

**General Assembly Council Executive Committee**  
**May 7 – 8, 2004**

**2005 – 2006 Proposed Mission Budget**

**Action Requested**

To meet the 45-day deadline (May 12) for assembly business, the General Assembly Council Executive Committee must discuss and approve a proposed 2005 - 2006 Mission Budget, and forward this to the 216<sup>th</sup> (2004) General Assembly for final approval. The Executive Committee will take this action on behalf of the entire General Assembly Council. The GAC will receive a briefing on the recommended budget at its June meeting.

This budget package provides information on the proposed 2005 - 2006 Mission Budget. The package has the following parts:

<i>Introduction and Background</i>	<i>pp 1 - 4</i>
<i>Narrative detail on budget proposals</i>	<i>pp 5 - 15</i>
<i>Reduction in Force Information</i>	<i>pp 16 - 19</i>
<i>Mission Work Plan</i>	<i>pp 20 - 25</i>

**The 2005 - 2006 Budget Challenge**

In February the General Assembly Council discussed the challenges associated with the 2005 - 2006 Mission Budget. This is the first time the General Assembly Council has prepared a two-year budget, and this will be the first time the General Assembly has considered a two-year budget. The two-year budget is based on the work called for in the Mission Work Plan and by financial projections.

The primary challenge was meeting a gap between expected income and projected unrestricted expenditures of around \$4.5 million for 2005. The gap is due to projected decreases in income and projected increases in expenditures. Permanent reductions in programs were crucial to avoid another round of budget reductions in 2006.

In addition, the Mission Work Plan calls for the initiation of some new work. The proposed 2005 – 2006 budget had to create capacity to begin that new work, even as the GAC makes difficult decisions about what existing work will stop.

## 2005 - 2006 Budget Process

Immediately following the GAC meeting reduction targets were assigned to the three divisions and the support areas. The goal was to permanently reduce the unrestricted portion of the mission budget by \$4.5 million in 2005. Permanent reductions would carry forward to the 2006 budget. Staff used the Mission Work Plan as the primary guide for making budget reduction decisions.

Final budget proposals were due on April 2. Since that time, the Executive Director has held meetings with each division and support area to clarify the proposals. Staff positions suggested for elimination were reviewed by Human Resources and Legal Services to make certain that the elimination met the established reduction in force criteria. The Mission Work Plan team met on April 2 to review the budget proposals and measure these against the Mission Work Plan. The MWP team met by conference call on April 23 to review any final budget adjustments before the Executive Committee reviews and approves the budget.

Communication with staff is a crucial part of the budget process. Regular updates on CenterNet provided information on the process, key dates, and decision points. In addition, two “drop in” sessions were held. SLT members were available to staff in various locations throughout 100 Witherspoon. These sessions provided an opportunity for informal dialog with the staff.

### The Numbers

- The proposed 2005 Mission Budget is \$114,387,431. Attachment A is a spreadsheet providing details on the 2005 budget. The proposed 2006 Mission Budget is \$115,048,841 and is found on Attachment B.
- The total reduction target of \$4.5 million was exceeded by \$128,363, and has been met through permanent reductions to programs and services. This success will provide funding in the amount of \$100,000 in the 2005 Mission Budget for a much needed funds development study. In addition, \$15,000 of the surplus will be used to fund the disability consultants from the mission budget rather than from the per capita budget. Also, there is a minor increase in funding for the Presbyterian Council for Chaplains and Military Personnel.

The projected total revenue for 2005 will exceed our total projected expenses by \$500,000. The surplus is necessary so that the 2006 Mission Budget will balance. This surplus will be combined with \$290,000 from the Presbyterian Mission Program Fund (PMPF) to balance the 2006 budget, thus eliminating the need for further budget reductions in 2006.

- Of the \$4.6 million in unrestricted funds, the ministry divisions and support area proposals are:

	<u>Unrestricted</u>	<u>Restricted</u>	<u>Total</u>
Congregational Ministries	\$1,330,000		\$1,330,000

National Ministries	1,175,963		1,175,963
Worldwide Ministries	980,000		980,000
EDO/MSS (net)	<u>1,142,400</u>	<u>110,433</u>	<u>1,252,833</u>
Total	\$ 4,628,363	\$ 110,433	\$ 4,738,796

- Positions. Thirty-seven positions are proposed for elimination. Of these twenty eight are currently filled and nine are vacant. An overview of the reduction in force and how this impacts affirmative action statistics is found on pages 16 - 19.
- Salary Adjustments. The 2005 – 2006 budget includes a 3% pool for salary adjustments in each year.

### **Significant features of 2005 – 2006 Budget**

Mission Work Plan. The proposed budget has at its core the Mission Work Plan. The budget contains proposals that specifically carry out work called for in the MWP, such as adding a stewardship trainer, developing and implementing a communication strategy, and enhancing the Mission Connections office. The Mission Work Plan is reflected in other ways in the budget. National Ministries has realigned the division to visibly reflect the goals of Evangelism and Witness, Justice and Compassion, Leadership and Vocation. Congregational Ministries eliminated the Church Leader Support program area, recognizing that the MWP emphasis is more on clergy leadership than lay leadership. Worldwide Ministries gave priority to its means of connecting US Presbyterians to transformative mission experiences through mission workers, partnerships, and networks.

