



Proposed New Church Governance Structure

In December 2008 the Church Council of Hollywood UMC approved the formation of a subcommittee called the Strategic Leadership Team, and asked the team to consider how God was calling our church to better reach out to our community, and what needed to be done to enable HUMC to answer that calling.

The culmination of our work as a committee is a new Church Governance Structure, which will be presented for approval to Church Council on November 6. This new structure is outlined on the following pages along with a description of the work we have done leading up to this proposed new structure.

The new structure is designed to enable our church to be fruitful in sharing the good news of God's inclusive love with our Mission Field (the 25,000 residents of the neighboring community who God has specially called and uniquely equipped HUMC to reach.) It has been the focus of our work – through study, prayer, and discussion -- for the past year.

We hope that you will find the following proposal informative.

As the adoption of this new structure will result in the dissolution of our committee, we take this opportunity to thank you for the chance to serve.

Your servants in Christ,
HUMC Leadership Team
Brian Bechel
Jane Crockett
Jeff Goodwin
Alicia Lara
April Moore
Anne Owen-Lara
Jay Sowell
Jennifer Zelazny
Mark Stephenson
Becky Stambaugh
Rev. Dave Stambaugh
Rev. Kathy Cooper-Ledesma

HUMC Vision Statement

“As a welcoming community of faith, we celebrate the diversity of all God's children, invite everyone to share God's love and grace, and offer a sanctuary of hope.”

Mission Statement of the United Methodist Church

“To make disciples of Jesus Christ for the transformation of the world”

Our Mission Field

Whose spiritual needs is HUMC uniquely equipped to meet?

“Young urban professionals and families with children who are mildly churched (have some experience with the church, but have been rejected, disappointed, or absent), and have progressive values.”

There are approximately 25,000 such individuals living within a 15-minute drive of HUMC who are currently without a church home.

➤ In summary, God has called and equipped HUMC to transform lives in our mission field. Everything we do, including how we structure the church, is to enable us to answer that calling.

Evolution of Our Strategic Plan

In 2008, with the blessing of our district, HUMC began a journey to define a long-term strategic plan that would better enable our mission and ministry

Timing	Key Milestone
Oct. 2008	<i>Cal-Pac Conference Board of Congregational Development sponsored “Church Growth Academy” workshop for churches of @200+ in size</i> <ul style="list-style-type: none"> ▣ <i>Attended by pastors and lay leadership</i>
Dec. 2008	Strategic Leadership Team created by HUMC Church Council
Jan. 2009	<i>Leadership Team Meetings Begin (monthly)</i> <ul style="list-style-type: none"> ▣ <i>Study of Adam Hamilton’s book “Leading Beyond the Walls: Developing Congregations With a Heart for the Unchurched”</i>
Apr. 2009	<i>1st LT workshop with Church Growth Coach, Rev. David Bridgman (Worship Planning, Giving, Membership, Mission)</i>
Aug. 2009	<i>Identified our Mission Field</i>
Aug. 2010	<i>2nd LT workshop with Church Growth Coach, Rev. David Bridgman (Governance Structure, Ministry, Goals)</i>
Jan. 2011	<i>Began focus on governance</i> <ul style="list-style-type: none"> ▣ <i>Study of John Kaiser’s book “Winning on Purpose: How to Organize Congregations to Succeed in Their Mission”</i>
Oct. 2011	<i>Proposal to refine governance structure</i>

- Among the initiatives that the Leadership Team has worked on are:
 - Staffing needs and structure, current and future
 - Enhanced training for staff and volunteers
 - More relevant worship, including move to sermon series, more blended music, and longer-term planning
 - Strategic parking plan to expand the limits of our lot
 - Increased communication, including weekly emails, Facebook, and better signage around the facility
 - Growth groups

Strengths and Challenges

The Leadership Team's study of our church identified both strengths and challenges

Strengths

- Great ideas for mission work
- Progressive, diverse congregation
- Energy and commitment of congregants

