

Presbytery of Baltimore Ministry Plan: Aligning Structure for Ministry with Vision, 2011-13

VISION 2010: CALLED TO COMMUNITY BY GOD, DISCIPLINED BY JESUS CHRIST, ENLIVENED BY THE HOLY SPIRIT, BALTIMORE PRESBYTERY ENCOURAGES, CHALLENGES AND EQUIPS OUR CONGREGATIONS TO THRIVE SPIRITUALLY AND BE APOSTLES FOR RECONCILIATION. VISION 2010: CALLED TO COMMUNITY BY GOD, DISCIPLINED BY JESUS CHRIST, ENLIVENED BY THE HOLY SPIRIT, BALTIMORE PRESBYTERY ENCOURAGES, CHALLENGES AND EQUIPS OUR CONGREGATIONS TO THRIVE SPIRITUALLY AND BE APOSTLES FOR RECONCILIATION. VISION 2010: CALLED TO COMMUNITY BY GOD, DISCIPLINED BY JESUS CHRIST, ENLIVENED BY THE HOLY SPIRIT, BALTIMORE PRESBYTERY ENCOURAGES, CHALLENGES AND EQUIPS OUR CONGREGATIONS TO THRIVE SPIRITUALLY AND BE APOSTLES FOR RECONCILIATION. VISION 2010: CALLED TO COMMUNITY BY GOD, DISCIPLINED BY JESUS CHRIST, ENLIVENED BY THE HOLY SPIRIT, BALTIMORE PRESBYTERY ENCOURAGES, CHALLENGES AND EQUIPS OUR CONGREGATIONS TO THRIVE SPIRITUALLY AND BE APOSTLES FOR RECONCILIATION. VISION 2010: CALLED TO COMMUNITY BY GOD, DISCIPLINED BY JESUS CHRIST, ENLIVENED BY THE HOLY SPIRIT, BALTIMORE PRESBYTERY ENCOURAGES, CHALLENGES AND EQUIPS OUR CONGREGATIONS TO THRIVE SPIRITUALLY AND BE APOSTLES FOR RECONCILIATION.



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Prayer for the Presbytery of Baltimore

Thus says the LORD of hosts, the God of Israel: Take these deeds, both the sealed deed or purchase and this open deed, and put them in an earthenware jar, in order that they may last for a long time. For thus says the LORD of hosts, the God of Israel: Houses and fields and vineyards shall again be bought in this land.

Jeremiah 32:14-15

STRONG AND LOVING GOD, you spin the whirling planets and call us to life made new. With hope we confess that we once more need to be reminded of who we are and whose we are. With trust in you, we confess we need to know again what it means to be a connectional church and accountable to one another. We pray that your churches would thrive and be eager to continue your ministry. We yearn to speak your Word, to be your prophet that speaks with truth to our own shortcomings as well as the world's. We give thanks that you call us to re-connect with the communities in which you have placed us and that you make available good news that is sorely needed in this Age. And so teach us again, the songs of Zion, through the sure and amazing presence of Christ Jesus. Amen.

*Called to community by God, disciplined by Jesus Christ, enlivened by the Holy Spirit,
Baltimore Presbytery encourages, challenges and equips our congregations
to thrive spiritually and be apostles for reconciliation.*

Vision 2010

Highlights from the Vision Alignment Journey

In order to continue our walk together and engage new people on the journey, we thought it would be helpful to capture major milestones and principles along the way.

Renewing the Vision

June 2009-2010: The Presbytery was invited to re-vision, framed up in two meta questions: “Are we all that God wants us to be?” and “Where is God leading us?” In reading survey responses and listening and observing clusters, three yearnings surfaced:

- 1.) The resurgence of spirituality;
- 2.) A hunger for genuine/authentic community; and
- 3.) The hope for the presbytery to be an agent of nourishment.

Voting on Vision

September 29, 2010: The Presbytery of Baltimore accepted Vision 2010 (see Appendix A). This was a culmination of almost two years of dialogue, study and work of the Vision Committee (a committee that is a part of the Presbytery Council) on behalf of the Presbytery. While some were looking for a vision statement--language that was compelling and concise—the majority were ready to leave the language alone and turn to the task of living into the vision itself.

Bringing Vision To Life

October 28, 2010: This daylong event was divided into two parts. In the morning, groups reviewed survey feedback on the areas of Congregational Development, Formation (Faith & Reconciliation), and Gathered Meetings. The input and feedback on what was needed, what was affirmed and what was missing will be invaluable as we move into the next phase of implementation. The group agreed to ask a Task Force to come back to the Presbytery with a proposal for how to organize our Presbytery Gathered Meetings so that the vision might be evident even there. At the conclusion of the morning session, groups named where most energized by the potential of:

- Powerful Gathered Community meetings
- Working together in clusters of congregations
- Increase awareness of shared, ongoing ministry
- Redesigning staff to work with congregations

- The community becoming aware of our congregations' presence
- A diverse, non-one-size-fits-all approach

In the afternoon, three ministry models were explored, suggestions given and a straw poll taken. This feedback informed the model presented for consideration at the November meeting.

Reviewing Ministry Model

November 18, 2010: The more our culture, leadership and systems are aligned around purpose and vision, the greater the likelihood that the vision will actually get lived out. We affirm that structure is insufficient on its own to cause the presbytery to live into the vision: its leaders must walk the talk and principles must get embedded in the culture. Structure and systems can help create an environment where behavior is more consistent with and focused on new desired outcomes. During the 2-hour session, each part of the model was discussed, questions were answered and then specific input on transition items was given and incorporated into the final model presented here. See Appendix B for summary of responses.

