
- Collect and study the organizational models used by other Presbyteries
- draft a digest of our findings

Clarification by discernment

- Establish fiscal parameters: how much do we really take in? how much do we spend? how much is in the bank?
- Establish expectations and guidelines from the Book of Order
- Establish biblical, theological, and historical insights about the essence and form of the Church of Jesus Christ
- Draft a digest of our findings: our statement on the Church of Jesus Christ

Design

- Establish mission priorities and goals, listing what we expect of Presbytery
- Translate our mission priorities and goals into a structure, direction, and function that best expresses them and accomplishes them
- Conduct Question and Answer Sessions
- Take our product design to selected Focus Groups and reevaluate the proposal on the basis of their comments
- Evaluate our product design and submit our final report to Presbytery Council (which convenes the Synod Consultation, negotiates with Huntingdon Presbytery, and prosecutes the proposal before Presbytery)

The Past and Current Members of the Special Committee on the Future

Robert Andrews
Beth Benfer
Alex Borzok
Robert Coolidge
Jill Fecker

Ben Fuller
Ellsworth George
Gene Gordon
Robert Greer
Elizabeth Hallen

Janna Johnson
Lois Levan
Vanessa Mills
Douglas Orbaker
Peter Wallace

For their invaluable service behind the scenes
the Special Committee on the Future extends its thanks to:

Rose Phillips, Administrative Secretary
Robert Shandry, Stated Clerk
David Vogan, Executive Presbyter

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