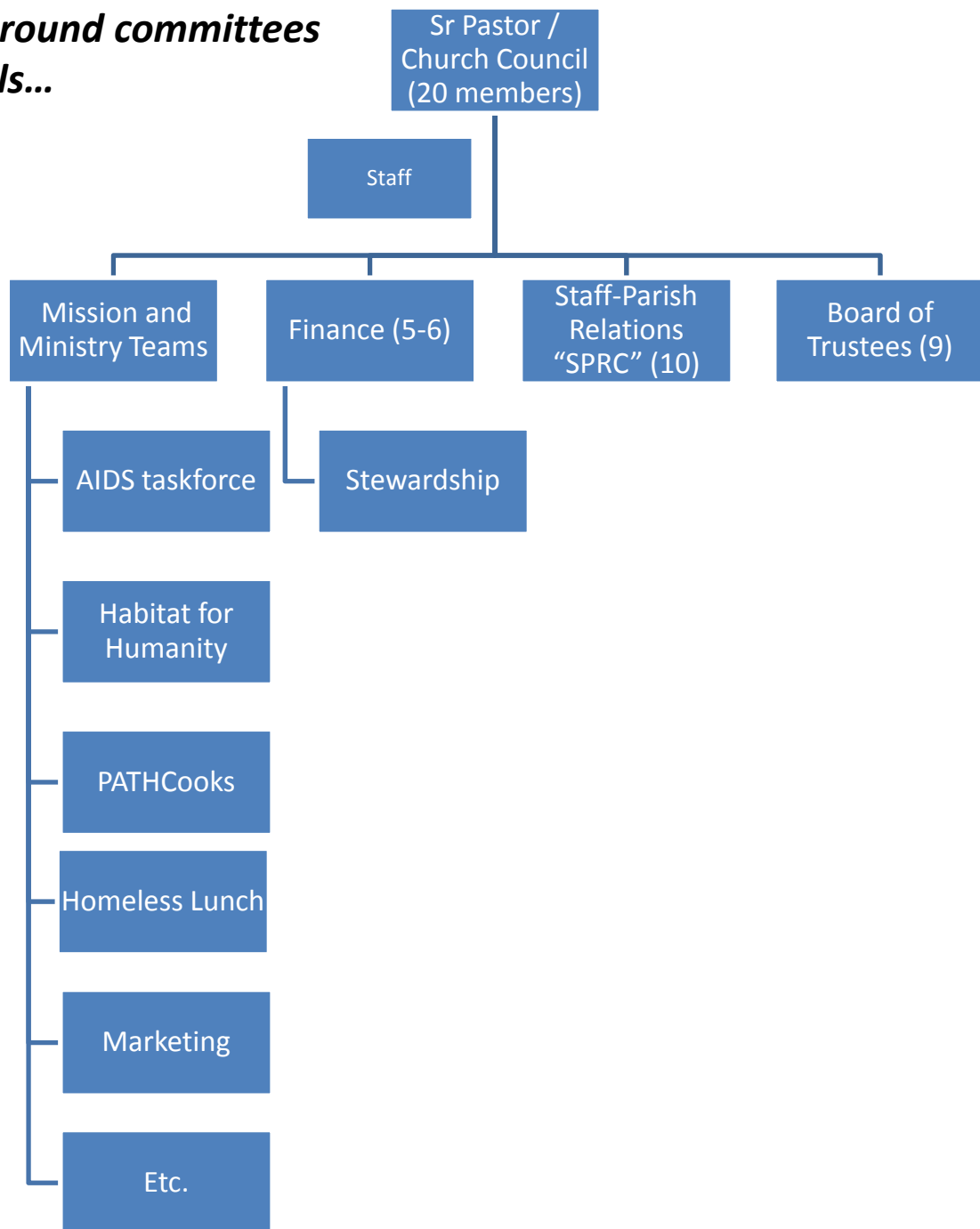
Challenges

- Lack of focused efforts to reach our mission field
- Lack of proactive planning
- Competing events and priorities, limited funds and resources
- Attrition on key committees and lack of integrated program management due to number of committees and meetings
- Effective communication of events, decisions, vision and opportunities

➤ Some of these challenges are inherent in our current governance structure, which is the traditional UMC structure and dates to the 19th century