People, not Grants. Worldwide Ministries decided to preserve its people resources through reductions in grants to international church partners and ecumenical partners. This decision enables WMD to keep PC(USA) mission co-workers in the field, but does dramatically reduce the funds we send to help international partners become more self-sufficient and address justice issues in their countries. This decision continues the reduction of funds for witness and service in their lands, but it enables WMD to build PC(USA) support for that witness and service through mission workers and mission networks.

Coordinated Approach to GAC Funds Development. The proposed budget allocates money to retain a consultant to develop a more coordinated approach to all the various funds development efforts currently underway in the GAC. This will build on the concepts of the Mission Initiative: Joining Hearts and Hands and suggest a new framework for all GAC funds development activities. The Staff Leadership Team believes that developing this new framework—with the help of an outside perspective-- is crucial for the future of the GAC.

Flattening GAC Management Structure. The proposed budget eliminates four associate director positions (the incumbents are downgraded into a lower level position, or have a planned retirement) and one SLT level position.

### **What work stops?**

- PresbyNet Subsidies: no more free memberships to presbyteries, synods, and Center staff and no full time staff support for PresbyNet.
- Program Evaluation. The current process of GAC program evaluation will stop.
- Women's Ministries Staff in Synods. GAC support of the Women's Ministries program of Staff in the Synods is eliminated.
- Evangelism Budget Administration. The separate budget office in Evangelism will be eliminated due to simplified funding streams.
- Theology Seminars and Conferences. National and regional conferences on theology and liturgy will stop. Support for summer worship conferences and other national events will cease.
- Church Officer Development. New resources for church officers will not be developed, although a major project nearing completion will be finished. General support of church officer and lay leader training will cease.
- In-House Spanish Language Curriculum. In-house Spanish language adult curriculum development will cease; the curriculum will be out-sourced to an ecumenical partner.
- Supplemental program work in East Asia. Income generated by housing has supported additional mission program work. For the next two years this practice will stop and the funds will be used to directly support mission personnel in East Asia.

### **Overview of Proposed Reductions**

A brief narrative overview of the proposed reductions by ministry division or support areas is found on pages 5 - 15. The support of Mission Work Plan objectives is highlighted (for example, adding a stewardship trainer supports the Spirituality/Discipleship goal, objective 4, and so is identified as SD 4). Each division director has provided an overview of the strategy used to make budget reductions.

## *Congregational Ministries*

<b>Budget Summary:</b>	Congregational Ministries
<b>Budget Reduction:</b>	\$1,330,000 (unrestricted)
<b>Positions Impacted:</b>	7 filled 3 vacant

### **Key Points in Proposals:**

- Outsourcing of Spanish language adult curriculum
- Eliminate the Church Leader Support program team because emphasis in MWP is on clergy leadership; decreased support to covenant groups such as APCE, Presbyterian Men, etc.
- Consolidate administrative support through elimination of administrative assistant positions
- Reduction in worship and liturgical resources and conferences
- Conference centers assume some support of director's salaries

### **Support of Mission Work Plan Objectives:**

- Clergy leader development supported through Lily grants (LV 1)
- Support for curriculum continued, but with less support from unrestricted (SD 1)

### **Division Overview**

**Don Campbell**

After three consecutive years of budget reductions, preceded by two years of significant reductions in publishing, it is not possible to make reductions based on efficiencies to be gained and redundancies eliminated.

Goals and objectives approved by the GAC elected members served as the primary guide in program and staff reductions needed to meet the \$1.3 million dollar budget challenge given to CMD. More accurately, it was what the objectives omitted that informed the budget and related staff reduction decisions in Christian Education Leader Development and Theology and Worship / Spiritual Formation Program areas. The biggest change in work no longer being done was prompted by the Leadership and Vocation Goal's seven objectives. Those objectives were weighted 6 to 1 toward support of ministers of Word and Sacrament, thus deemphasizing resource development work for strengthening elders, educators and other church leaders for the next two years.

Changes in staffing due to work reduction results in budget reductions in the areas of program and travel. Additional travel and program reductions will result in the reduced availability of services, resources and of resource people to the church. Note that all reduced and eliminated services supported the four approved goals, but were not the focus of current objectives.

A savings in the Theological Education office is the result of a grade reduction from Associate Director to Coordinator. Assuming the General Assembly approves the proposed direct reporting of the Committee on Theological Education to the General Assembly, the grade change will be consistent with staffing for other groups reporting directly to the Assembly.

Successful business decisions and well-received products enabled Congregational Ministries Publishing to contribute to the budget reductions. The general mission dollars are available due to greater than expected income from sales, especially in the Mission Education and Promotion area. The GAC senior management decision was to use the unexpended surplus to benefit all of the GAC. The surplus is also supported by a recently developed new publishing partnership. The partnership will continue to provide the International Uniform Lesson Series in Spanish for adults with much greater efficiency eliminating a pattern of annual deficits.

### **Summary of Budget Proposals**

*Congregational Ministries Publishing* \$750,000

CMP is outsourcing the Spanish language curriculum, saving \$100,000 annually. The unrestricted contribution to curriculum support is reduced by \$634,000 due to good sales results.

