Central Florida Presbytery

Strategic Planning Report

2025 – 2030

Proposal to June 5, 2025

Spring Presbytery Meeting

Team Members

Ralphetta Aker McClary, Ruling Elder, Chair
Nancy Graham Ogne, Teaching Elder
Guy Neff, Ruling Elder
Danny Demoraes, Teaching Elder
David Larry Kim, Teaching Elder
Cas Waddell, Ruling Elder
Brenda Loyal, Teaching Elder
Mike Foley, Teaching Elder
Carmelo Mercado, Teaching Elder
Hoover Haney, Interim Executive Presbyter
Olivia Haney, Interim Executive Presbyter

www.centralfloridapresbytery.org

Vision & Mission

Vision: Centered in Christ
Mission: To Connect, Equip, and Support its members and faith communities to serve Christ and one another.

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1. Transactional Initiatives

1.1 Presbytery Manual Updates

- Four committees added:
  • Church Development
  • Leadership Development
  • Mission Development
  • Anti-Racism

1.2 Legal Counsel Engagement

- Four law firms interviewed:
  • Carlton Fields
  • Shuffield Lowman (**Selected**)
  • Ruda Hirschfield Papera & Hoffman
  • Woods & Woods, PA
- Motion to proceed with letter of intent for engagement to Shuffield Lowman passed by requisite majority.

1.3 Presbytery Office Lease

- Proposal under discussion to reduce leased office space and lower monthly rent, potentially in exchange for a lease-term extension.
- If landlord declines to offer a smaller footprint, remain obligated to current lease (through February 2027).
- Team exploring short-term partnerships with local churches to sublease office space (supporting member congregations).
- Office space being cleared to allow relocation of historical records (moved to Historical Society in Philadelphia).

1.4 Resource Center Restructuring

- The Council held a call meeting on Wednesday, May 28, 2025, and approved that the Presbytery not renew the current contract with Book Systems Inc, the cloud-based company that has overseen our circulation catalog since 2002. This contract was up for renewal by June 30, 2025, $500.00/annually.

- **Book Giveaways:** See Schedule below. Appendix D
- **Relocation:** Seek a member church location for a scaled-down physical Resource Center.

- **Digital Shift:** Increase online presence; create a fully digital library of resources (eliminate bulky hard copies over time).

2. Transformational Initiatives

2.1 Presbytery Organizational Structure (2025 – 2030)

Overall Framework
The new structure reorganizes committees and ministries under three broad "Mission Keywords":

1. Connect (Shepherding & Accountability)
2. Equip (Training & Equipping Leaders)
3. Support (Planning & Staff Resources)

Below is a textual rendition of the organizational chart. Each column heading (bold) represents one of these three pillars; the bullet items are committees or functions aligned under that pillar.

Connect (Shepherding & Accountability)	**Equip** (Training & Equipping Leaders)	**Support** (Planning & Staff Resources)
• Committee on Ministry (COM) • Committee on Preparation for Ministry (CPM) • Anti-Racism Committee (possible rename: Justice & Mercy) • Session Records • Sexual Misconduct Prevention • Presbyterian Women • Student Ministries	• Evangelism • Innovative Ministry / Transformation / Church Renewal • Educational Leadership • Mission • Stewardship & Generosity • Resource Services	• Human Relations (formerly Operations & Personnel) • Property / Contract Review • Finance (Budget Endowments) • Nominations • Communications • Grants • Representation

Note on Permanent Judicial Committee: PJC will sit outside the purview of the Mission Keywords per Book of Order delineation of duties.

Note on Committees Under "Connect":

- COM (Committee on Ministry) handles pastoral care, pastoral transitions, and pastoral oversight.
- CPM (Committee on Preparation for Ministry) shepherds ordinands through the ordination process.
- PJC (Permanent Judicial Commission) adjudicates disciplinary cases.
- Session Records reviews congregational session minutes.
- Anti-Racism Committee focuses on equity, justice, and anti-racism training.

- Presbyterian Women and Student Ministries are accounted for here given their focus on connecting people to ministries and mission partnerships.