Guiding Principles:

Throughout the process, the Vision Committee has sought to build trust through being transparent about the process and allowing for multiple feedback mechanisms. While not all ideas could be used in the final ministry model, all ideas were considered. Results from the October survey indicated that the new ministry model should help shift us:

- From Assuming to Asking
- From Isolation to Communication
- From Abstract to Incarnational
- From Distant to Relational/Visiting
- From Political to Formational/Educational
- From Presbytery-focused to Congregation-focused
- From Limiting to Encouraging

Additionally, the ministry model should encourage:

- Sharing of best practices
- Better stewardship of our resources
- Less top-down decision making
- A focus on equipping congregations to thrive spiritually and be apostles of reconciliation
- More time spent in ministry and learning—less in meeting
- A gathered community that walks its talk

The vision must get lived out and through all aspects of our connection from individually, congregationally, in our communities and the wider presbytery. There is not a linear relationship among these entities. Spiritual leaders form and are formed by thriving congregations, community reconciliation and the wider presbytery.



Timeline for Implementation of Ministry Plan

2011: Organizing for Effectiveness

- January Presbytery acts upon Ministry Plan
Presbytery elects Assignments Task Force for Commissions
- March Presbytery acts upon July 2011 – June 2012 Budget
Presbytery receives Staff Design
- June Presbytery acts upon Gathered Meeting Plan
Presbytery elects & commissions Members of Commissions
- Summer Orientation for New Leaders
- September New structure for Ministry begins to operate
New format for Presbytery Gatherings begins

2012: Operating Out of New Model

- January Presbytery acts on Commissions' recommendations on desired Outcomes
- February Ministry Groups Formed
Commission Teams Formed
- June Presbytery acts upon July 2012 – December 2013 Budget
Ministry Group Fund requests for same period acted upon by Commissions
- September Ministry Groups assume responsibility for achieving Outcomes

2013: Evaluating & Deciding on the New Model

- Spring Evaluation of plan, movement towards outcomes, and recommendations for needed changes
Presbytery decides if it wishes to incorporate changes into Manual

Proposed Organizational Chart

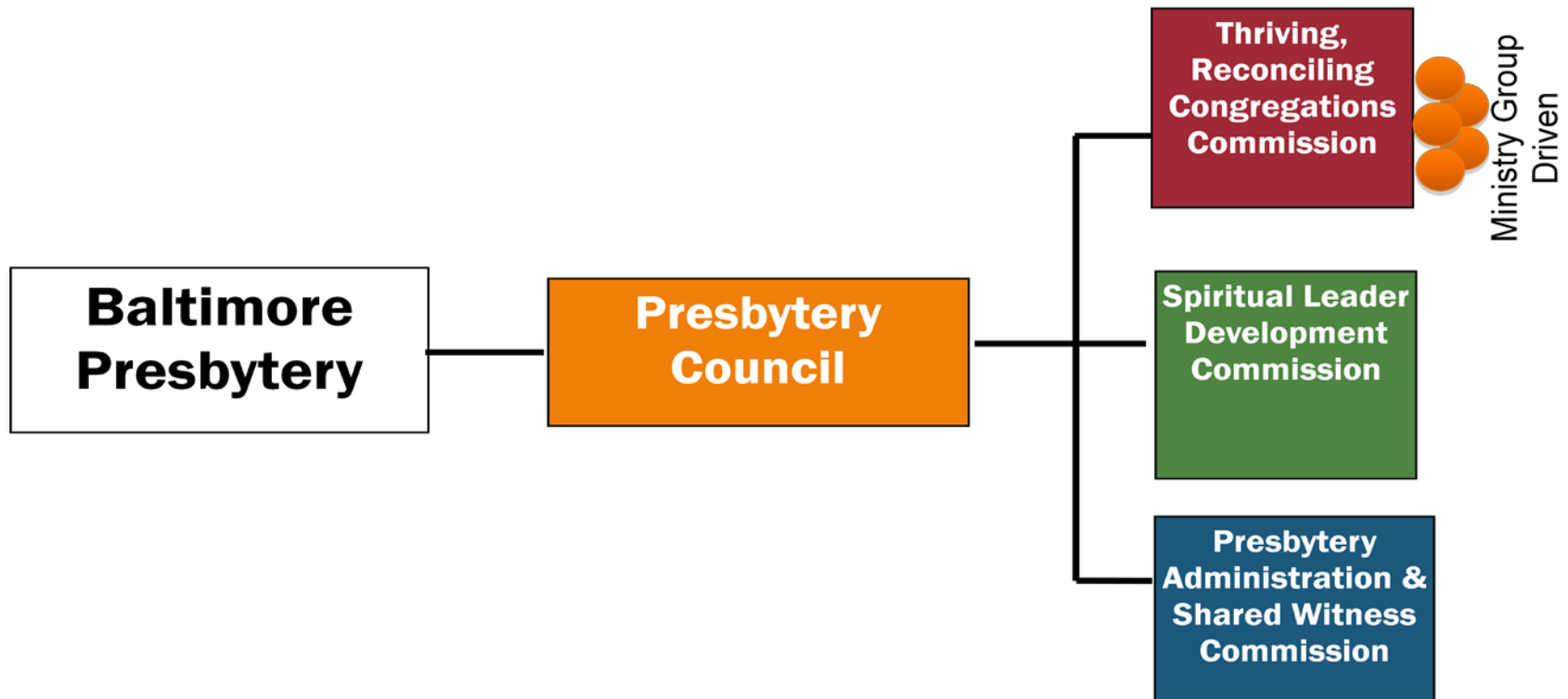
Presbytery Council Purpose: to keep the main thing the main thing. The purpose of the Council is to **oversee the implementation** of the decisions of the Presbytery, working with and through the three commissions in accordance with the vision and strategic priorities of the Baltimore Presbytery. The Council will be given responsibility for reviewing the work of the Commissions and ensuring the Vision gets lived out. It will evaluate existing and new ministry ideas through the development and implementation of a meaningful scorecard if something falls outside the purview of one of the three commissions. It will also be charged with holding the Commissions and staff **accountable** for fruitfulness in addressing these priorities and will make regular **assessments** and reports of these assessments to the Presbytery.