*Theology and Worship/Spiritual Formation* \$187,953

A vacant position in Worship will be eliminated, in addition to other administrative savings. Services to congregations will be curtailed, support for national theology and worship conferences will be eliminated, and on-going relationships within the national staff will be reduced or eliminated. Lily grants will fund significant work on clergy leadership issues.

*Theological Education* \$ 36,891

Reclassify associate director to coordinator (upon retirement of incumbent), and recognize other program savings such as reduced support of meetings of the Committee on Theological Education. Services to the Theological Education Fund are not impacted.

*Christian Education and Leadership Development Reorganization* \$350,156

Eliminate program team for Church Leader Support, with some programs and services moved to Peacemaking and Youth/Young Adult Ministries. The Conference Centers assume 25% of director's salaries, and support to covenant groups will be reduced. The Associate Director position will be eliminated, with the incumbent filling the position of Coordinator for Conference Centers and Covenant Groups. Peacemaking and Youth/Young Adult Ministries will move to the Director's Office.

*Director's Office.* \$ 5,000

Reductions in program costs.

## *National Ministries*

**Budget Summary:** National Ministries  
**Budget Reduction:** \$1,175,963

**Positions Impacted:** 13 filled

### **Key Points in Proposals:**

- Eliminates two associate director's offices, Social Justice and Women's Ministries
- Eliminates the Women's Ministries "staff in the synods" program
- Consolidation of administrative support

### **Support of Mission Work Plan Objectives**

- Aligns NMD structure with MWP Goals: Evangelism and Witness, Justice and Compassion, Leadership and Vocation.
- Stops functions not specifically covered by the MWP objectives and that cannot be maintained adequately
- Greater coordination of ministries within goal areas

### **Division Overview**

**Curtis Kearns**

Over the last three years National Ministries has been required to reduce its budget by over 2.6 million dollars. Throughout this process the division's primary objective has been to maintain the quality of its programs regardless of the changes necessitated by the frequent reductions.

National Ministries' budget is highly susceptible to such major reductions because it is so heavily dependent upon unrestricted dollars. In the first few years attempts were made to streamline all budget lines in order to squeeze out inefficiencies. This included travel, administrative and material/resource dollars. The budget challenge persisted and the division looked at structural modifications by attempting to consolidate programs and take advantage of productivity gains realized through investments in technology. Each of these processes it employed with an eye on protecting its program areas' ability to do what they were formed to do and do it well.

This year the task of determining what to reduce became even more difficult because so little latitude remained. Given the critical nature of the required cuts NMD is at a crossroad. Clearly, making the wrong decision could seriously cripple the division's ability to deliver vital services and provide valuable assistance.

It was helpful to have the General Assembly Council objectives to guide us through this process because they gave us an idea of where the Council wanted to place its emphasis

in the 2005-2006 budget cycle. With the Council's goals and objectives in mind the division concentrated its efforts on protecting programs highlighted in the objectives while ensuring the health and viability of the programs it chose to retain. In analyzing the objectives it was clear that evangelism, justice and leadership formed the essential core of division programs.

Given this fact, it made sense to align division programs around these three goals. This was particularly appropriate since for the last ten years NMD Committee business has been handled on the basis of goals rather than program functions. Realigning the division along these lines helps the church to see the relationship between the Council's goals and the programs that support those goals. It also helps the division take advantage of natural linkages or groupings that exist between programs with common concerns. In the past these programs may have been assigned to different program areas thus limiting interaction. In addition, there are significant savings to be had from choosing such an alignment because it allows the division to consolidate five separate program areas into three goal areas with corresponding savings. These savings stem mainly from reduced requirements in administrative support.

A reduction of this size almost unavoidably requires that services be eliminated, however. As difficult as this reality was to accept the division decided to look at functions not specifically covered by the objectives to determine which could be maintained at a level consistent with the church's expectations and which it had not and probably would never be able to adequately support.

One of the consequences of changes implemented more than ten years ago with the reorganization process called *Shape and Form* was a drastic downsizing of the Women's Ministry Unit. In the old configuration Women's Ministries had representatives in each of the synods to do regional work with women. After *Shape and Form* these positions were made part-time and consistent with this change corresponding dollars were cut. This arrangement was challenging from the beginning and soon the program area was experimenting with ways to ameliorate the impact of the change. Eventually, the part-time positions were converted to a limited number of full-time positions with increased responsibility but virtually no program money and little other budget.

The area has struggled to make this system work because of the enormous span of responsibility, for each of the staff is required to cover multiple synods. Every new adjustment made the workload increasingly more demanding, and since the division has been under constant pressure to reduce dollars it has been virtually impossible to provide the kind of additional support required to assign these positions a reasonable range of responsibility.

Recognizing that it will probably never be able to adequately support this work the division reluctantly determined this function couldn't be maintained. This was a particularly hard and regrettable decision because the "Staff in the Synods" has worked valiantly to make the system work, but it was also apparent that the dollars didn't exist to support this endeavor in the manner it appropriately deserved. Ending this work severs a

direct link between the General Assembly Council and women's organizations throughout the church; it also challenges the whole staff to be more conscious of and responsive to the needs of women, not by taking on additional responsibilities but by becoming increasingly sensitive to and aware of the needs women have for the information and expertise they can provide.