Current Governance Structure

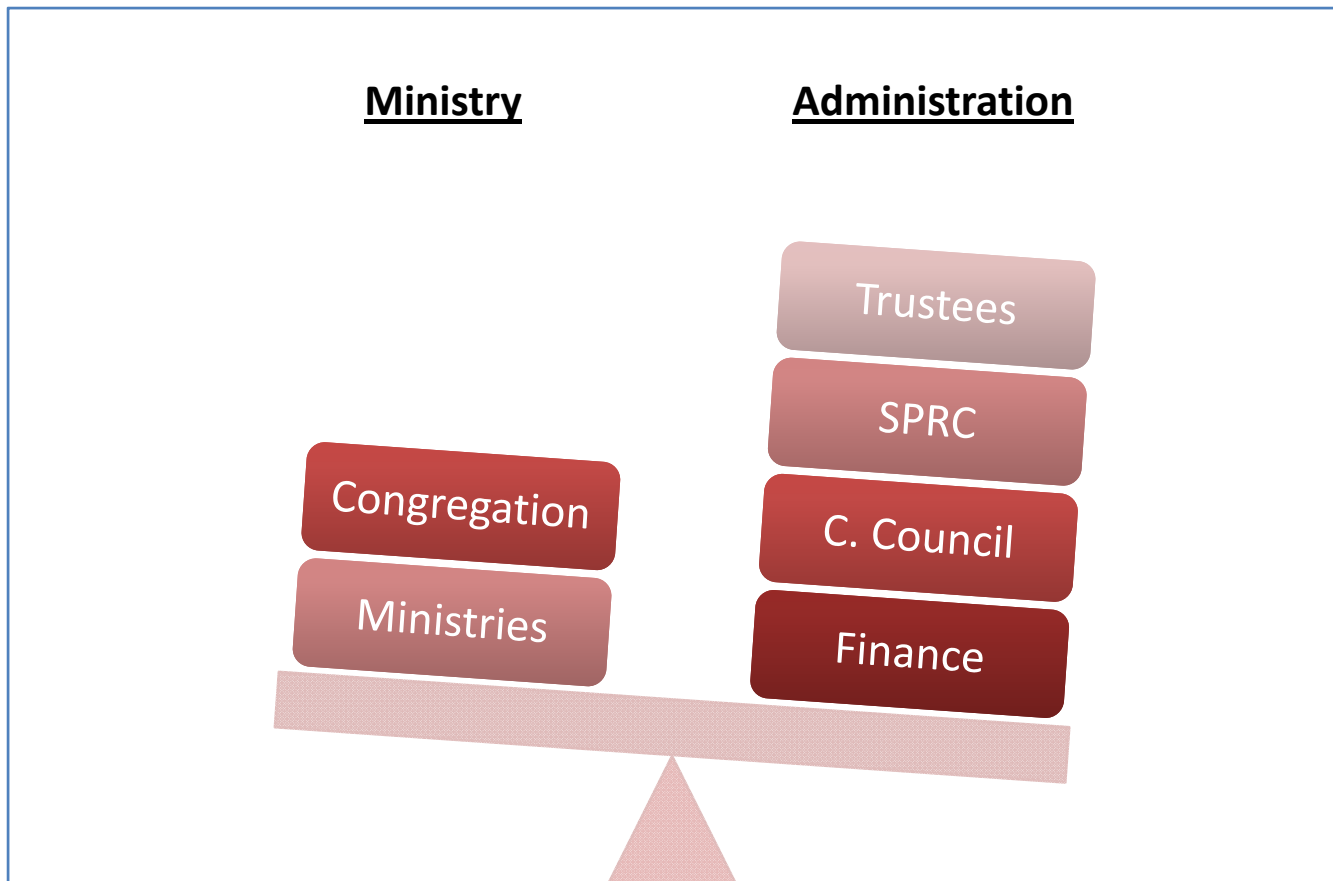
Centered around committees and councils...