Note on Committees Under "Equip":

- Evangelism and Innovative Ministry (Transformation/Church Renewal) train leaders to engage new forms of ministry.
- Educational Leadership plans and oversees training events, conferences, and retreats.
- Mission and Stewardship & Generosity (Legacy) promote service-oriented engagement and faithful stewardship.
- Resource Services refers to digital and physical resources that equip pastors, elders, and lay leaders.

Note on Committees Under "Support":

- Human Relations (formerly Operations & Personnel) provides HR guidance, salary reviews, and staff support.
- Property / Contract Review advises on facility and contractual issues (leases, ownership, insurance).
- Finance (Budget & Endowments) oversees all financial operations, budgeting, and oversight of endowments.
- Nominations handles the election of officers, committee memberships, and ministry volunteers.
- Communications directs newsletters, website, branding, translation, and public relations.
- Grants sources external funding for ministry initiatives.
- Representation ensures Ruling Elders and Teaching Elders serving on external boards or councils are connected.

2.1.1 Regional Ministry Clusters

- **Six geographical clusters** comprised of Teaching & Ruling Elders (and designated lay members) from congregations in each region.
- Each cluster elects 1 convenor who holds a seat on the Presbytery Council (one-year term).
- **Meeting Flow (Hybrid):**
    1. Each cluster meets regionally (in person or virtually) to discuss local concerns and ministry priorities.
    2. Clusters convene together in a Presbytery-wide hybrid assembly (all participants join via Zoom or in the Presbytery office).

2.1.2 Presbytery Council Modification (Effective 2026)

- **Current Council:** 15 voting members
- **Proposed Council (2026 onward):** 12 voting members:
    - Chair of Council (Voting)
    - Moderator (Voting Chair by rotation)
    - Vice Moderator (Non-voting)

- COM Chair (Voting)
- Three Chairs of Division Ministries/Committees (3-year terms) – Voting
- Six Cluster Conveners (1-year terms) – Voting

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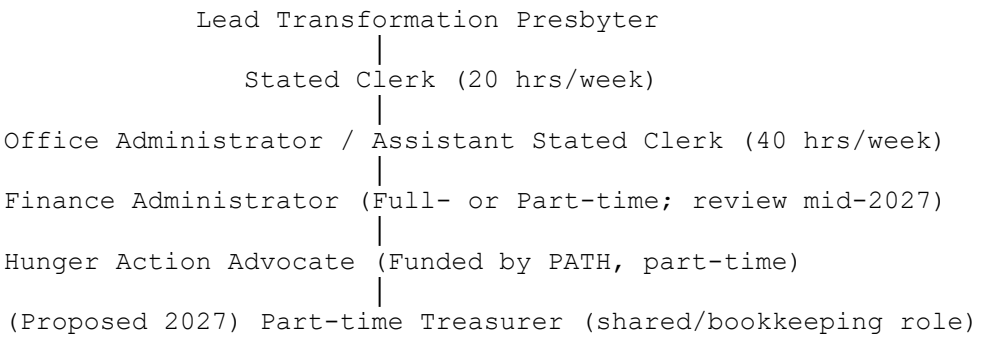
3. Personnel Recommendations (2026 – 2027)

Overview

Based on reviewed duties and anticipated ministry needs, the Strategic Planning Team proposes the following staff structure beginning August 1, 2025 (with formal Council vote in July 2025 for adjustments affecting the 2025 budget).

3.1 Proposed Staffing Chart (Post–August 1, 2025)



- **FTE Reduction**: Current staffing = 4.25 FTE; Proposed = 3.25 FTE (net reduction of 1 FTE).
- **Search Timeline**:
  - **Lead Transformation Presbyter:** Search team convened immediately; candidate (ordained Teaching or Ruling Elder in PC(USA)) to begin work August 1, 2025.
  - **Office Administrator / Assistant Stated Clerk:** Title and duties finalized July 2025; incumbent's role expanded.
  - **Treasurer (Part-time) & Bookkeeper (shared):** Proposed for 2027, to reduce burden on Finance Administrator.