### **Summary of Budget Proposals**

*Restructure Social Justice and Women's Ministries.* *\$100,859*

The associate director positions in Social Justice and Women's Ministries will be eliminated, along with the administrative support. The programs of these two areas will be associated with the Evangelism, Justice, and Leadership program areas.

*Women's Ministries* *\$487,224*

The Women's Ministries program of deployed staff in the synods will be eliminated. This program has not had adequate financial support in recent years. Eight staff positions are eliminated.

*Evangelism* *\$100,000*

The budget administration office will be eliminated due to simplified grant and funding streams, and budget responsibilities shifted to the Associate Director.

*Administrative Reductions* *\$167,530*

NMD will continue to reduce the ratio of administrative assistants to associates, due to increased use of technology. This action eliminates three administrative assistant positions.

*Other Program Reductions* *\$320,350*

NMD will make other across-the-board reductions in miscellaneous program and administrative costs, and make use of directed mission support, ECOs, and resource sales. Some of the reductions include reduction in support to the racial ethnic caucuses, and various other program grant reductions.

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## *Worldwide Ministries*

<b>Budget Summary:</b>	Worldwide Ministries
<b>Budget Reduction:</b>	\$ 980,000
<b>Positions:</b>	0

### **Key Points in Proposal:**

- Grant making to international church partners and with ecumenical partners is reduced
- Redirects overseas revenue in East Asia to underwrite mission personnel there
- Sharing by restricted funds programs in unrestricted costs
- No reductions in mission co-workers

### **Support for Mission Work Plan Objectives**

- Mission personnel recruitment and service capabilities maintained (EW 3, SD 2, LV 2)
- Mission Connections office strengthened to facilitate networks and communication between mission personnel and U.S. supporters (SD 2)

### **Division Overview**

**Marian McClure**

For the part of this year's efforts that seek to remove \$4.5 million from the GAC budget in a lasting way, Worldwide Ministries has met our challenge goal of \$980,000. Because the vast majority of our budget consists of restricted funds, most of our proposed reductions involve finding ways to let restricted funds be used when unrestricted funds would have been used before, and then stopping whatever was previously funded with the restricted funds. An important theme in our proposed reductions is stopping or reducing grant making for the sake of investing in people in mission.

A prominent example to illustrate all of the above major characteristics of our recommendations is to be found in our proposal that we put to a new use \$450,000 in renewable resources generated through both gifts and rent especially in Japan and Korea. Instead of using those funds to respond with grants to partner churches' projects or to further develop the properties, we would use them to pay for a portion of our East Asia mission personnel compensation that is not already covered by donations from their supporters. This allows us to not use the kind of undesignated dollars that are in such short supply for the GAC, it maintains our commitment to sending and receiving people in mission, and it stops a form of work – the work of developing a common understanding with partner churches about the use of funds available for project grants or block grants.

As regretful as we are to see the capacity for mission reduced by the GAC's budget reductions, including ours, we are relieved that this year it is not necessary for there to be loss of WMD staff or of mission personnel. The difficult measures WMD took in the first round of reductions two years ago have helped us to prevent that in this third round.

### **Summary of Budget Proposals**

*Ecumenical Partnership Reductions* *\$173,184*

Grants to partner churches will be reduced by \$52,670, and will impact the ability of church partners to move toward autonomy and capacity building. The EP office will make use of technology in delivering resources to congregations and middle governing bodies, saving additional funds.

*Ecumenical Partnership Redirection of Funds.* *\$450,000*

Income generated by property rentals (\$350,000) and an annual gift from Yodogawa Hospital (\$100,000) will be redirected to support mission personnel. Previously these funds supported programmatic efforts in East Asia. Mission co-workers will be challenged to generate more of their own support.

*People in Mutual Mission Grant Reductions* *\$150,000*

PIMM will reduce by half the grants available for joint international work with U.S. ecumenical partners.

*People in Mutual Mission Program Reductions* *\$ 36,286*

PIMM will make additional program and administrative reductions in the offices of Mission Connections, Mission Service Recruitment, and the Associate Director.

*Administrative Cost Sharing: Jinishian and OGHS* *\$130,530*

The Jinishian program and One Great Hour of Sharing programs will contribute to administrative costs funded by unrestricted monies. Other programs will continue to contribute.

*Director's Office* *\$ 40,000*

Reductions in travel costs and other administrative expenses.