Commission on Thriving, Reconciling Congregations Purpose: to increase the number of Congregations that are thriving which have a clear sense of purpose, intentionally cultivate the Christian formation of their members, welcome an increasing number of new Christians and worshippers, and become apostles of reconciliation who are missionally engaged with their communities.

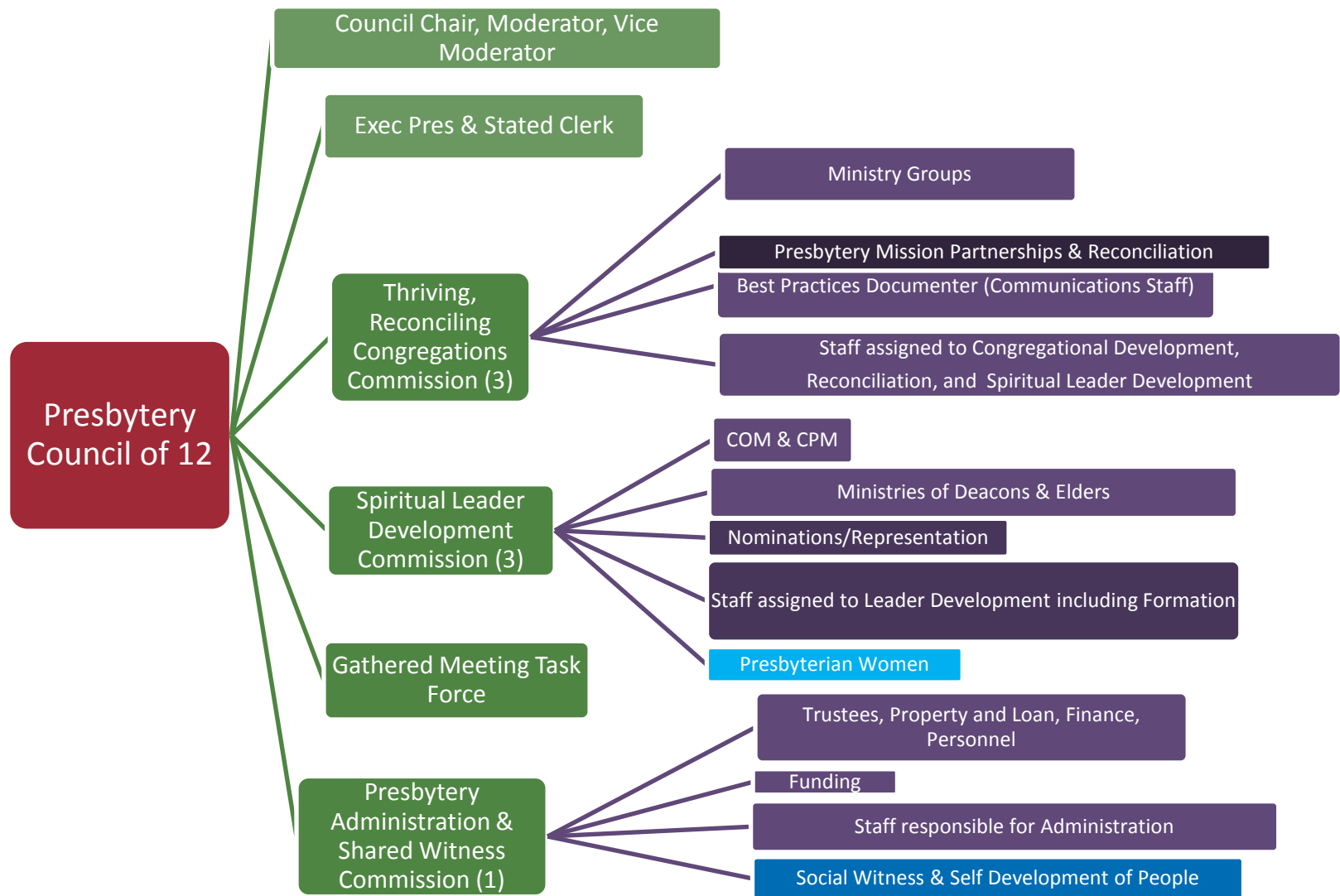
Commission on Spiritual Leadership Development Purpose: to identify, equip, encourage, evaluate and evolve Christian leaders (teaching elders, ruling elders and deacons) who have a deeper sense of the divine and knowledge of their faith and are proficient in their roles and able to create and develop thriving congregations

Commission on Presbytery Administration & Shared Witness Purpose: to provide the most effective and efficient infrastructure (trustees, property & loan, finance, and personnel) that supports the timely implementation of the vision.





Even in this new model, the Baltimore Presbytery is the ultimate decision maker. The Presbytery Council consists of Presbytery leaders and representatives of the three commissions it serves. Thriving, Reconciling Congregations will support and work through the Ministry Groups resourced by strong congregational leaders and staff. How those ministry groups are formed will be recommended by the Thriving, Reconciling Congregations Commission in consultation with Sessions and will ultimately voted on by the Presbytery.



The Commissions & Council are encouraged to **establish any work groups** needed to accomplish their mission and provide for the functions and maintain the connectional relationships required by the *Book of Order* related to these ministry needs. As we move to an **accountability model**, it is our desire both to honor the purpose and function of current committees and agencies AND to clarify ideal outcomes and see that those are cared for in the new commission structure.

Commission on Thriving, Reconciling Congregations



Purpose: To increase the number of congregations that are thriving, reconciling congregations.