3.2 Full Job Descriptions

3.2.1 Lead Transformation Presbyter

Position Title: Lead Transformation Presbyter
Employment Status: Full-time
Reports to: Presbytery Council
Effective Date: August 1, 2025 (search begins immediately)
Qualifications:

- Ordained Teaching Elder or Ruling Elder in PC(USA) in good standing.
- Minimum five years of presbytery or large-church leadership experience preferred.
- Demonstrated track record of strategic planning, change management, and leadership development.
- Familiarity with PC(USA) polity, Book of Order, Presbyterian tradition.

Primary Responsibilities:

1. **Strategic Leadership & Implementation**
    - Cast vision and guide implementation of 2025 – 2030 Strategic Plan.
    - Develop and monitor strategic milestones, timelines, and evaluation metrics.
    - Engage Council, Ministry Chairs, and Cluster Conveners in alignment with mission keywords: Connect, Equip, Support.
2. **Cluster & Congregational Support**
    - Serve as primary liaison to regional ministry clusters; attend cluster gatherings (in person or virtually) at least quarterly.
    - Provide resources, training materials, and coaching to cluster conveners, pastors, and lay leaders.
    - Facilitate conflict resolution and pastoral support for congregational leadership teams.
3. **Leadership Development & Equipping**
    - Oversight for pastoral care and support
    - Oversee design and execution of leadership retreats, continuing education events, and online training modules.
    - Collaborate with Educational Leadership Committee to curate curricula for clergy and lay leader training.
    - Serve as a resource to the Anti-Racism Committee, Mission Committee, and Evangelism/Innovation ministries to integrate equity and renewal practices.
4. **Denominational & Ecumenical Partnerships**
    - Represent Central Florida Presbytery at Synod and General Assembly committees.
    - Cultivate relationships with ecumenical partners (e.g., local Lutheran, Anglican, United Methodist bodies).
    - Seek grant opportunities and collaborative projects with other presbyteries in the Synod of the Sun.
5. **Administration & Oversight**
    - Manage the Presbytery's Transformational Budget line (including retreats, programming, and cluster support funds).
    - Supervise Office Administrator / Assistant Stated Clerk, ensuring efficient workflow and communication streams.

- Provide quarterly reports to the Council on progress toward strategic initiatives, budget consumption, and ministry impact.

6. **Call Team Oversight**
    - Create and chair a Call Team for Transition Ministry (interim ministers, pastoral changes) as needed.
    - Administer up to $7,500 (2026 budget line) for specialized searches, candidate travel, and interview logistics.

3.2.2 Stated Clerk

Position Title: Stated Clerk
Employment Status: Part-time (20 hours/week)
Reports to: Presbytery Council
Effective Date: Immediate (no change to role or hours)
Qualifications:

- Ordained Teaching Elder or Ruling Elder in PC(USA) with solid grasp of Book of Order, polity, and parliamentary procedure.
- At least 3 years of experience in ecclesiastical recordkeeping or presbytery/assembly administration.

Primary Responsibilities:

1. **Ecclesiastical Recordkeeping**
    - Maintain and preserve minutes of Presbytery Council, committees, and General Assemblies.
    - Oversee record retention and archival procedures in compliance with PC(USA) guidelines.
    - Serve as custodian of Session Records (reviewing congregational minutes and ensuring compliance).
2. **Polity & Judicial Oversight**
    - Advise Council, committees, and congregations on polity questions, Book of Order interpretations, and constitutional matters.
    - Chair judicial commissions (PJC) as needed; provide guidance on ecclesiastical trials, appeals, and mediation.
    - Serve as parliamentarian at Presbytery Council and Presbytery-wide meetings.
3. **Correspondence & Communication**
    - Coordinate official communications to PC(USA) Office of the General Assembly.
    - Facilitate credentials, transfers, and ordinations documentation.
    - Liaise with Synod of the Sun’s legal counsel for judicial or constitutional consultations.