## *Executive Director/Deputy Executive Director*

<b>Budget Summary:</b>	Executive Director's Office
<b>Budget Reductions:</b>	\$669,874 (unrestricted) \$ 65,000 (restricted)
<b>Positions Impacted:</b>	5 filled positions 3 vacant positions

### **Key Points in Proposals**

- Elimination of programmatic support for Presby-Net and free memberships
- Elimination of Program Evaluation
- Reorganization in Office of Information Services

### **Support of Mission Work Plan Objectives**

- Enhanced support from Communications for GAC program areas (GRI 1)
- Internet Services staff to support Best Practices Clearing House (LV 5)
- Institute Middle Governing Bodies Communicator's network (GRI 1)
- Restructure of *Presbyterians Today* (GRI 1)
- Additional Stewardship trainer (SD 4)

### **Division Overview**

**Kathy Lueckert**

A key question for the Executive Director/Deputy Executive Director offices was which offices still had capacity to make further reductions after the 2003 and 2004 budget cycles. Three offices—Internal Audit, Legal Services, and GAC Administration—are funded largely by restricted funds. Human Resources made significant reductions in the 2004 budget. Thus the budget reduction challenge fell to Stewardship and Mission Funding, Research Services, Communication, and Information Services. Both the Office of Stewardship and Mission Funding and the Office of Communications have Mission Work Plan assignments that call for new work, adding another factor to budget decisions.

Two significant programs will stop. In Research Services, the current program evaluation process will cease. Program evaluation has never been well used or accepted by the General Assembly Council, elected or staff. The second program that will see a major reduction is intensive support of PresbyNet. The staff position supporting PresbyNet will be eliminated, as will free PresbyNet memberships for presbyteries, synods, and Center staff.

In the Office of Information Services (OIS) the position of Chief Information Technology Officer is eliminated. This position was created two years ago to bring a more strategic framework to the use of technology in the GAC. However, technology is not a major focus of the Mission Work Plan, and continuing this type of specialized position is no longer possible given resource constraints. The Office of Information Services will move to Mission Support Services, aligning it with other operational support areas.

The Office of Information Services also is eliminating some maintenance contracts on software and hardware, and eliminating support for the PIMS system.

### **Summary of Reduction Proposals**

*Stewardship and Mission Funding* \$ 65,000

The merging of the Office of Stewardship with the Office of Mission Funding and Development created some opportunities for administrative cost savings in areas such as travel, office supplies, etc. A vacant Senior AA/Formatter position will be eliminated.

*Research Services* \$ 65,000 (restricted)

The GAC's current program evaluation effort was begun in 1999. The program evaluations have never been well utilized by the GAC, either staff or elected. The current effort in program evaluation will be discontinued. During the next two years other options for evaluation will be explored as part of the Mission Work Plan process.

*Information Services* \$374, 150

Savings through eliminating selected maintenance contracts, eliminating two systems analyst positions due to work reductions or work eliminations, and eliminate the position of Chief Information Technology Officer.

*Legal Services* \$ 29,000

Shift the cost of the Risk Management Office to the Self-Insurance Fund.

*Communications* \$201,724

Eliminate on-site support of Presby-Net (programmatic and membership subsidies), reduce project, print, and grant costs, and restructure *Presbyterians Today*.

*Mission Support Services*

**Budget Summary:** Mission Support Services  
**Budget Reduction:** \$472,526 (unrestricted)  
\$ 45,433 (restricted)

**Positions:** 3 filled  
4 vacant

**Key Points in Proposal:**

- Reduces building hours for 100 Witherspoon and garage security
- Reduces service levels on switchboard, building maintenance, and mail service.
- Reduces capital reserve
- Eliminates redundant management level in Purchasing

**Overview of Budget**

**Joey Bailey**

In the previous budget reductions we depleted the possibilities for major cost savings. This year we focused on areas that would produce savings but would at the same time reduce services that were not critical to the operation of the building, to our employees or the Church as a whole.

Our largest item is the reduction in the annual contribution for Capital Replacement Reserves. We will have to monitor this item very closely to assure that we have adequate funding for the major capital replacement items that will occur each year. Our current projections show that the balance in the fund will be sufficient to cover the known expenditures required for the next 2 years.

Changes in processing individual orders from PDS, reduction in the number of vendors from which we place orders, elimination of special garage security and a reduction in the number of hours that our building is open will result in a significant annual savings.

**Summary of Budget Proposals**

*Capital Reserve* *\$250,000*

The annual contribution to the Capital Reserve will be reduced from \$750,000 to \$500,000. The reserve fund will be monitored closely in the next two years to make certain available monies are adequate to fund identified needs.

*Building Services* *\$ 29,335*

The security guard service hours for the parking garage will be reduced and building hours at 100 Witherspoon will be scaled back.

*Service Reductions* \$ 83,960  
Reductions in service in building maintenance, mail service, and switchboard.

*Eliminate Duplicate/Redundant Positions* \$ 99,844  
Eliminate a redundant management level in Purchasing, eliminate accounting clerk position due to automation, and eliminate a vacant position in Central Receiving.

*Miscellaneous Savings* \$ 9,387  
Savings in overtime and trash removal.