- Church Council is the primary administrative body
- All other teams report to Church Council
- Ownership and communication can be unclear and ineffective
- As the church has grown, competing demands have grown
- HUMC members are stretched to attend more meetings and read/respond to more emails to stay up to speed

Current Governance Structure: Challenges

Too many meetings and not enough ministry

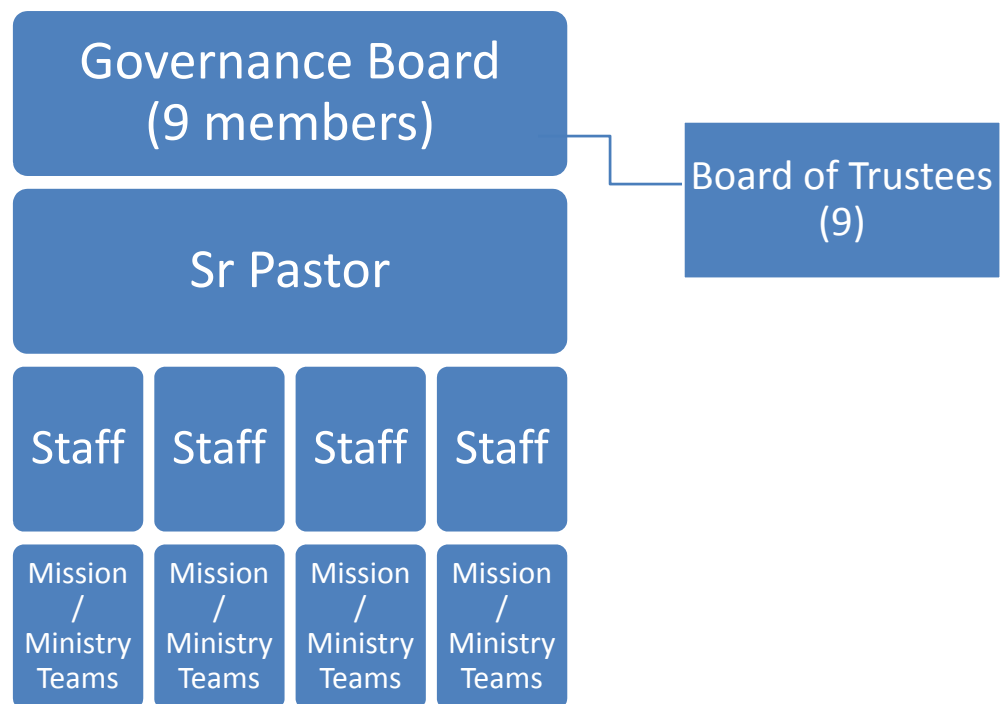


There's a lack of consistency and synergy that has all too often spread people across committees and administrative teams ...the decisions and planning of the committees have tended to drift apart, creating tension.

We've struggled to stay on the same page and make aligned decisions in a timely fashion...

Proposed Governance Structure

More ministry, fewer meetings



- Administrative committees will be replaced with a Governance Board
- Most administrative functions will be performed by staff
- Oversight of strategic matters relating to administration will be the responsibility of the Board, through subcommittees on Stewardship, Human Resources, Leadership Development, and Finance
- The Board of Trustees will remain, and will report to the Governance Board
- Each Mission and Ministry Team will be supported and shepherded by a dedicated staff person, no more requirements to report to an administrative committee

How do the parts of the church relate in the new structure?



- Governance Board supports and holds accountable the Sr Pastor
- Sr Pastor leads the church, directly supports and holds accountable the staff
- Staff manages administration, and equips and guides the congregation in ministry
- The congregation does ministry, and supports and holds accountable the Governance Board
- Everything centers around the core values and mission of the church, and everyone is accountable to them

Governance Board Description

Organization:

- 9 lay members + senior pastor (non-voting)
- 3-year terms of service, staggered classes of 3 members ea.
 - First class will include 3 members elected to 1-year terms, 3 to 2-year, and 3 to 3-year
- Elected by the Charge Conference

Membership:

- Governance Board Chair
- Board of Trustees representative
- Sub-committee chairs (Finance, Stewardship, HR, Leadership Dev)
- 3 at large
- Senior Pastor (non-voting)

Subcommittees:

- Each member will serve on 2 subcommittees
- Outside experts may be asked to serve as resources to the subcommittees as needed

Qualifications for service:

- Active member for 2 years, living into the 5 Fruitful Practices
- **Regular, consistent giving**
- Bring constructive energy and productivity

**Note: future qualification will also require completion of the Leadership Institute training at HUMC.*

Persons wishing to serve on the Board should compose a letter or email (@500 words) describing their calling and desire to serve, and send to Rev. Kathy and April Moore (Lay Leader)

How Do I Become a Governing Board Member?