3.2.3 Office Administrator / Assistant Stated Clerk

Position Title: Office Administrator / Assistant Stated Clerk
Employment Status: Full-time (40 hours/week)

Reports to: Lead Transformation Presbyter & Stated Clerk
Effective Date: August 1, 2025 (title change and job profile expanded)
Qualifications:

- Minimum two years' experience in church office administration or nonprofit office coordination.
- Excellent organizational, communication, and customer service skills.
- Proficiency with Microsoft Office Suite, Google Workspace, and church-management software.

Primary Responsibilities:

1. **Administrative Support**
    - Manage general office operations, including reception, phone coverage, email triage, and mail distribution.
    - Maintain Presbytery calendar: schedule Council meetings, committee gatherings, and cluster sessions.
    - Coordinate logistical details (room reservations, equipment setup, catering) for all in-person events.
2. **Clerical Assistance to Stated Clerk**
    - Prepare and distribute Council/Presbytery meeting packets, agendas, and minutes.
    - Maintain congregational roll, officer rosters, and track changes in membership status.
    - Assist with draft communications—newsletters, email blasts, website updates—for from the Stated Clerk's office.
3. **Financial & Property Administration (Secondary)**
    - Collaborate with Finance Administrator on invoice processing, deposit preparation, and tracking petty cash.
    - Monitor lease inquiries and work with property subcommittee to coordinate office space modifications.
    - Ensure insurance certificates and practitioner licenses for Presbytery staff are current.
4. **Communications Liaison**
    - Funnel all official communications (press releases, newsletters, social media posts) through this role.
    - Oversee website content updates (coordinate with Synod of the Sun's contracted communication services).
    - Coordinate translation requests for non-English materials (Spanish, Haitian Creole) via Synod of the Sun's network.
5. **Benefits & HR Coordination**
    - Administer benefits enrollment and payroll documentation for full-time and part-time staff.
    - Maintain personnel files (I-9, W-4, certifications) and track performance reviews or policy acknowledgments.
    - Liaise with HR consultant (if needed) and manage routine HR compliance tasks.

Compensation & Benefits:

- **Hourly Rate:** $25 per hour (up from $19.62/hr)
- **Benefits:** Full-time benefits package (health insurance, pension contribution, paid time off) effective August 1, 2025.

3.2.4 Finance Administrator

Position Title: Finance Administrator
Employment Status: (unchanged from 2025; likely full-time unless otherwise determined)
Reports to: Lead Transformation Presbyter & Finance Committee Chair
Effective Date: Immediate (role unchanged; next review mid-2027)
Qualifications:

- Bachelor's degree in Accounting, Finance, or related field (preferred).
- Minimum three years' experience in bookkeeping/accounts-payable/receivable for nonprofit or church context.
- Strong working knowledge of QuickBooks (or equivalent accounting software), Excel, and fund accounting principles.

Primary Responsibilities:

1. **Daily Financial Operations**
    - Process accounts payable: verify invoices, code to correct fund/department, issue payments.
    - Process accounts receivable: record contributions, grants, and other incoming funds; follow up on outstanding pledges.
    - Reconcile bank statements monthly; manage petty cash and credit card reconciliations.
2. **Reporting & Budgeting**
    - Prepare monthly financial reports for Finance Committee and quarterly reports for Presbytery Council.
    - Track budget versus actual performance; highlight variances and collaborate with ministry chairs to adjust as needed.
    - Assist with drafting the Presbytery's annual budget (2026 cycle) based on 20% reduction parameters and new line items.
3. **Fund/Endowment Management**
    - Monitor distribution schedules for endowed funds; ensure compliance with donor restrictions.
    - Prepare quarterly account statements for investment committee review.
    - Coordinate with external auditor for annual audit (estimated 2027 if new part-time Treasurer is brought on board).
4. **Compliance & Administration**
    - File Form 990 (or equivalent nonprofit tax return) in cooperation with external CPA.
    - Ensure timely remittance of per-capita payments to Synod of the Sun and PC(USA) General Assembly.
    - Maintain accurate records of insurance premiums and property tax-exempt documentation.