## *Reductions in Force*

### **2005 - 2006 Budget Reductions in Force, Filled Positions**

4/30/2004

	<b>Area</b>	<b>Position</b>	<b>Grade</b>	<b>E/NE</b>	<b>M/F</b>	<b>Race</b>	<b>Age</b>
1	EDO/Research	Associate for Evaluation	18	E	F	W	28
2	EDO/OIS	Senior. Systems Analyst	T-4	E	M	H	58
3	EDO/OIS	Chief Information Technology Officer	21	E	M	W	58
4	EDO/OC	Associate for PresbyNet	18	E	F	W	48
5	EDO/OC	Managing Editor	18	E	F	W	72
6	MSS	Maintenance Helper	13	NE	M	B	54
7	MSS	Assistant Purchasing Mgr	17	E	F	W	47
8	MSS	Sr. Accounting Clerk	14	NE	F	W	64
9	CMD/CMP	Associate Curriculum Dev	18	E	M	H	47
10	CMD/CMP	Copyeditor	16	E	F	H	47
11	CMD/CELD	Coordinator Leader Support	19	E	M	W	42
12	CMD/CELD	Prog. Assistant Youth/Young Adult	16	E	M	W	28
13	CMD/CELD	Senior Admin Assistant	15	NE	F	W	44
14	CMD/CELD	Senior Admin Assistant	15	NE	F	W	60
15	CMD/CED	Intermediate Admin Assistant	14	NE	F	B	28
16	NMD/WM	Associate in Synods	18	E	F	W	58
17	NMD/WM	Associate in Synods	18	E	F	H	67
18	NMD/WM	Bilingual Secretary	14	NE	F	B	42
19	NMD/WM	Associate in Synods	18	E	F	W	52
20	NMD/WM	Associate in Synods	18	E	F	B	62
21	NMD/WM	Assistant	13	NE	F	B	38
22	NMD/WM	Associate in Synods	18	E	F	W	67
23	NMD/WM	Secretary	13	NE	M	W	44
24	NMD/SJ	Senior Admin Assistant	15	NE	F	B	57
25	NMD/DO	Intermediate Admin Assistant	14	NE	F	B	30
26	NMD/ECD	Associate for Budget	18	E	F	NA	60
27	NMD/RE	Intermediate Admin Assistant	14	NE	F	B	57
28	NMD/WM	Intermediate Admin Assistant	14	NE	F	W	40

#### **Position Downgrades**

CMD/CELD	Associate Director to Coordinator, Conference Ministries and Covenant Groups
CMD/TE	Associate Director to Coordinator, Theological Education
NMD/WM	Associate Director to Coordinator, Women's Ministries
NMD/SJ	Associate Director to Associate, Corporate Witness

***Statistics on Reductions in Force, 2005 – 2006 Budget  
Filled Positions***

Percentages are based upon a current national staff population of 494.

	<u>Current staff</u>		<u>RIF Staff</u>		<u>Remaining staff</u>	
<b>Total number</b>	<b>494</b>	<b>100%</b>	<b>28</b>	<b>(5.7%) *</b>	<b>466</b>	<b>(94.3%)*</b>
<u>Female</u>	348	70.4%	21	75.0%	327	70.1%
<u>Male</u>	146	29.6%	7	25.0%	139	29.9%
<u>Over age 40</u>	384	77.8%	23	82.1%	361	77.5%
female	266		17		249	
male	118		6		112	
<u>Under age 40</u>	110	22.2%	5	17.8%	105	22.5%
female	82		4		78	
male	28		1		27	
<u>White</u>	361	73.1%	15	53.5%	346	74.2%
<u>Racial ethnic</u>	133	26.9%	13	46.4%	120	25.8%
Black	89	18.0%	8	28.6%	81	17.4%
Hispanic	21	4.3%	4	14.3%	17	3.6%
Nat. Amer.	5	1.0%	1	3.5%	4	.8%
<u>Exempt</u>	307	62.1%	15	53.5%	292	62.7%
<u>Non-exempt</u>	187	37.8%	13	46.4%	174	37.3%

\* (Indicates % of the 494 current staff total)  
All other percentages relate to top number in each column

***Reductions in Force by Pay Grade (Filled Positions)***  
***2003, 2004, 2005-2006 Budget Cycles***

	<b>2005-2006</b>	<b>2004</b>	<b>2003</b>	<b>Total</b>
<i>Total</i>	<i>28</i>	<i>10</i>	<i>43</i>	<i>81</i>
<u>Exempt</u>				
Grade 21	1	0	0	1
Grade 20	0	0	1	1
Grade 19/T-5	1	1	6	8
Grade 18/T-4	11	1	8	20
Grade 17/T-3	1	1	2	4
Grade 16	2	0	3	5
<i>Total</i>	<i>16</i>	<i>3</i>	<i>20</i>	<i>39</i>
<u>Non-exempt</u>				
Grade 15	3	3	12	19
Grade 14	6	1	9	15
Grade 13	3	3	2	8
Grade 12	0	0	0	0
<i>Total</i>	<i>12</i>	<i>7</i>	<i>23</i>	<i>42</i>

***Budget Reduction Comparisons across GAC  
2003, 2004, 2005-2006 Budget Cycles***

The following tables show two aspects of the level of budget reductions in the GAC in recent budget cycles, by division and support area.

