

Releasing Us into Greater Ministry: Streamlining and Realigning Christ Congregational Church Governance Structure

June 2017 Update

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Preface & Acknowledgements

The following document presents the next step in the evolving change of the Christ Congregational Church volunteer leadership structure. In January 2017, the Congregation voted to suspend our nominating process and our “Board” Level structure to permit us to pursue creative restructuring to support our next decade of ministry together. The following pages contain the next step.

I am deeply grateful to the CCC FY17 Coordinating Council who undertook this journey often at personal cost because they believed in the vision that “God is up to something” and we want to be in the thick of it. Pastor Matt and I are also indebted to the following CCC members and CPR coach who provided many hours of counsel and encouragement to enhance, make suggestions and even make necessary course corrections:

Rev. Dr. Steve Sterner, Center for Progressive Renewal (CPR) Coach
Judy Cox, designs of visuals
Sarah Ingram, thoughtful research and editing

With humble submission to release the true ministers of the church, the congregation, into greater Christian witness and service,

Gwen Garrison
May 2017

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CCC Evolving Leadership Structure—June 2017 Update

From January to June 2017

Beginning in February 2017 the combined membership of the Executive Committee and the Board of Trustees set out to meet together under the banner of the Coordinating Council. We convened on a Leadership Workday to continue to hone the structure and better understand our challenges and then engaged in rigorous monthly Council meeting conversations. Through this process we uncovered additional reasons for our need for change than what was listed in January 2017.

- We rediscovered the benefits of a combined Council (Trustees + Executive Council) so we could hold both the topics and the insights gleaned from the different point of views.
- We noted that the Moderator's job had grown too large for a volunteer who also had family and full-time work obligations.
- We continued to observe that some key activities fell through the organizational cracks and needed attention.
- We affirmed that communication and connection are keys to coordinating our activities.

As a result of our ever growing set of organization insights we reminded ourselves of how important it was to be led by our communal values not only expressed by our covenants but also through our ever evolving spiritual life together. We sometimes framed our process using learning organizations, adaptive and agile systems thinking. We continue to evolve and stretch for the next piece of the puzzle.

CCC Leadership Structure Affirmations

Following our Leadership Workday and subsequent Coordinating Council meeting discussions, we affirmed through consensus these building blocks of our structure:

- We affirm the need for a structure that reflects our mission, vision and values through our covenants. The structure can adapt and will evolve as needed.
- We affirm the continuation of a single board structure (unicameral) where the core volunteer leadership meets regularly to handle congregational business matters. We call this group the Coordinating Council.
- We affirm that the Coordinating Council needs to have direct representation from both the business and ministry programming areas of the church.
- We affirm that communication and connection are the principle operating functions of the Council. By focusing energy on these two functions, we facilitate coordination of business and ministry priorities.
- We affirm that the Council serves to facilitate the ministry of the church through four Engagement Areas: Worship & the Arts, Mission & Outreach, Member Care & Fellowship, and Spiritual Formation. The activities in

Administration, Property, and Finance are supporting functions to all ministry areas and require dedicated attention.

- We affirm the self-organizing principle of the Engagement Areas to formulate structure that best serves their ministry areas. Some of these areas are well-defined and only need to recruit volunteers. Other areas need dedicated discernment and planning. Individuals or groups who have gifts and passion for a particular ministry should join an active area or seek the support of the Council and/or Engagement Areas to live into an emerging ministry opportunity. The Council, alongside Church Staff, will facilitate ministry implementation.

Aligning Past Structure to Engagement Area Ministries

The Engagement Areas capture many of the existing ministry activities, events and programs at CCC. At this point, we believe we have identified and aligned to the correct Engagement Area between 85%-90% of these programs. The remaining are either deliberately reorganizing themselves or have changed and folded into other activities. Here are the programs aligned to each engagement area.