3.2.5 Hunger Action Advocate

Position Title: Hunger Action Advocate
Employment Status: Part-time (funded by PATH)
Reports to: Lead Transformation Presbyter & Mission Committee Chair

Effective Date: Immediate (role unchanged)
Qualifications:

- Strong background in community organizing, food security, or hunger relief ministries.
- Familiarity with local food banks, pantries, and statewide hunger initiatives.
- Excellent communication and advocacy skills—comfortable in public speaking, training, and coalition building.

Primary Responsibilities:

1. **Congregational Support & Education**
    - Assist congregations with hunger awareness programming (e.g., Hunger Sunday, educational forums).
    - Provide curricula, sermon outlines, and resource packets to pastors and small groups.
    - Conduct training sessions (workshops, webinars) on food justice, sustainable agriculture, and SNAP benefits.
2. **Partnership & Coordination**
    - Serve as liaison to PATH (Presbyterian Hunger Action) and regional Hunger Network.
    - Convene quarterly gatherings of hunger ministry coordinators from various congregations.
    - Identify grant opportunities and matching funds for food-related outreach.
3. **Advocacy & Public Policy**
    - Mobilize congregational letter-writing campaigns to state legislators on food security issues.
    - Monitor state and federal policy changes affecting SNAP, WIC, and school lunch programs.
    - Represent Presbytery at statewide hunger advocacy coalitions.
4. **Program Evaluation & Reporting**
    - Track metrics (meals provided, volunteers engaged, funds raised) for annual reporting.
    - Share success stories and best practices with Presbytery Council and mid councils.
    - Submit quarterly impact reports to PATH (as part of funding requirements).

3.2.6 Treasurer (Proposed 2027)

Position Title: Part-time Treasurer (anticipated start January 2027)
Employment Status: Part-time (approximately 10 – 15 hours/week)
Reports to: Finance Committee Chair
Effective Date: January 1, 2027 (subject to Council approval)
Qualifications:

- CPA, Certified Church Administrator, or equivalent financial certification preferred.
- Minimum five years of financial management experience in a nonprofit or church setting.
- Deep understanding of fund accounting, internal controls, and audit processes.

Primary Responsibilities:

1. **Financial Oversight & Governance**

- Oversee monthly and quarterly financial statements prepared by Finance Administrator.
- Serve as the primary contact for external audit, working with auditors to provide documentation.
- Chair Finance Committee meetings (if separate from Finance Administrator) and present financial oversight reports to Council.

2. **Policy & Procedure Development**
   - Develop/update financial policies (credit card usage, check-writing, dual-signatures, reimbursement procedures).
   - Establish and monitor internal controls for cash handling, fundraising events, and restricted funds.
   - Coordinate with Investment Committee on endowment management policies.
3. **Consultation & Training**
   - Provide training to Ministry Chairs on financial best practices (budget preparation, expense tracking).
   - Advise Council on large expenditures, capital campaigns, and major program investments.
   - Mentor and support the Finance Administrator to ensure continuity of institutional knowledge.

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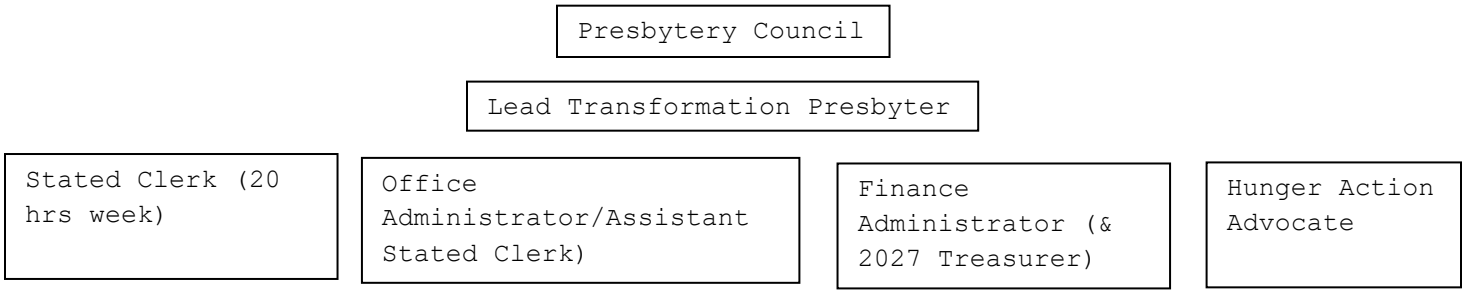
4. Ministry Organizational & Ministry Charts

4.1 Organization Chart (Textual Layout)

Below is a top-level "org chart" indicating lines of reporting from staff to Council. (Arrows denote "reports to.")