2003 - 2006 Reduction in Force Comparison						4-30-04			
	03 Filled	03 Vacant	04 Filled	04 Vacant	05 06 Filled	05 06 Vacant	Total Filled	Total Vacant	Total Positions
CMD	8	9	2	1	7	3	17	13	30
NMD	11	3	0	2	13	0	24	5	29
WMD *	9	7	2	0	0	0	11	7	18
Support	15	3	6	3	8	6	29	16	45
<b>Total</b>	<b>43.0</b>	<b>22</b>	<b>10</b>	<b>6</b>	<b>28</b>	<b>9</b>	<b>81</b>	<b>41</b>	<b>122</b>

\* In 2003, 34 mission co-worker positions were eliminated through attrition. Mission co-worker positions are not reflected in the “national staff” employee count

**Comparison of 2003, 2004, 2005 - 2006 Unrestricted Reductions (000's)**

<u>Area</u>	<u>2003</u>	<u>2004</u>	<u>2005-06</u>	<u>Total 03/06</u>
CMD	584	380	1,330	2,294
NMD	1,254	550	1,176	2,980
WMD	1,100	321	980	2,401
EDO/MSS	<u>1,086</u>	<u>602</u>	<u>1,142</u>	<u>2,830</u>
<b>Total</b>	<b>\$4,024</b>	<b>\$1,853</b>	<b>\$4,628</b>	<b>\$ 10,505</b>

## ***General Assembly Council 2005 – 2006 Mission Work Plan***

### **General Assembly Council Purpose Statement** *(adapted from the Book of Order)*

The General Assembly Council, led and empowered by the Triune God, provides visionary leadership in the development and implementation of the General Assembly's mission directives, supports governing bodies in our common mission, and acts on behalf of the Presbyterian Church (U.S.A.) on policy matters when the General Assembly is not in session.

### **General Assembly Council Vision Statement** *(adapted from the Organization for Mission)*

We envision our congregations, presbyteries, synods, General Assembly and ecumenical partners, singly and together, being so inspired and nurtured by the gospel of Jesus Christ that ministries are vibrant and inviting. We pray that all will be drawn irresistibly into ministries reflecting the love and justice of Jesus, with immediate neighborhoods and the whole of the world as arenas in which the gospel is to be proclaimed and lived.

**General Assembly Council Mission Statement** *(adapted from the Book of Order)* The mission of the General Assembly Council, with congregations and governing bodies, is to offer the world a visible witness of Jesus Christ through (1) the proclamation of the gospel for the salvation of humankind; (2) the shelter, nurture, and spiritual fellowship of the children of God; (3) the maintenance of divine worship; (4) the preservation of the truth; (5) the promotion of social righteousness; and (6) the exhibition of the Kingdom of Heaven to the world.

### **General Assembly Council Core Values**

The General Assembly Council is a community of believers centered in Jesus Christ and grounded in scripture, prayer, and our confessional heritage. Relying on the grace of our Lord Jesus Christ, the love of God, and the communion of the Holy Spirit, the General Assembly Council is guided by these core values:

#### **Celebration**

Embracing our Reformed tradition through Word and Sacrament

#### **Proclamation**

Listening for and sharing the Good News of Jesus Christ

#### **Stewardship**

Giving, working and living faithfully and responsibly

#### **Nurture**

Supporting and caring for each other

**Trust**

Communicating with integrity

**Openness**

Expecting to be transformed by the God of Justice and Love

**Partnership**

Living in community with the Presbyterian Church (USA) and people of the world

**Vision**

Serving with joy, living in hope, hearing and responding to diverse voices and obeying God's will

**2005 – 2006 Mission Work Plan Priority Goals**

We are called to forge a vital partnership with one another, marked by mutual respect, openness, and daily repentance and forgiveness.

**Evangelism and Witness**

We are called to invite all people to faith, repentance, and the abundant life of God in Jesus Christ, to encourage congregations in joyfully sharing the Gospel, and through the power of the Holy Spirit to grow in membership and discipleship.

**Justice and Compassion**

We are called to address wrongs in every aspect of life and the whole of creation, intentionally working with and on behalf of poor, oppressed, and disadvantaged people as did Jesus Christ, even at risk to our corporate and personal lives.

**Spirituality and Discipleship**

We are called to deeper discipleship through scripture, worship, prayer, study, stewardship and service, and to rely on the Holy Spirit to mold our lives more and more into the likeness of Jesus Christ.

**Leadership and Vocation**

We are called to lead by Jesus Christ's example, to identify spiritual gifts, and to equip and support Christians of all ages for faithful and effective servant leadership in all parts of the body of Christ.

**GAC Role/Identity *(to be retitled)***

We are called to address opportunities and concerns which clarify the role and responsibilities of the GAC in the life of the PC (USA).

## **2005 – 2006 Mission Work Plan Objectives (under each goal, in priority order)**

We are called to forge a vital partnership with one another, marked by mutual respect, openness, and daily repentance and forgiveness.

### **Evangelism and Witness (goal)**

We are called to invite all people to faith, repentance, and the abundant life of God in Jesus Christ, to encourage congregations in joyfully sharing the Gospel, and through the power of the Holy Spirit to grow in membership and discipleship.