Desired Outcomes: Create more thriving, reconciling congregations which: have a clear and focused sense of purpose, intentionally cultivate the Christian formation of their members, are apostles of reconciliation, are missionally engaged with their community, and welcome an increasing number of new Christians and worshippers

Potential Members: Moderator plus nine at-large members, some of whom may be assigned to serve on Teams created by the Commission, and a staff member. Any additional staff members will be *ex officio* members.

Possible Teams: Congregational Assessment; Spiritual Development; Reconciliation; Mission Partnerships

Transition Timeline

September 2011	Commission on Thriving, Reconciling Congregations meets for first time <i>Eleven transitional commission members, five to serve for two years and six to serve for one year or until the ministry group moderators are selected, nominated by Assignments Task Force and approved by Presbytery based upon criteria given by Vision Committee that reflect congregational excellence while assembling a diverse team of practical expertise (see page 24 for an example).</i> Sets meeting schedule for the next year (meeting at least quarterly)
Fall 2011	Defines “Thriving Congregations” and recommends to Presbytery Defines and owns desired outcomes and recommends to Presbytery Identifies tasks and Teams needed to reach desired Outcomes Recommends to Presbytery the Ministry Groups make-up and expectations for the scope of their ministry. For example: Christian formation of members, Congregational Development, Missional engagement with their communities, Prophetic witness and actor for reconciliation, and Creation of new faith communities
January 2012	Presbytery votes on Commission Recommendations
February 2012	Ministry Groups Formed and Meet, Representation on Commission re-assessed Recommends ways Ministry Groups can be mutually accountable and share best practices
Spring 2012	Defines process for funding Ministry Group initiatives Identifies ways Commission will support Ministry Groups in achieving Outcomes Creates Teams to reach Outcomes that will work through and with Ministry Groups Proposes Budget for July 2012 – December 2013
June 2012	Approves Ministry Group funding requests for the following 18 months
September 2012	Ministry Groups assume responsibility of achieving Outcomes
Spring 2013	In partnership with Council, evaluates itself and Ministry Groups, to determine if progress is being made towards Outcomes, if Ministry Groups are functioning to the Presbytery’s satisfaction, and if there is a desire for either different Ministry Groups or limited switching by specific churches

Ministry Groups

Purpose

To serve as the intersection of Presbytery and congregations to encourage the development of Spiritual Leaders and Thriving, Reconciling Congregations

Desired Outcomes

The Ministry Groups will focus on congregations to encourage: Christian formation and leader development, Congregational development, Missional engagement with their communities, Prophetic witness and action for reconciliation, Creation of New Faith Communities

Members

Teaching Elders serving constituent congregations plus one Ruling Elder from each congregation. One will be elected Moderator for two years. The Moderator will serve on the Commission on Thriving, Reconciling Congregations beginning in September 2012.

Possible Teams

Created by Ministry Groups as desired

Ministry Groups are a two-year commitment. Being a part of one ministry group doesn't preclude people from being involved in shorter-term clusters to accomplish other purposes/goals.

Transition Timeline

January 2011	Experiment at Presbytery with Discussion Groups based on geography
March 2011	Experiment at Presbytery with Discussion Groups based on church size
June 2011	Experiment at Presbytery with Discussion Groups selected “Open Space” process
September 2011	Experiment at Presbytery with Discussion Groups based on another factor determined by Commission
November 2011	Experiment at Presbytery with Discussion Groups based on another factor determined by Commission
January 2012	Ministry Groups identified Churches identify elder to serve on Ministry Group
February 2012	Ministry Groups begin to meet and will Elect Moderator and decide how often they will meet in 2012 Learn Presbytery’s desired purpose and Outcomes for Groups Create objectives for 2012
May 2012	Ministry Groups prepare project and Funding Requests to be forwarded to Commission on Thriving, Reconciling Congregations
September 2012	Ministry Groups assume responsibility for achieving Outcomes Moderator of Ministry Groups become members of Commission on Thriving, Reconciling Congregations
Spring 2013	Budget for July 1, 2012 – December 31, 2013 will be set Recommend changes in Ministry Group constituent congregations In partnership with Council, evaluate Ministry Groups and their ability to advance the Vision and ministry of the congregations and Presbytery

Commission on Spiritual Leader Development



Purpose To identify, equip, encourage, and evolve Christian leaders: Teaching Elders, Ruling Elders, Deacons

Desired Outcomes Christian Leaders will: know and affirm the baptismal and ordination vows, be able to lift up their core Christian beliefs and practices, understand and affirm their core understandings of what it means to be Presbyterian; understand their calling and responsibilities as Teaching Elder, Ruling Elder, or Deacon; be equipped to create, build, and sustain thriving, reconciling congregations

Members Moderator, one person each from the Committee on Ministry, Committee on Preparation for Ministry, Nominating Committee, Presbyterian Women, a Deacon, three at-large members who may be assigned to Teams created by the Commission, and a staff member.

Possible Teams Ministry of Ruling Elders, Ministry of Deacons, Christian Formation, Teaching Elder Support

Transition Timeline

- September 2011 Commission on Spiritual Leader Development meets for first time
Eight transitional commission members, plus a deacon, to serve for two years approved by Presbytery and nominated by Nominating Committee, COM, CPM, Presbyterian Women, and should demonstrate passion and competency in achieving desired outcome areas.
Sets meeting schedule for the next year (meeting at least quarterly)
- Fall 2011 Defines and owns desired outcomes and recommend to Presbytery
Identify tasks and Teams needed to reach desired Outcomes
- January 2012 Presbytery votes on Commission Recommendations
- Spring 2012 Defines process for funding Team initiatives
Identifies ways it will support Ministry Groups in achieving Outcomes
Creates Teams to reach Outcomes by working through and with Ministry Groups
Proposes Budget for July 2012 – December 31, 2013
- June 2012 Approves Team Project and Funding requests for the following 18 months
- September 2012 Teams assume responsibility of achieving Outcomes
- Spring 2013 In partnership with Presbytery Council, evaluates itself and Teams to determine if progress is being made towards Outcomes, teams are functioning to the Presbytery's satisfaction, and if there is a desire for different Teams
Recommend how Commission will be formed beginning September 2012

Commission on Presbytery Administration & Shared Witness



Purpose

To provide the infrastructure to support the timely implementation of the Vision and the ministry of the Presbytery and its Commissions, Ministry Groups and Teams.