Presbytery Council is the governing body to which the Lead Transformation Presbyter reports directly.

- **Stated Clerk** and **Office Administrator/Assistant Stated Clerk** both report to the Lead Transformation Presbyter.
- **Finance Administrator** reports to the Lead Transformation Presbyter (and ultimately to Finance Committee for governance). In 2027, a Part-time Treasurer may share oversight, working closely with the Finance Administrator.
- **Hunger Action Advocate** (PATH funded) reports to the Lead Transformation Presbyter and collaborates with the Mission Committee.

4.2 Ministry Chart (Connect | Equip | Support)

Connect	Equip	Support
COM (Committee on Ministry)	**Evangelism**	**Human Relations**
CPM (Committee on Preparation for Ministry)	**Innovative Ministry / Church Renewal)	(formerly Operations & Personnel)
Session Records	**Educational Leadership**	**Property / Contract Review**
PJC (Permanent Judicial Commission)	**Mission**	**Finance** (Budget & Endowments)
Anti-Racism Committee (possible rename: Justice & Mercy)	**Stewardship & Generosity**	**Nominations**
	Resource Services	**Communications**
Presbyterian Women		**Grants**
Student Ministries		**Representation**

- The first column ("Connect") houses all committees responsible for pastoral care, accountability, justice, and support of congregational leadership.
- The second column ("Equip") hosts ministries that train, renew, or resource leaders and congregations for effective ministry and outreach.
- The third column ("Support") covers administrative and operational functions crucial to the Presbytery's planning, staffing, financial health, and communication.

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5. Budget Modification Recommendations (2025 – 2026)

5.1 Overview

To achieve an overall **20% reduction in the 2026 Presbytery budget**, the Strategic Planning Team recommends:

- **Each ministry area**—across Connect, Equip, and Support—reduce its 2026 budget by 20% relative to its 2025 appropriation.
- **Special needs** (capital repairs, emergency grants, etc.) may be considered via **case-by-case** Council approval.

5.2 Staff Organizational Modifications (Effective August 1, 2025)

1. **Executive Presbyter → Lead Transformation Presbyter**
    - **Title Change**: Rename current Executive Presbyter position.
    - **Compensation**: TOC may increase up to 3% over Interim Executive compensation.
    - **2026 Budget Line**: $7,500 for the Call Team process (search, candidate travel, etc.).
2. **Associate Executive Presbyter**
    - **Not Replaced**: Upon incumbent's retirement in July 2025, do not refill this role.

3. **Office Administrator → Office Administrator / Assistant Stated Clerk**
    - **Hours**: Increase from 30 hrs/week to 40 hrs/week.
    - **Hourly Rate**: Raise from $19.62/hr to $25/hr (effective August 1, 2025).
    - **2025 Budget Adjustments**:
      • Reduce benefits tied to Associate Executive Presbyter line.
      • Increase full-time benefits allocation for Office Administrator.
    - **Projected Annual Cost Savings**: $45,000 (2026 projection).

5.3 Technology & Resource Library

1. **Cancel Book Systems Inc. Subscription**
    - **Contract Expires:** June 30, 2025; do not renew ($500/yr).
    - **2025 Cost:** $0 (remove line item).
    - **Eliminate from 2026 Budget**.
    - **Savings:** $500.
2. **Digital Resource Center Equipment**
    - **2025 Line Item:** $500 (reallocated from Book Systems savings).
    - **Purpose:** Purchase basic audio/video equipment (camera, microphone, lighting) to convert existing Resource Center space into a digital production studio.
    - **Goal:** Create online sermons, training modules, and lay leader webinars.