Engagement Area Activities, Events or Programs

Worship & the Arts	Mission & Outreach	Member Care & Fellowship	Spiritual Formation
FUNCTIONS OF THE BOARD OF DEACONS RELATED TO WORSHIP <ul style="list-style-type: none"> • SANCTUARY COMMITTEE • AV FOR WORSHIP • COMMUNION PREP • USHERS • MUSIC PROGRAMMING • ART EXHIBITIONS IN TATE GALLERY 	ALL FUNCTIONS OF THE BOARD OF SOCIAL WITNESS: <ul style="list-style-type: none"> • FUNDS TO "LEGACY" ORGANIZATIONS • RACIAL JUSTICE / BLM • HUMAN RIGHTS / LGBTQ ISSUES • LOCAL AND GLOBAL POVERTY • DISASTER RELIEF • STEWARDS OF THE EARTH • PORTIONS OF BD O&E RELATED TO COMMUNITY ACTION 	ALL FUNCTIONS OF BOARD OF CHURCH LIFE INCLUDING COFFEE HOUR <ul style="list-style-type: none"> • LET'S HAVE FUN GROUP • AND OTHER SMALL GROUP ACTIVITIES PORTIONS OF O&E BD, INCLUDING <ul style="list-style-type: none"> • RECEIVING NEW MEMBERS • GREETERS • BECAUSE WE CARE MINISTRY • REFERRAL AND SERVICE • HEALTH MINISTRY 	ALL FUNCTIONS OF THE BOARD OF CHRISTIAN EDUCATION <ul style="list-style-type: none"> • CHURCH SCHOOL • YOUTH GROUP / OWL PROGRAM • COVENANT CLASS • ADULT EDUCATION • AGING & SPIRITUALITY • CHILD CARE COORDINATION • CHILDREN'S LIBRARY • RUTH RICHARDSON SCHOLARSHIP • RETREAT HOUSE

Furthermore, it was vital that we not only acknowledge but affirm those areas, and individuals, who serve to care for the business activities of the church. Often these require a keen interest in and attention to detail. They also are certainly enhanced when individuals step forward with direct knowledge and understanding of particular areas such as property and personnel. In the January 2017 description, we referred to these as the Administration, Property and Finance areas that supports all the Engagement Areas and the church at large. We are now able to align core church business activities to three areas listed below:

Supporting Business Activities of the Church

Congregational Assets	Moderators	Congregational Giving
ALL FUNCTIONS OF THE BOARD OF TRUSTEES: <ul style="list-style-type: none"> • PROPERTY MANAGEMENT INCLUDING THE GREEN TEAM • PERSONNEL • FY BUDGET PREPARATION & MONITORING • BUSINESS PLANNING • LIAISON TO CHURCH ADMINISTRATOR 	FUNCTIONS THAT SUPPORT THE VOLUNTEER LEADERSHIP <p><u>MODERATOR</u></p> <ul style="list-style-type: none"> • PLANS AND CONDUCTS MEETINGS • ESTABLISHES TASK FORCES • LIAISON TO SENIOR MINISTER, COUNCIL COODINATORS, AND TO AUDITOR <p><u>PAST MODERATOR</u></p> FOCUSES ON <ul style="list-style-type: none"> • LEADERSHIP RECRUITMENT & NOMINATIONS • PLANS TASTE OF MINISTRY <p><u>MODERATOR-ELECT</u></p> FOCUSES ON COMMUNICATION <ul style="list-style-type: none"> • LIAISON TO COMMUNICATIONS COORDINATOR ASSISTS WITH YEAR CALENDAR	ALL FUNCTIONS OF THE BOARD OF STEWARDSHIP <ul style="list-style-type: none"> • PLEDGE CAMPAIGN TEAM • MANAGEMENT OF ENDOWMENT • PLANNED GIVING • SPECIAL GIFTS

Finally, there are two positions, the Treasure and the Clerk, who provide specific support regarding our finances and capturing our institutional memory through accurate record keeping of our official meetings.

- Treasurer monitors the financial records and initiates taxes and payroll operations. The Assistant Treasurer, Financial Secretary and all Assistant Secretaries support this work.
- Clerk records the minutes of all official leadership and congregational meetings. The Clerk also liaises with the Clerk of the Rolls to maintain accurate membership rolls.