This Year

- Submit Application
- Strategic Leadership Team reviews and recommends slate of candidates including Chair and Subcommittee Chairs for staggered terms to Charge Conference
- Charge Conference votes

Beginning Next Year

- Complete Leadership Institute Training
- Submit Application
- “Nomination/Leadership Development” subcommittee of governance board reviews
- Slate of candidates is presented to congregation for a vote
- Terms are 3 years

What Will Change as a Result of the New Structure?



Changes you will notice:

- Streamlined opportunities to do ministry without administrative obstacles
 - Each ministry team will have a staff person as a shepherd, a single point of contact, which will provide consistency and accountability, support, and resourcing assistance
 - New ministries will be easier to start and more likely to flourish
- More consistency across ministries in planning and communication
- Additional rigor in reviewing event and funding requests
- Specific interaction with the entire Board is not pre-defined, but you can petition to get on the agenda at any time
- The Board may call on individuals for advice or specific feedback
- The Board will host informal sessions throughout the year to encourage and accommodate direct feedback

Things that won't change:

- Commitment to open communication
 - Personal interaction is always welcome and encouraged
 - Emails are also encouraged
 - Membership of the Board will be published and members will welcome your feedback
- Interaction between congregants and with staff
- Current ministry teams will continue to operate as they do now, whether mission teams like PATHCooks or volunteers like Ushers
- HUMC's core values, principles and mission

November 6 – Church Council meeting to discuss and vote on the proposed new structure

Nominations – persons wishing to serve on the Board submit letter of self-nomination. The current Leadership Team will review and forward a list of candidates to Charge Conference

December 8 – Charge Conference meets and elects the Board

APPENDIX

Frequently Asked Questions

1. We are a United Methodist congregation. Are we allowed to combine committees like this?

Yes. Since 1996 the Book of Discipline has allowed for alternative governance structures, or boards, to be utilized. In fact, most growing UMCs have adopted them so as to focus on meaning, not meeting.

We want our new Governing Board to be one that is missional; that knows the church is beyond us or our agendas, and that shares the vision of building the Kingdom of God here in Hollywood.

2. What does the Book of Discipline say?

The paragraph in the 2008 BOD is ¶1247 Powers and Duties, and it says:

*1. The charge conference shall be the connecting link between the local church and the general Church and shall have general oversight of the church council(s). 2. The charge conference, the district superintendent, and the pastor shall organize and administer the pastoral charge and churches according to the policies and plans herein set forth. **When the membership size, program scope, mission resources, or other circumstances so require, the charge conference may, in consultation with and upon the approval of the district superintendent, modify the organizational plans, provided that the provisions of ¶1243 are observed.***

¶1243 outlines the primary tasks of the local church as follows:

The local church shall be organized so that it can pursue its primary task and mission in the context of its own local community -

- *reaching out and receiving with joy all who will respond*
- *encouraging people in their relationship with God and inviting them to commitment to God's love in Jesus Christ*
- *providing opportunities for them to seek strengthening and growth in spiritual formation*
- *and supporting them to live lovingly and justly in the power of the Holy Spirit as faithful disciples*
- In carrying out its primary task, it shall be organized so that adequate provision is made for these basic responsibilities:

- (1) planning and implementing a program of nurture, outreach, and witness for persons and families within and without the congregation
- (2) providing for effective pastoral and lay leadership
- (3) providing for financial support, physical facilities, and the legal obligations of the church
- (4) utilizing the appropriate relationships and resources of the district and annual conference
- (5) providing for the proper creation, maintenance, and disposition of documentary record material for the local church; and
- (6) seeking inclusiveness in all aspects of its life.

Frequently Asked Questions

3. Why do we need to change the way we do things? Who came up with this idea?

As a growing congregation, we need to move from a church-centric focus to a mission focus; we do that best when we downsize our official structures and increase our service to others (Mike Slaughter).