5.4 New Program Initiatives (2026)

1. **Ministry Retreats**
    - **Line Item (2026):** $5,000
    - **Use:** Fund two ministry-focused retreats (one for Connect ministries; one for Equip ministries).
    - **Offset Consideration:** Consider reducing number or length of general Presbytery meetings to offset this cost.
2. **Regional Cluster Leader Stipends**
    - **Line Item (2026):** $7,500 total
      • Six cluster conveners × $1,250 each/year
    - **Rationale:** Provide a modest stipend to incentivize regional conveners to organize quarterly meetings, outreach, and cluster-level pastoral support.
    - **Benchmark:** Sister Presbytery in St. Augustine allocates $35,000 for five cluster leaders (this is more than four times our proposed figure).

5.5 Financial Overview Tables

5.5.1 Projected Costs & Savings by Category

Category	2025 Impact	2026 Impact	Notes
Staff restructuring (net)	–	↓ $45,000	Eliminate the Associate Presbyter role upon retirement of incumbent; reclass Office Administrator
Cancel Book Systems Inc. subscription	↓ $500	—	$500 saved in 2025; line removed entirely for 2026
Call Team (Lead Transformation search)	—	↑ $7,500	New line item for candidate interviews, travel, advertising
Digital Resource Equipment	↑ $500	—	One-time cost in 2025 (fully funded by Book Systems savings)
Ministry Retreat Programming	—	↑ $5,000	Two retreats funded in 2026
Cluster Leader Stipends	—	↑ $7,500	Six conveners × $1,250 stipend each in 2026

5.5.2 Net Budget Impact Summary

Type	Amount
Total Estimated Savings (2026)	$45,500
Total New Lines (2025/2026)	$20,500
Net Projected Savings	**$25,000**

- **Explanation:**
  1. $45,500 in savings comprises $45,000 from staff restructuring + $500 from subscription cancellation.
  2. $20,500 in new expenditures comprises $500 digital equipment (2025), $7,500 call team (2026), $5,000 retreats (2026), and $7,500 stipends (2026).
  3. Net result: $45,500 – $20,500 = $25,000 total projected savings across FY 2025–2026.

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6. Appendices

Appendix A: Full Job Descriptions

1. Lead Transformation Executive Presbyter (see § 3.2.1)
2. Stated Clerk (see § 3.2.2)
3. Office Administrator / Assistant Stated Clerk (see § 3.2.3)
4. Finance Administrator (see § 3.2.4)
5. Hunger Action Advocate (see § 3.2.5)
6. Treasurer (Proposed 2027; see § 3.2.6)

Appendix B: Ministry Organizational & Ministry Charts

1. Organization Chart (see § 4.1)
2. Ministry Chart ("Connect | Equip | Support"; see § 4.2)

Appendix C: Budget Modification Detail

1. Budget Reduction Target (see § 5.1)
2. Staff Organizational Modifications (see § 5.2)
3. Technology & Resource Library (see § 5.3)
4. New Program Initiatives (see § 5.4)
5. Projected Costs & Savings Tables (see § 5.5)

6. Appendix D: Resource Center Closing Process (See § 1.4)

The books in the Resource Center are free to take. Here is the schedule. We ask that people respect the weeks that are marked for certain groups; after those weeks, the center is open to all. If there are days outside of this schedule that the office will be open, it will be announced through The Connections and on Facebook.

As the Resource Center closes, there will be a plan to offer times of "resource swapping" that, as a church uses a Bible study or VBS materials, that church offers it to other churches for its use. This is in the beginning stages, and the Presbytery will be informed as it moves forward.

Resource Center Schedule
Candidates and Inquirers: June 10, 11,12, 9:00-4:30
June 17, 18, 9:00-4:30 (office is closed for Juneteenth)
June 24, 25, 26 9:00-4:30

Everyone else: Beginning on July 1, Tuesdays, Wednesdays, and Thursdays 9:00-4:30.