Proposed Model for 2017-2018

With these descriptions, we strive to have a Coordinating Council that is agile and responsive to congregational programming and needs. Seeking to have equitable representation from both the business and ministry areas, and recognizing where there is church staff support we present a Coordinating Council model of 14 lay leaders and the senior minister. The model, on page 3, presents a picture of all those accountable for business and ministry programming activities at the church. The description of positions, roles and functions are:

- **Moderator, Moderator-Elect and Past Moderator**—share Council convening and business execution responsibility. Each serves one year in the role to ensure continuity of institutional memory. All three have voting privileges on the Council.

- **Treasurer and Clerk** are ex officio members of the Council so it allows them to present budget information and retain the meeting minutes without prejudice.
- **Council Coordinator (Co-Ord¹) for Congregational Assets and Council Coordinator (Co-Ord) for Congregational Giving** each are voting members. The Co-Ord for Assets oversees a team of volunteers who review personnel, property and business development opportunities. The Co-Ord for Giving oversees the annual Pledge Sunday Campaign, Planned Giving and Special Giving opportunities. Each Council Coordinator has a vote on the Council.
- **5 Council Coordinators (Co-Ord) for the Ministry Engagement Areas** and each one has a vote on the Council.
 - The **Co-Ord for Worship & the Arts** will work with church worship staff (senior minister and music director) to facilitate worship events.
 - There will be **two Co-Ord for Mission & Outreach** to affirm our historical and emerging commitments to local and global social witness efforts.
 - There will be **one Co-Ord for Member Care & Fellowship** who oversees Because We Care, Referral & Service, Sunday Coffee Service, Greeting of Visitors, Game Night and the Annual Picnic. This person will connect with the CCC staff position for Care & Community.
 - There will be **one Co-Ord of Spiritual Formation** who works with the Church School Superintendent and the Youth Director to provide Christian formation activities for children and youth. This person will also oversee volunteer lead efforts of adult formation and activities conducted off site at the Retreat House.
- **2 At Large** council members who each have a vote on the Council

To reiterate, there are 15 members (14 lay leaders and the senior minister) of the Coordinating Council who meet on a regular basis. All of these members have voting privileges except the Treasurer and the Clerk who are ex officio members.

Visual Diagram of the Coordinating Council with Staff and Other Key Positions

This is a visual diagram of the Coordinating Council. It includes most of the positions that require a Congregation vote for the nominated name at the annual meeting.

Explanation:

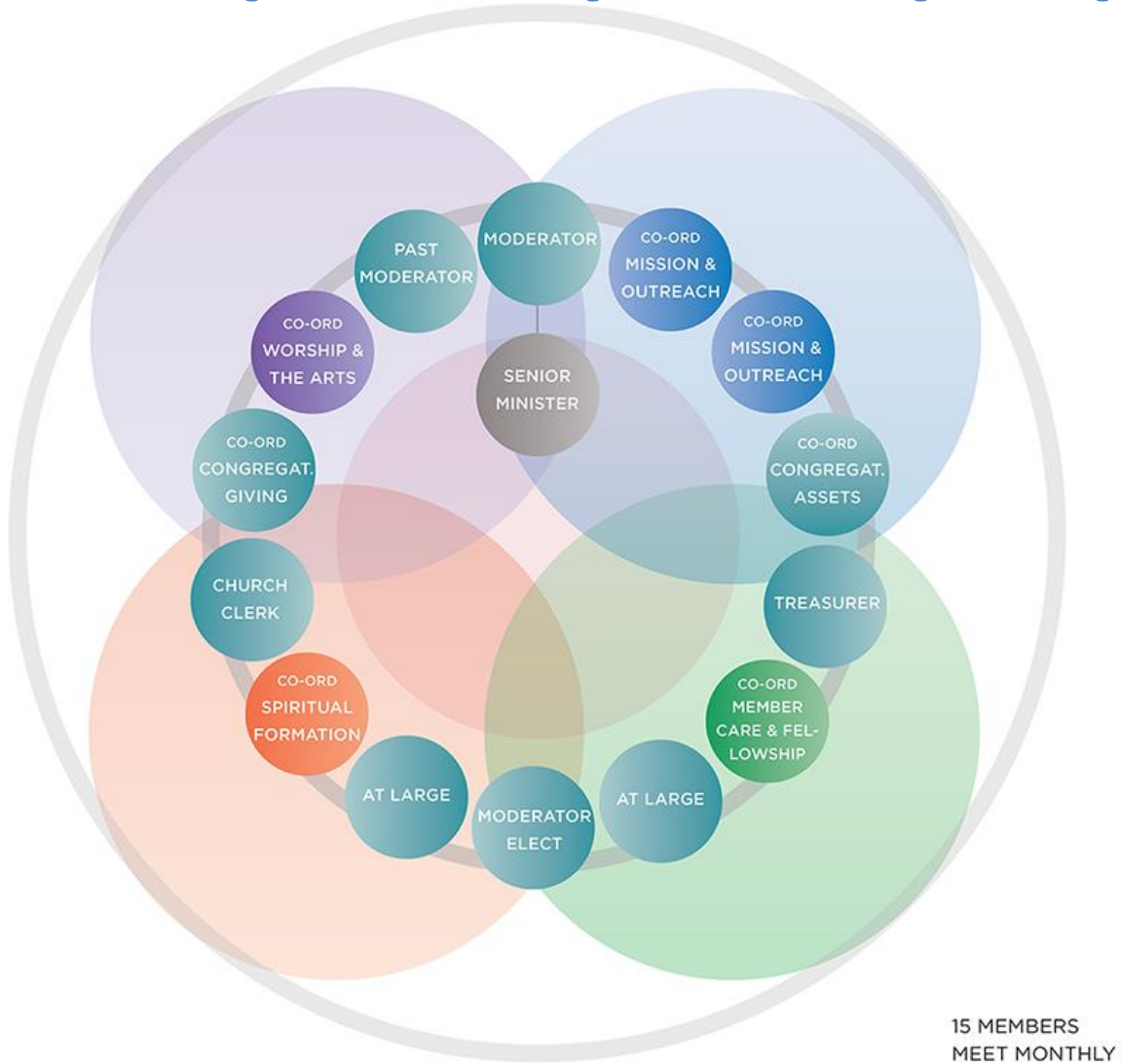
- The middle ring depicts the 14 lay leaders on the Coordinating Council. They are 3 Moderators, 5 EA Ministry Council Coordinators, the Council Coordinator for Congregational Assets, the Council Coordinator for

¹ Note: Co-Ord is used to align to the visual diagram

Congregational Giving, the Church Clerk, Treasurer and two At Large members.

- The outer ring includes additional important lay leader support roles. These include the Auditor, Financial Secretary, Communications Coordinator, Clerk of the Rolls and Coordinator for Planned Giving.
- The inner ring includes the CCC Staff and their relationship to the Engagement Areas Council Coordinators and the Administration Property and Finance portions of the church.

