

TCPC Staffing Model Adopted by Session

October 8, 2018

I. Background

The TCPC Staffing Model Task Force was formed in the spring of 2018 by session approval. The task force met 7 times from May 2018 until the middle of September 2018. The members of the task force are: Stephanie Arvin, Barclay Bradshaw, Anna Bryant, Jenn Caulder, Tracy King, Zach Parker, Barry Watkins, and Charlie Wood. Rebekah Johns is the staff liaison.

Purpose

1. Discern how the church can position itself to best live out our mission and achieve our ministry in the allocation of staff resources.
2. Address the need to reduce expenditures on Personnel given restraints in our operating budget. Currently the total amount spent on personnel costs exceeds best practice ratios.

August 2018 Session Report

The following key learnings regarding vibrant churches:

1. Volunteers -- the work of employees is focused on designing the work of the church around a group of volunteers that functions like employees without pay
2. Use part-time contract employees
3. Move to more part-time employees
4. Follow careful guidelines in the number of full-time employees for the church
 - a. The usual norms are no more than one ministerial employee for each 100 to 150 persons in average worship attendance.

Small churches by attendance at worship (up to 200) and are "pastoral" churches. A characteristic of the pastoral church is that the pastor is primarily a shepherd "effective loving shepherding of every member is the driving force of ministry". Small churches grow through newcomer's attraction to the relationships in the congregation.

Medium size churches have 200-450 typically in attendance. This is also known as a "programmatic" church and pastors spend more time recruiting and supervising volunteers and programs. The senior pastor shifts from being a shepherd to a 'rancher' and becomes a trainer and organizer of lay people doing ministry. Leaders support staff and volunteers as well as hold them accountable.

II. Approved Staffing Model

Session approved the following Staffing Model as proposed by the Task Force

- TCPC currently reflects a small church by attendance at worship (up to 200) and fits the category of a “pastoral” church.
- TCPC once fit the category of a “programmatic” church and Session desires to once again be in the position to do our ministry through a multitude of programs and missions.
- It is necessary to reduce our overall staffing costs. It is also important that we put resources in areas that will ultimately help us address priorities and enable a new head pastor to have some flexibility.

Hopes and Dreams (things we value)

Session agrees with the characteristics/attributes that the Task Force identified that our congregation values. The Listening Tour final report also confirms these hopes and dreams.

- Thriving, active membership
- Robust Youth program
- Inspirational worship
- Pastoral Care
- Mission/Outreach
- Intergenerational opportunities
- Small groups – deeper connections
- Various forms of regular, transparent communication

Staffing Model

Following are the ordained and non-ordained positions approved by Session.

Budgeted in 2019 Approved Budget

- **Pastor**, (head of staff) full-time ordained minister – no change
- **Associate Pastor**, full-time ordained minister – funded through May 31, 2019 and then the position will be closed.
- **Music Director**, full time – no change*
- **Accompanist** for 11:00 worship – part-time position**
- **Accompanist** for 9:15 worship – part-time position**
- **Children’s Ministry Director**, part-time position – no change*
- **Administrative Assistant**, part-time position – no change*
- **Communications Coordinator**, part-time position – no change*
- **Visual Aid Coordinator**, part-time position will be eliminated as of January 2019

* No change in position, however, responsibilities may be adjusted and job descriptions will be updated.

** Musical accompanists are existing positions; search will take place to fill these with a target date of January 2019.

Aspirational Plans for 2019 as funds become available (not in 2019 approved budget)

- **Mission/Small Group Coordinator**, new part-time position, hopefully to be on-board by start of 2019 fall program

- **Youth Ministry Director**, new part-time position, hopefully to be onboard by start of 2019 fall program

III. Transition Period

Session and ministry teams will work out the details of this plan and support Pastor Todd Davidson as he pursues other calls/opportunities in the next year. This congregation has a history of supporting our pastors through difficult transitions, and Session believes that TCPC will support Todd and his family during this transition.

The funding of the two new part-time positions not currently budgeted is a high priority. As more information about options becomes available, Personnel Ministry team will develop job descriptions and hiring plans with the program ministry teams.

Longer term, Session hopes that TCPC will again reach the “programmatically” size (worship attendance 200-400) and be able to re-open the Associate Pastor position.

TCPC has very strong lay leadership, talent and commitment, and we will need to be very discerning about calling our congregation to do what gives them joy and to find volunteer and leadership opportunities that match the gifts and interests of our congregation. Our congregation will need to be strong during this interim time and support one another as we continue through this transition.

We believe that the characteristics of commitment, service, energy, and outreach must be fostered and embedded in our congregation’s culture and leadership.