*By the 217<sup>th</sup> General Assembly the General Assembly Council will seek to achieve these objectives:*

1. Provide resources, models and networks for church development and congregational transformation.
2. Encourage and support new church development that emphasizes racial-ethnic and new immigrant groups, through program support and special efforts like the Mission Initiative: Joining Hearts and Hands Campaign.
3. Engage in witness and evangelism internationally where there is a need to share the gospel for the first time, where witness to the gospel is endangered, and where the church is dealing with dynamic growth.
4. Create a Presbyterian Church (USA) awareness campaign to make the PC(USA) more visible and attractive to youth, young adults, and racial-ethnic persons.
5. Support and facilitate networks in small church and rural ministries.
6. Raise awareness of camps and conference centers as contexts for evangelism.

### ***Justice and Compassion (goal)***

We are called to address wrongs in every aspect of life and the whole of creation, intentionally working with and on behalf of poor, oppressed, and disadvantaged people as did Jesus Christ, even at risk to our corporate and personal lives.

*By the 217<sup>th</sup> General Assembly the General Assembly Council will seek to achieve these objectives:*

1. Respond to poverty, disasters and the impact of economic globalization through compassionate ministries, community health initiatives and support for the self-help efforts of people who live in poverty.

2. Advocate for social, environmental and economic justice in accordance with GA policy and direction and assist other governing bodies in advocacy efforts.
3. Advocate for peace and nonviolence in accord with GA policy and direction, and aid other governing bodies in peacemaking efforts.

***Spirituality and Discipleship (goal)***

We are called to deeper discipleship through scripture, worship, prayer, study, stewardship and service, and to rely on the Holy Spirit to mold our lives more and more into the likeness of Jesus Christ.

*By the 217<sup>th</sup> General Assembly the General Assembly Council will seek to achieve these objectives:*

1. Create and provide to the church educational resources and service opportunities for people of all ages that undergird our work together.
2. Promote experiences of the worldwide church that opens us to God's transforming love for more faithful lives of witness and mission.
3. Recognize, celebrate and practice different styles of corporate and individual Christian spirituality within the Reformed tradition.
4. Provide stewardship resources, models and training to encourage a spirit of generosity.

***Leadership and Vocation (goal)***

We are called to lead by Jesus Christ's example, to identify spiritual gifts, and to equip and support people for faithful and effective servant leadership in all parts of the body of Christ.

*By the 217<sup>th</sup> General Assembly the General Assembly Council will seek to achieve these objectives:*

1. Provide and promote resources for leadership development of Ministers of Word and Sacrament, church officers, commissioned lay pastors, and church educators.
2. Develop, nurture and empower leaders for mission in international partner churches, especially those that are emerging or that are experiencing dynamic growth.
3. Provide support for congregations and governing bodies in the identification and placement of pastoral leadership and other church staff.
4. Encourage Christian vocation, especially among young people.

5. Develop and maintain an Internet clearinghouse for best practices and shared ministries.
6. Collaborate with other General Assembly entities in providing assistance to congregations and governing bodies finding it difficult to call (obtain) pastoral leadership.
7. Engage with seminaries in a two-year period of discernment and discussion about strengthening the relationship between the GAC and the PC(USA) seminaries.

### ***GAC Role/Identity (goal)***

We are called to address opportunities and concerns which clarify the role and responsibilities of the GAC in the life of the PC(USA).

*By the 217<sup>th</sup> General Assembly the General Assembly Council will seek to achieve these objectives:*

1. Develop and initiate a communication strategy for the positive presentation of the mission and ministries of the PC(USA).
2. Develop and propose a conceptual framework for a new mission funding system for the PC(USA).
3. Evaluate, develop and propose a structure of the GAC (elected and national staff) that will strengthen connectedness with presbyteries and synods.
4. Evaluate and assess the '05-'06 Mission Work Plan, revise it as needed for the '07-'08 plan, and plan and initiate a long-range planning process for the GAC.

**2005 – 2006 Mission Work Plan Action Steps** ( to be developed after the 216<sup>th</sup> General Assembly)

### **Definitions**

Role/Purpose Statement: the role and purpose statement defines the purpose of the General Assembly Council, its responsibilities, and the role it plays in the life of the Presbyterian Church (USA)

Vision Statement: a vision statement describes the organization and its impact in the future. A vision is guided by dreams, not constraints—it is what an organization hopes will happen.

Mission Statement: a mission statement is the expression of the need the organization meets, and a brief summary of what the organization does to meet that need.

Core Values: the core values define the essential and enduring character of a particular organization. Core values are the glue that hold an organization together. They are principles, not practices—beliefs, not ministries—and they are few in number.

Goals: goals state in broad terms the principal program, development, administrative or other major accomplishments the organization hopes to achieve to realize its vision and fulfill its mission.

Objectives: objectives carry out the goals and provide more details, answering the “who will do what by when.” Objectives should be SMART: specific, measurable, attainable, results-oriented, time-determined.

Action Steps: action steps outline the exact activities necessary to achieve the goal and objectives by answering what, who, how, when, and the resources needed.

Mission: God's saving and reconciling work in the world for which the church is called into being.

Ministries: Modes of presence, service or work that provide nurture, care and worship in the name of Christ.

Programs: Named sets of activities and resources designed to further stated goals and objectives authorized by the General Assembly

Restricted funds: restricted funds that are to be used for specific purposes and programs, generally at the direction and wish of the donor

Unrestricted funds: unrestricted funds do not have restrictions on their use and are given to support the mission of the whole church.