Visual Diagram of the Coordinating Council for FY18—Regular Meetings



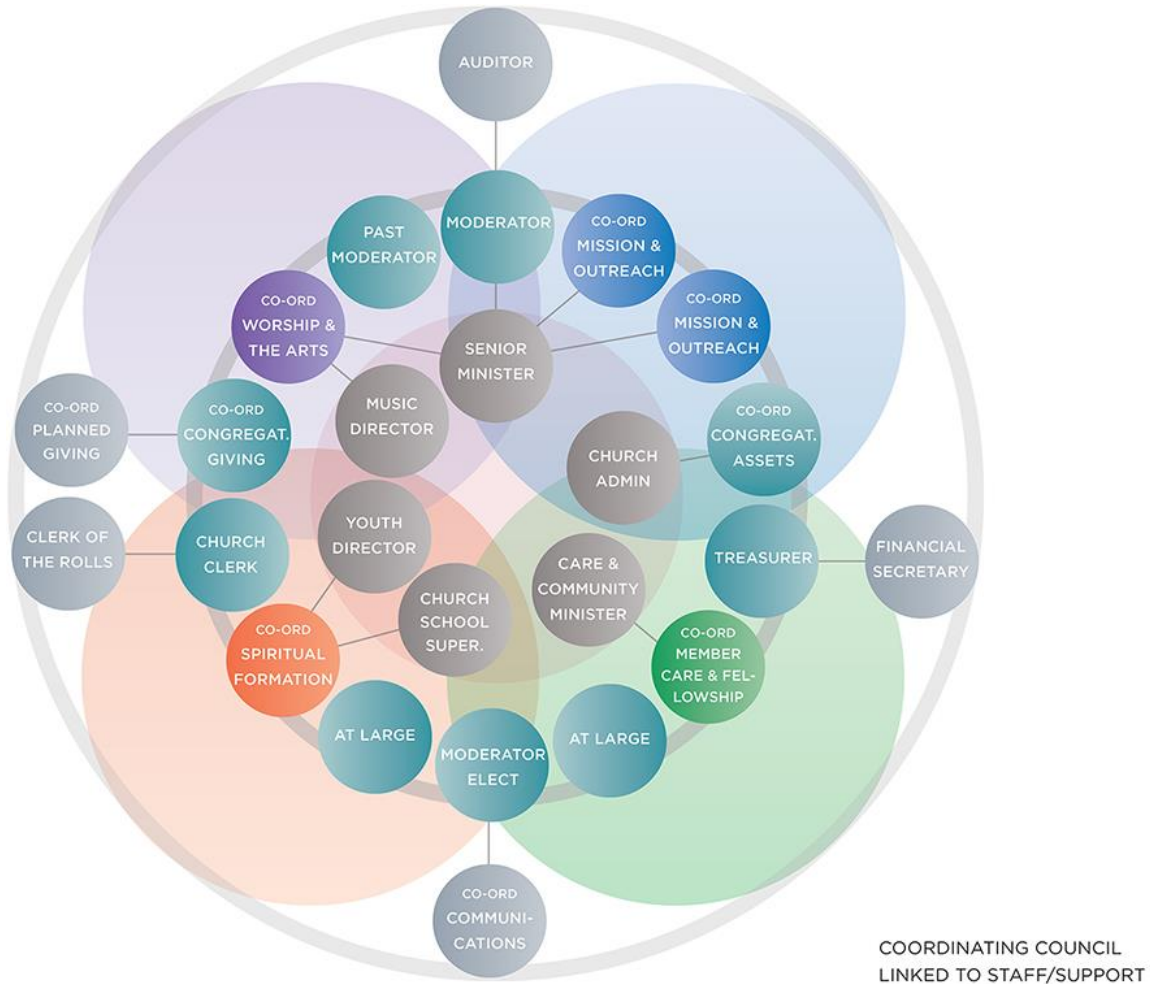
Additional Positions related to the Council and at service to the Church

There are seven positions within the wider leadership who provide key business services to the church. These positions carry three types of titles: direct description (e.g. auditor), assistant or coordinator. The “coordinator” title in this instance describes an area with specifically defined, routine duties². The congregation will affirm each of these positions, which do not serve on the Coordinating Council.

- Assistant Treasurer
- Auditor
- Financial Secretary
- Assistant Financial Secretary (ies)
- Communications Coordinator
- Clerk of the Rolls
- Planned Giving Coordinator

² Other areas, EA and APF, could also use this title to recognize volunteer support for specific events and activities.