Desired Outcomes

The Presbytery through this Commission will: provide sufficient financial support to carry out the ministry of the Commission; offer congregations support in personnel, funding, communications, and corporate issues; support the Presbytery's shared witness for reconciliation including Self Development of People (SDOP); provide financial accountability to other Commissions and groups

Members

Moderator plus one person each from the Board of Trustees, Personnel Committee and Shared Witness Committee; the Property/Loan Commission, the Executive Presbyter and three at-large members who may be assigned to Teams created by the Commission.

Possible Teams

Shared Witness, Finance/Funding and Communications

Transition Timeline

- September 2011 Commission on Presbytery Administration and Witness meets for the first time
Nine transitional commission members to serve for two years, approved by Presbytery and nominated by Assignments Task Force and constituent Committees. Members should demonstrate passion and competency in achieving desired outcome areas
Sets meeting schedule for the next year (meeting at least quarterly)
- Fall 2011 Define responsibilities & Outcomes for Funding, Shared Witness, & Communication Teams
Define and owns desired Outcomes and recommends to Presbytery
Identify other Teams needed to reach desired Outcomes
- November 2011 Presbytery votes on Commission Recommendations
- December 2011 Funding/Finance, Corporate Witness, & Communication Teams are formed
Consider changes in Commission membership and recommend to Presbytery
- Spring 2012 Create Budget for July 1, 2012-December 31, 2013
Identify ways Communications, Funding/Finance, and Personnel can achieve their Outcomes and resource congregations and Ministry Groups
Recommendation on Shared Witness scope and staff
- June 2012 Presbytery approves Budget for July 1, 2012 – December 31, 2013
- September 2012 Teams, Committees, and Boards assume responsibility of achieving Outcomes
- Spring 2013 In partnership with the Presbytery Council, evaluate itself, Teams, Committees, and Boards, to determine if progress is being made towards Outcomes, groups are functioning to the Presbytery's satisfaction, there is a desire for different Teams or Committees
Recommend how Commission will be formed beginning September 2013

Presbytery Council



Purpose To oversee the implementation of the decisions of the Presbytery, working with and through the three commissions in accordance with the vision and strategic priorities of the Presbytery of Baltimore.

Desired Outcomes The Council will provide leadership for the Presbytery and, in so doing: tend and nurture the Vision of the Presbytery and act as Presbytery when necessary and permitted, coordinate and review the work of the Commissions, holding them and staff accountable for Outcomes and provide an annual report to the Presbytery, determine parameters, assignments, and roles of Commissions and the allocation of financial and staff resources, subject to the oversight of the Presbytery.

Members Council Chair (Former Moderator), Moderator, Vice Moderator, moderator and two people from the Commission on Thriving, Reconciling Congregations, moderator and two people from the Commission on Spiritual Leader Development, moderator from the Commission on Presbytery Administration and Shared Witness, Stated Clerk and Executive Presbyter. Any Associates will be *ex-officio* members.

Transition Timeline

September 2011	New Presbytery Council meets for the first time <i>Includes eight transitional commission members to serve for two years, who nominated by Assignments Task Force or constituent entities and approved by Presbytery</i> Focus: Gathered Meeting Team
November 2011	Focus: Commission on Thriving, Reconciling Congregations Design process for Mutual Accountability and Review
January 2012	Focus: Commission on Spiritual Leader Development
Spring 2012	Recommend to Presbytery Budget for July 1, 2012-December 31, 2013 Consider and recommend changes in Council membership to Presbytery
March 2012	Focus: Commission on Presbytery Administration and Shared Witness
June 2011	Presbytery recommends Budget for July 1, 2011 – December 31, 2012
September 2011	Teams, Committees, and Boards assume responsibility of achieving Outcomes Consider what is working and what is missing
Spring 2013	Evaluate Vision, Structure, Staff and Council itself to determine if progress is being made towards Outcomes, if groups are functioning to the Presbytery's satisfaction, if there is a desire for changes, and to set in motion review of Manual and recommend changes, recommend how Commission will be formed beginning September 2013

Gathered Meeting Team

Purpose To design how the community of the Presbytery of Baltimore gathers

Desired Outcomes

The Gathered Community will:

- Build a community centered around Christ’s call to ministry that is mutually accountable and respectful and that builds up the body of Christ
- Engage in theological discourse, Christian practices, and education which will enhance its congregations and presbyters
- Empower presbyters, congregations, and the Presbytery’s entities to fulfill the Vision of the Presbytery
- Act as the corporate Bishop
- Be the connection with other Councils of the Church

Members

Moderator of Presbytery, Vice Moderator of Presbytery (who serves as the Team's Chair), Stated Clerk, Executive Presbyter, plus three at-large members who may be assigned to Teams created by the Team

Transition Timeline

- | | |
|---------------|---|
| December 2010 | Transitional Task Force is created by Presbytery Council
<i>Seven members consisting of Vice Moderator, four at-large members appointed by the Presbytery Council, the Stated Clerk, and the Executive Presbyter</i> |
| January 2011 | Transitional Task Force considers models for Gathered Meetings |
| March 2011 | Seek feedback from the Presbytery on Schedule for Gathered Meetings September 2011 – August 2013
Design for meetings and desired Outcomes
Budget for Gathered Meetings |
| June 2011 | Presbytery votes on revised Plan for Gathered Meetings |