For the past two years, your church-council approved Leadership Team has been working with our coach, the Rev. David Bridgman of the Griffiths Coaching Network, on developing ways we can be more effective in spreading the radical love of God in Jesus Christ here, in the heart of Hollywood. That includes refining our governance structure.

Through Coach David's efforts, we have defined our vision; identified our mission field; redesigned our staffing structure and responsibilities and added needed ministry staff; received intensive stewardship training; and striven for excellence in worship and all areas of ministry.

The past year we have worked to determine what sort of governance structure will best enable mission and ministry to flourish and grow at Hollywood UMC. As a group we read and studied an excellent book, *Winning on Purpose: How to Organize Congregations to Succeed in Their Mission* by John Edmund Kaiser. It clearly outlines a board governed, pastor lead, staff managed congregation where the congregation is equipped and empowered to do ministry, and provided a framework for us in moving this proposed governance structure forward.

4. How will the decision to adopt this new structure be made?

The Church Council will consider the new structure at their meeting on November 6th, and make a recommendation to the Charge Conference for action. Our Charge Conference date is Thursday, December 8th at 7 pm.

5. Who will the members of the Governing Board be?

Assuming Church Council recommends this new structure to the Charge Conference, we will ask for folks who wish to serve on the Governing Board, and who meet the qualifications, to submit a letter/email of application (500 words) stating why they wish to share their gifts in governance. The present LT will put together a slate of folks to recommend for vote at Charge Conference.

6. I am part of a ministry committee. How am I affected?

Your important work will continue! Each ministry committee will have a designated staff person to empower them to grow in ministry. Operationally there will be few changes within the committee itself.

7. Does every mission or ministry activity need a committee or meeting?

No! Some of our finest mission efforts have chairs/co-chairs that inspire ministry to happen. For example, folks who volunteer for PATHCooks don't have meetings; rather, they are inspired by the leadership of their co-chairs, Pat Murray and Trish Vogel, and participate as their schedule allow. Too often rigid committee meetings hinder ministry, instead of enhance ministry.

8. What if I have a new idea for a mission project? In this new system, who do I talk with?

We would encourage new mission and ministry projects instead of meetings! First step would be to have a conversation with either the Governance Board Chair or the pastors about your idea and determine next steps. From there the appropriate staff person will be assigned to work with you, and they will help with resourcing, calendaring and recruiting.

9. Why is the Board of Trustees being retained when all other administrative committees are being discontinued?

The unique demands of our large and complex facility, from maintenance and repair to the many revenue relationships we enter into with the Oaks School and others, require management by a dedicated group. The Board of Trustees will report to the Governance Board to ensure alignment with core values and principles, but most of the Trustees' work is not directly connected to mission and ministry and should be separated.

Current Committee Members

CHURCH COUNCIL

Chair	Jane Crockett
Secretary	Heather Olt
Treasurer	Mark Stephenson
Financial Secretary	Rhyne McKrae
Lay Leader	April Moore
Lay Members to Annual Conference	Jay Sowell and Mark Stephenson
Alt. Lay Member to Annual Conference	Dave Stambaugh, Marie Fairman (to be elected by UMW)
UMW President	Emily Redenbach
Young Adult Representative	

(Plus pastors, church business administrator, and chairs of SPRC, Trustees, Finance, Task Forces)

BOARD OF TRUSTEES

CHAIR: Justin Denlinger

STAFF PARISH RELATIONS

CHAIR: Elizabeth Keener

NOMINATING/LEADERSHIP DEV.

CHAIR: Rev. Kathy

FINANCE

CHAIR: Eric Chapman

TASK FORCE CHAIRS

Nurturing	Erin Underwood, Angela Bellias
AIDS Ministries	Ric Loya
PATHCooks	Patrick Murray and Trish Vogel
Habitat for Humanity	Jay Sowell and Michael Kelley
Reconciling Ministries	John Tunnell and Stephen Blaha
Stewardship	Jenn Zelazny
Marketing	Chad Darnell
Greeters/Ushers	Tim Baudler
Media	George Bellias
Worship and Music	Rev. Kathy and Rev. Dave