Visual Diagram of the Coordinating Council for FY18 with other Key Positions



Obligations to Maryland Law

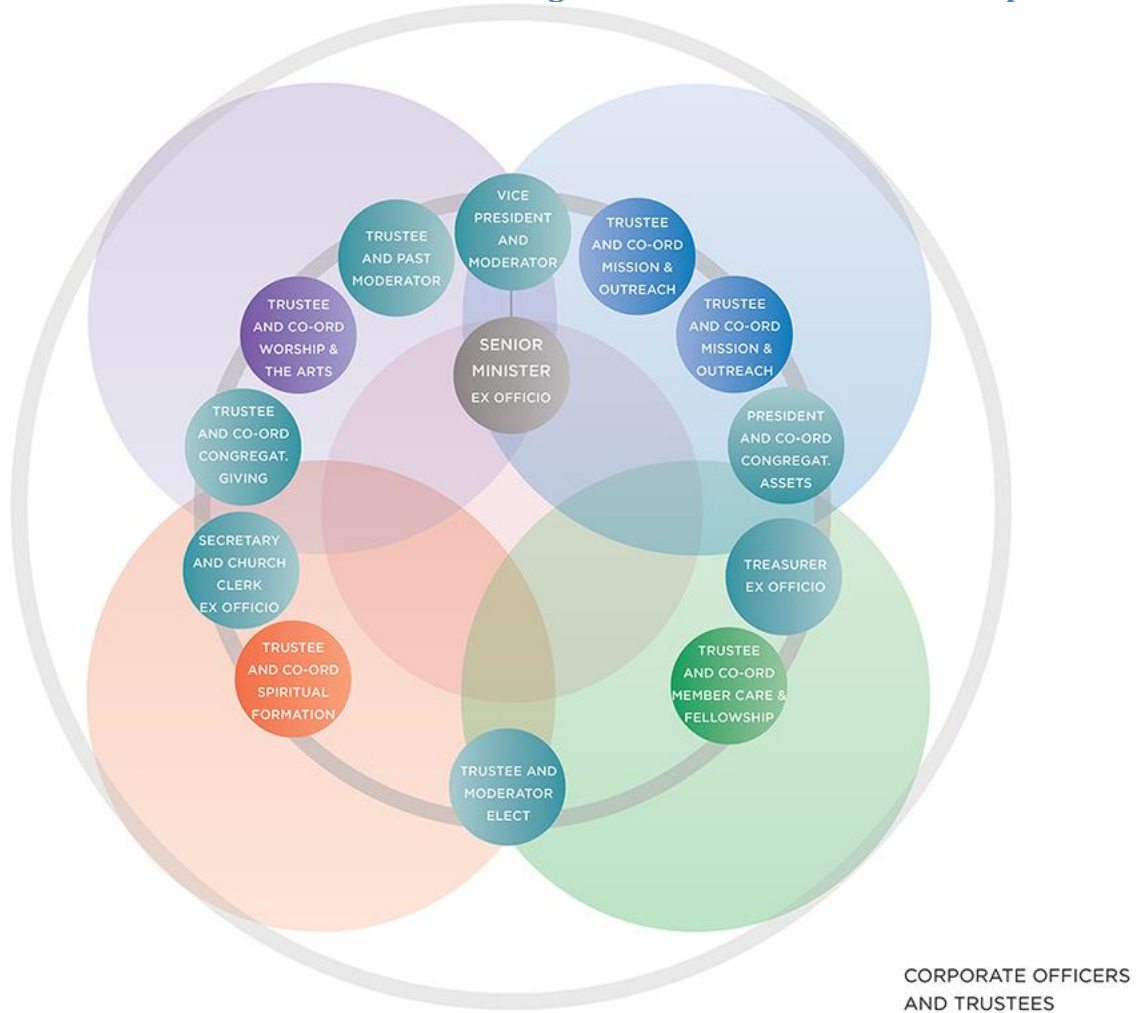
According to Maryland Law on Corporations and Associations *Code Ann. § 5-301* Title 5. Special Types of Corporations, Subtitle 3 Religious Corporations churches are required to have at least four (4) named Trustees who hold fiduciary responsibility for the community. Our 1947 incorporation documents state that we can have up to twelve individuals. Given that we want to maintain ministry and church business connection but recognize the necessary attention fiduciary matters require we make this adjustment to the Coordinating Council when it is necessary to focus as a Board of Trustees.

All members of the Coordinating Council will be Trustees of the Corporation with the following functional alignments

- The Council Coordinator for Congregational Assets will be the President

- The Moderator will be the Vice President of Corporation to ensure continuity of governance system
- The Treasurer will be the Treasurer, as an ex officio member
- The Clerk will be the Secretary, as an ex officio member
- The Senior Minister will be an ex officio member
- The At Large Council Members will be excluded

Visual Illustration of the Coordinating Council as Trustees of the Corporation



Congregational Affirmation

The congregation votes on the slate of lay leaders at the annual meeting. This slate will include all members of the Coordinating Council and those related positions that serve the church in communications, membership, financial or fiduciary ways.