Presbytery Council appoints Team that will serve until September 2013

- September 2011 Presbytery will use new format for the first time
How can Open Meeting Space be used to work with groups such as Educators, Administrators, Youth Workers, Older Adults, and Clerks of Session?
Team decides how often it will meet
- Spring 2012 Recommend to Presbytery budget for July 1, 2012 – December 31, 2013
- During 2012 Leaders' Conference and Teaching Elders Convocation, if part of plan, will be held
- September 2012 Evaluation of Gathered Meetings will be held and changes made as a result of feedback after each gathering

Commissions, Boards, and Committees as of September 2011

Commissions and Boards nominated by Assignments and elected by Presbytery

- *Commission on Thriving, Reconciling Congregations (11)
- *Commission on Spiritual Leader Development (9)
- *Commission on Presbytery Administration and Shared Witness (9)
- Gathered Meeting Team (7)
- Council (12 all by virtue of office or as Commission/Team Representatives)

Committees nominated by Council and elected by Presbytery

- Assignments Task Force (5)
- Nominating (6) (with one on Commission)
- Personnel (6) (with one on Commission)

Committees nominated by Nominating Committee, elected by Presbytery

- Commission on Property and Loan (7)
- Trustees (9 plus Moderator with three appointed to commissions)
- Permanent Judicial Commission (9)
- Representation (3)
- Committee on Ministry (18, of which one will be appointed to Commission)
- Committee on Preparation for Ministry (15, of which one will be appointed to Commission)
- Self-Development of People (6)
- Permanent Judicial Commission (9)

Possible Teams formed by Commission

Ministry of Ruling Elders
Ministry of Teaching Elders
Congregational Assessment
Christian Formation
Spiritual development
Reconciliation
Mission Partnerships
Shared Witness
Finance/Funding
Communications
Leader Conference
Teaching Elder Convocation
Investment Advisory Committee

*Assignments Task Force to populate using process designed by Vision Committee. For example, it may make sense to identify bright spots (those congregations who are thriving and reconciling more than the norm in their area). This could be done is through scoring congregations on standard dimensions of vitality (given the statistics we already collect) and start with the highest scorers and work down this list until there is the desired diversity of representation in terms of size, race/ethnicity, context (urban, suburban, rural) and expertise area (faith formation, reconciliation, etc.).

Enabling Motions

Motion: To Set Aside the Manual

That the Presbytery set aside the Manual, as needed. **APPROVED by more than 2/3 of those present and voting.**

Motion 1: Commission on Thriving, Reconciling Congregations

That the Presbytery of Baltimore establish a Commission on Thriving, Reconciling Congregations, for the purpose of increasing the number of congregations that are thriving, have a clear sense of purpose, intentionally cultivate the Christian formation of their members, welcome an increasing number of new Christians and worshippers, and become apostles of reconciliation who are missionally engaged with their communities; that the commission be empowered to form teams and committees, and to distribute such funds as the Presbytery has granted them; and

- That there be at least eleven members, including Moderator of the Commission, three at-large members, some of whom may be assigned to serve on Teams created by the Commission (such teams may include Congregational Assessment, Spiritual Development, Reconciliation, and/or Mission Partnerships), and a staff member.
- That any other staff members will be ex-officio members.
- That the Moderator and three at-large members be nominated by the Assignments Task Force and elected by the Presbytery to serve for two years, and
- That six additional at-large members be nominated by the Assignments Task Force and elected by the Presbytery to serve for one year or until the ministry group moderators are selected. The commission reports to the Presbytery of Baltimore and the Presbytery Council. **APPROVED**

Motion 2: Commission on Spiritual Leader Development

That the Presbytery of Baltimore establish a **Commission on Spiritual Leader Development**, to identify, equip, encourage, evaluate and evolve Christian leaders: Teaching Elders, Ruling Elders, Deacons, who have a deeper sense of the divine and knowledge of their faith and are proficient in their roles and able to create and develop thriving congregations;

- That the commission be empowered to form teams and committees, and to distribute such funds as the Presbytery has granted them; and
- That there be at least nine members with one being a deacon, including the Moderator of the Commission, one person each from the Committee on Ministry, Committee on Preparation for Ministry, Nominating Committee, Presbyterian Women, and three at-large members who may be assigned to serve on Teams created by the Commission (such teams may include the Ministry of Ruling Elders, Ministry of Deacons, Christian Formation, and Teaching Elder Support), and a staff member.

- That the Committee on Representation will report to this Commission.
- That the Moderator and at-large members be nominated by the Assignments Task Force and elected by the Presbytery to serve for two years. The commission reports to the Presbytery of Baltimore and the Presbytery Council. **APPROVED**

Motion 3: Commission on Presbytery Administration and Shared Witness

That the Presbytery of Baltimore establish a Commission on Presbytery Administration and Shared Witness, for the purpose of providing the infrastructure to support the timely implementation of the vision and the ministry of the Presbytery of Baltimore and its Commissions, Ministry Groups, and Teams;

- That the commission be empowered to form teams and committees, and to distribute such funds as the Presbytery has granted them; and
- That there be at least nine members, including the Moderator of the commission, one person appointed by each of the Board of Trustees, Personnel Committee, Shared Witness Committee, the Property and Loan Commission, and three at-large members who may be assigned to serve on Teams created by the Commission (such teams may include Finance/Funding and Communications), and the Executive Presbyter.
- That the Shared Witness Committee supports the Presbytery's shared witness for reconciliation including Self Development of People (SDOP) and the Annapolis advocate.
- That the Moderator and at-large members be nominated by the Assignments Task Force and elected by the Presbytery to serve for two years. The commission reports to the Presbytery of Baltimore and the Presbytery Council. **APPROVED**

