

Final Report Special Group on Presbytery Financial Issues  
To the General Council, CASS and Board of Trustees

Introduction

The Special Group on Presbytery Financial Issues has been meeting regularly for the past three months. We have explored virtually every aspect of the financial issues affecting Presbytery. The Group has given special attention to the four large churches in Manhattan that have written letters or made known their concerns about the Presbytery finances and the dysfunctional nature of the body. The Group, along with the Moderator and the Chair of General Council, have visited three churches.

At the recent meeting of Presbytery during the discussion of the revised 2010 Budget, the following motion was passed:

“That Presbytery charge the Council on Administrative and Support Services with the responsibility to consult and bring back recommendations for personnel costs, endowment drawdown, and per capita apportionment.”

This motion includes much of what the Special Group has been discussing during its existence. However, in the absence of any report on the work of the Special Group, the Presbytery expressed a desire to move ahead.

It is now time for the Special Group to conclude its work, and to hand the results of its effort over to General Council, CASS and the Board of Trustees.

The Special Group proposes these recommendations on the following subjects/issues and that they be stated in such a manner as to support the charge to CASS by the vote of Presbytery:

1. Structure of Presbytery. From a financial standpoint it is essential that the structure of Presbytery be changed to a thinner, more volunteer oriented structure. This would mean fewer entities, fewer meetings and the combining of some functions, (e.g. combining CPM and CPLM, CASS and Board of Trustees).

**Recommendation:** That General Council be charged with the responsibility of providing oversight to a restructuring of Presbytery.

2. Staff: Pending a downsizing of Presbytery structure, the staff should be reduced not to exceed the lesser of X% or \$\_\_\_\_\_ of the revenue.

**Recommendation:** That CASS propose a percentage cap on the budgeted amount for personnel costs that can become the guideline for the staffing rationale for the Presbytery,

3. **Apportionment and Budget Changes:** It has become clear to many that the present way in which the Presbytery has sought to fund its work is not effective. There is considerable dissatisfaction with the system of apportionment. The number of churches that have consistently failed to pay their apportionment and the recent action of several Manhattan churches are indications that the system must be revised or replaced.

**Recommendation:** That CASS immediately initiates a series of hearings on how the Presbytery ministry and mission should be funded. The purpose of these hearings is to discern information for the purposes of revising or replacing the present form of apportionment.

**Recommendation:** Any proposed change with financial implications not reflected in the current budget must be referred to CASS for consideration as part of a revised budget.

4. **New Funding:** In addition to reducing the projected expenditures to be more in line with a realistic expectation of revenue, it is important

that new sources of revenue be explored.

**Recommendation:** See attachment 1, NY Presbytery Fundraising Proposal

5. **Volunteers:** With a change in structure and a reduction of staffing the Presbytery will need to develop a new program on the use of volunteers.

**Recommendation:** See attachment 2, Volunteer Service, Presbytery of NYC

**Attachment 1**  
**NYC Presbytery Fundraising Proposal by the Special Group on Presbytery**  
**Financial Issues (4/7/10)**

**GOAL ONE**

**TO IDENTIFY NO LESS THAN TWO THOUSAND “FRIENDS OF THE NYC PRESBYTERY” WHO WILL DONATE A MIMIMUM OF \$250 ANNUALLY (\$250 times 2,000 equals a minimum of \$500,000 annually)**

- Step 1 Form a team of selected persons of the NYC Presbytery with goal of identifying a minimum of two hundred (“200”) of the most connected, dedicated, influential, committed, or respected members of the NYC Presbytery (E.g. ministers, candidates, elders, commissioners, session members, committeepersons, etc).
- Step 2 Hold meeting of the “200” persons identified re fundraising goal of reducing deficit and establishing a consistent source of financial stability for the Presbytery.
- Step 3 Obtain pledges from each of the “200” to donate a minimum of \$250 annually to NYC Presbytery (\$250 x 200 equals minimum of \$50,000 annually).
- Step 4 Organize the “200” into some logical (i.e. geographical) grouping of twenty committees of ten persons each.
- Step 5 Task each person on each committee to obtain a commitment from a minimum of ten dedicated and committed persons to donate \$250 annually (\$250 times 10 times 20 equals a minimum of \$500,000 annually).
- Step 6 Establish “Friends of NYC Presbytery Link” on NYC Presbytery website and list perpetually for each year, alphabetically the names of contributing Friends of NYC Presbytery Link and their annual contributions.

**GOAL TWO**

**TO ESTABLISH AN ANNUAL CONNECTIONAL FUNDRAISER (GALA) FOR NYC PRESBYTERY.**

1. Attain annual participation of approximately One Thousand (1,000) Friends of NYC Presbytery (Gross Revenue: 1000 x \$100 per seat= \$100,000);

2. Also invite Friends of NYC Presbytery from outside NYC Presbytery or other denominations (ecumenical outreach possibility);
3. Publish Gala brochure with ads (from vendors, Friends of NYC Presbytery, etc).
4. Solicit Gala sponsors who may find exposure to captive market attractive;
5. Market as alternative connectional venue for Presbytery bonding/healing;
6. Hold in Spring or Fall (April-May or September–October).

**Attachment 2 - SGPFI**  
**VOLUNTEER SERVICE**  
**- PRESBYTERY OF NEW YORK CITY (3/17/10)**

The Presbytery of New York City welcomes volunteer service for its varied missions. Volunteer services will be utilized to help expedite the work of the Presbytery. It is important that individuals who agree to volunteer time and talents to the Presbytery's programs be well informed as to its mission, policies, program goals and procedures. Effective volunteer service will necessitate the structure of a management program to recruit, screen, train, supervise and retain a good pool of volunteers for work in assigned program areas.

**Recruitment:**

- Establish a firm policy for the recruitment of volunteers;
- Create a meaningful message for recruiting volunteers;
- Weigh the cost and benefits of volunteer service in specific positions;
- Provide a written application for volunteer service.

**Screening:**

- Provide for a good match between the volunteer and the job to be performed;
- Interview applicants for volunteer service;
- Provide a description for the work to be performed
- Avoid risk and liability to the Presbytery.

**Training:**

- Give a warm welcome to the Presbytery/Office;
- Provide clear instructions for each task to be done;
- Establish an orientation program to educate volunteers concerning the organization's structure and programs;
- Inform volunteers about the chain of command;
- Provide opportunities for volunteers to observe successes and accomplishments;
- Establish a support network for volunteers.

**Supervision:**

- Use a flexible management approach;
- Integrate volunteers into the organization
- Schedule periodic meetings with volunteers concerning work, reporting and recordkeeping;
- Allot time for small group discussions between volunteers and staff, and opportunities for educational sessions.

**Retention:**

- Develop “Thank You” letters;
- Offer “Certificates of Appreciation”, where appropriate;
- Establish a continuing education and training program.

**Management:**

A volunteer will be recruited to assume responsibility for ensuring that the Volunteer Service Program is established and effectively executed as a viable program within the Presbytery. The essential components of recruitment, screening, training, supervision and retention will be carefully organized and maintained, in coordination with the leadership within the Presbytery.

Specifically, the coordinator will be expected to:

- 1) chart special needs for volunteer service;
- 2) encourage and recruit individuals to participate in the work of the Presbytery;
- 3) keep a record of expressed interests, service hours and areas of service;
- 4) schedule training/group sessions, as needed;
- 5) serve as a resource for the Presbytery.

**A well-staffed and informed pool of volunteers is needed as a substantive way to continue the fulfillment of mission programs and to relieve some of the financial burdens of the Presbytery in assuring that mission is carried out effectively.**