Motion 4: Presbytery Council

That the Presbytery Council oversee the implementation of the decisions of the Presbytery, working with and through the three commissions in accordance with the vision and strategic priorities of the Presbytery of Baltimore; and

That the members of the Presbytery Council be the

- Council Chair (Former Moderator),
- Moderator of Presbytery,
- Vice Moderator of Presbytery,
- The moderator and two people from Commission on Thriving, Reconciling Congregations,
- The moderator and two people from Spiritual Leader Development,
- Moderator from the Commission on Presbytery Administration and Shared Witness
- Stated Clerk
- Executive Presbyter
- Any Associates as *ex officio* members. **APPROVED**

Motion 5: Gathered Meeting Team

That the Presbytery of Baltimore establish the Gathered Meeting Team for the purpose of planning the Gathered Meetings of the Presbytery of Baltimore.

- That the Gathered Community will:
 - Build a community centered around Christ's call to ministry that is mutually accountable and respectful and that builds up the body of Christ
 - Engage in theological discourse, Christian practices, and education which will enhance its congregations and presbyters
 - Empower presbyters, congregations, and the Presbytery's entities to fulfill the Vision of the Presbytery
 - Act as the corporate Bishop
 - Be the connection with other Councils of the Church, and
- That there be at least seven members, including the Moderator of the Presbytery, the Vice Moderator of the Presbytery who will be the Chair, at least three at-large members, the Stated Clerk and the Executive Presbyter.
- That the at-large members are nominated by the Assignments Task Force and elected by the Presbytery to serve for two years. The Team reports to the Presbytery Council. **APPROVED, AS AMENDED**

Motion 6: Assignments Task Force

That the Presbytery of Baltimore create an Assignments Task Force, consisting of five to seven members to be nominated by the Council and elected by the Presbytery, to work with the Nominating Committee, Committee on Representation, and the Appointments Committee as needed, to nominate individuals to complete each of the three commissions, the Gathered Meeting Team, and Presbytery Council, meeting the Book of Order requirement for equality between ruling and teaching elders in their membership.

- The Assignments Task Force will nominate the Moderator of each of these entities. This committee will serve to populate the three commissions, the Presbytery Council, and Gathered Meeting Team for the initial two years.
- At the end of two years, the Assignments Task Force will cease to exist, with its functions moved to the Nominating Committee or to the Appointments Committee, as appropriate. **APPROVED**

Motion 7: Terms of Office

That membership on these five entities will be for a two-year term, September 2011 – September 2013, except where noted;

- That each entity may recommend to Presbytery changes in their membership for the second year; and
- That each entity will make recommendations to the Presbytery about their continuing composition after the initial two-year period.

APPROVED

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Appendix A: Frequently Asked Questions (as of Dec. 15, 2010)

What is the purpose for this change?

The realities of church life have changed dramatically in the past fifteen years. The Presbytery has discerned a hunger within itself for community, Christian Formation, Congregational Development, and Reconciliation (which requires justice). In addition, the Presbytery is calling for recognition that congregations should be the focus of the ministry of the Church and the Presbytery's ministry should be primarily through its congregations. This plan seeks to respond to all of these realities.

Why do we need to change the structure?

The structure we currently use was developed in the 1970's and 80's when the Church sought to embrace corporate models of organization and the development of a robust ministry at the Presbytery level. While this structure served us well, something new is required – something that acknowledges today's reality and the yearnings of the members of the Presbytery of Baltimore. These include:

1. A yearning for a presbytery that is congregation-focused.
2. A recognition that 70% of our churches are shrinking in members, participants, and financial support.
3. A desire that thriving congregations and struggling congregations can benefit from each other and that we need to redefine and reaffirm the connectional nature of the church.
4. An understanding that we live in a global community but more often than not have lost touch with the village in which we live and have forgotten how to sing the songs of Zion or proclaim the good news of reconciliation.

Changing our structure will not fully answer these yearnings nor solve these problems, however, our vision seeks to address these concerns and as we seek to align our structure, leadership, meeting patterns, and budget with this vision, we believe that we will not only be better positioned to live out our vision but also address these concerns.

How will the new FoG affect the proposed structure?

As the new FoG is more permission giving, there is nothing preventing us from organizing our work in this new way. One of the charges for the new FOG is to "Provide flexibility at all levels, granting authority while permitting governing bodies to develop the structures to carry out their respective commissions."

I would hate to see the Baltimore Presbytery lose its prophetic voice. How is that being cared for in the new structure?

We are actually advocating for both prophetic voice and action. We see this living in and around both the Thriving, Reconciling Congregations Commission both locally (congregations engaging meaningfully and prophetically with their communities) and regionally and in the Shared Witness Committee of the Commission on Administration and Shared Witness (Shared Witness bringing statements to the Presbytery for a vote). The biblical witness to reconciliation requires the mission of healing and salvation and the establishment of justice. As touchstones of the presbytery's legacy, mission and justice continue to play a significant role. Acting locally and globally, the presbytery is a catalyst for nurturing congregational partnerships in mission and for advocating for justice, peace, and unity.

What will happen to the committee I currently serve on? I don't see it in the new model?

This Plan seeks to provide the three Commissions with as much freedom as possible to determine what kind of teams and committees are needed to achieve their charges and purposes. In some cases, the Plan identifies possible Teams that address the concerns of many of our current committees. Because this Plan calls for a paradigm change that visualizes most of our work and ministry will occur through the Ministry Groups, it is helpful to start new Teams. The Presbytery's resources will be focused on supporting the work of these Commissions. Groups who currently exist but are not identified in this Plan may continue to meet as Affinity Groups, if they so desire, and may suggest to one of the Commissions how they could partner with the Commission to help it achieve its charge.

How do we allot funds to various commissions?

The Presbytery Council will recommend a budget that will allot funds to the Commissions. The Commissions, in turn, will determine how their funds are used.

Are the Commission titles descriptive or prescriptive? I.e., do the Commissions create or receive their charges? If prescriptive, then what do the key terms mean? "Thriving," "Reconciling," etc.

The enabling motions identify each commission's charge. One of the first tasks of the commissions will be to define these charges and to seek the Presbytery's approval of these definitions.

What happens to congregations that don't meet the Commission on Thriving, Reconciling Congregations' definition of "thriving"?

Our prayer is that all congregations within the Presbytery of Baltimore thrive. At the same time, every congregation is in a different place. The Commission through its ministry groups will seek to meet each congregation where it is and to encourage each congregation to move forward in ways and at times determined in partnership with its ministry group. The Commission will be encouraged to develop and recommend to the Presbytery a process which will include a mutuality in identifying desired outcomes and accountability for reaching them.

The current Committee on Ministry deals with both ministers and congregations. Is there any way envisioned to have COM work with both Thriving Congregations and Spiritual Leaders development?

The Committee on Ministry currently has three primary roles: credentialing ministers, working with congregations in pastoral transitions, and dealing with conflict. It is unlikely that the Committee on Ministry can take on additional roles, although it and the Commission on Thriving, Reconciling Congregations may suggest that the Commission take on the role of working with congregations in pastoral transitions or partner with the Committee on Ministry in working through congregational conflict.

How does this plan support education ministries? I assume that resourcing congregations requires that there is some attention given to teacher resourcing/training and enrichment as well of training of worship leaders and the like. Am I correct?

The primary focus of the Commission on Spiritual Leader Development is on the ordained leaders of the congregation. Supporting, encouraging, and training various groups within congregations will occur only if the Ministry Groups decide to make these a focus or if such groups are formed as part of the Open Space portion of our Gathered Meetings or at the initiative of the people in such group. There may be workshops at gathered meetings targeted to equip designated leaders of worship, Christian Education, etc.

I'm still worried about justice issues. Do they, of necessity, arise only from local congregations?

Missional congregations are called to be in communion with their communities and to strive for justice. Advocacy is most effective when done at the grass roots and there will be significant attention given to how Missional congregations engage in the work of reconciliation. This Plan also recognizes that there are occasions that call for Shared Witness. Congregations and Ministry Groups will continue to bring resolutions that will allow for a Shared Witness and there is likely to be a Shared Witness Team that manages the Shared Witness of the Presbytery of Baltimore.

Do you anticipate creating ministry groups for Spiritual Leader Development as well?

This Plan does not anticipate additional Ministry Groups other than those that relate to the Commission on Thriving, Reconciling Congregations. The Commission on Spiritual Leader Development and its teams are likely to work through these Ministry Groups.

Is it possible for a church to be in more than one ministry group at a time?

No. In order for the Ministry Groups to be effective, the congregations and their leaders must be able to form relationships by working together over an extended time period. There will be an opportunity for a congregation to move between groups in the second year of the Plan. When the Plan is evaluated in the spring of 2013, the Ministry Groups may change for everyone. However, a congregation may choose to partner with other congregations for conversation or special projects, as they feel led. This is no different from informal relationships that are formed today around common interests.

Say a group of churches wants to work together on Hunger and the Environment and get Commission support by 'bringing in a Hunger/EcoActionEnabler' and get more Commission and Staff attention (i.e. budget support, etc.) How would this happen in the new model?

Most funding decisions in the second year will be determined by the Ministry Groups who will submit proposals for funding to the Commission on Thriving, Reconciling Congregations. Each Ministry Group will have one-quarter time of a staff member who will work as requested by the groups to which he or she relates.

Appendix B: Responses the Nov. 18, 2010 Presbytery Meeting

1. Do you prefer that the Ministry Groups for the Thriving, Reconciling Congregations Commission be...

a. Organized by the Commission on Thriving Congregation (e.g., geography, context, etc.)	36.4%
b. Self-Selected by Teaching Elders/Sessions	26%
c. Other:	37.7%

Most of the “other” responses encouraged experimentation, combination or leaving it up to the Commission with input by Sessions.

2. This is how we propose transitioning from our current structure to the new model for ministry:

Phase I: Council supports Commissions to help them define their scope of ministry

Phase II: Commission work with subgroups to help them define the scope of their ministry

Phase III: Subgroups and Ministry Groups develop their ministry and seek funding from Commission

a. I am comfortable with this direction	94.7%
b. I am uncomfortable with this direction because...	5.3%

3. I would prefer program design and funding decisions be made by:

a. Council	11.7%
b. Commissions	39.0%
c. Ministry Groups	24.7%
d. Other:	24.7%

Most of the “other” comments were clarifying the answer they circled – e.g., separating out program design and funding.

4. Please share your preferences for how staff are focused and utilized:

a. Associates located in field, part-time working directly with Ministry Groups and Sessions and half time as the one designated for Formation, Congregational Development, or Reconciliation with the Presbytery.	62.7%
b. Associates located totally in the field, working with Ministry Groups and Sessions as consultants & coaches.	37.8%

5. Which staff title type do you prefer?

a. Associate Presbyters	40.8%
b. Associate Executives	11.8%
c. Associate Ministers to the Presbytery	47.4%

Of the 82 feedback forms collected, there were 22 with writing on the back:

- 4 of the responses were negative,
- 3 were affirmative,
- 2 contained notes and
- 15 questions – many of which are responded to in the FAQ in Appendix A

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