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LA 1

2010 LAY AND CLERGY EQUALIZATION

BACKGROUND: The following tables provide the Standing Rule IIIA(1) analysis of the 2009 Annual Conference Membership

DISTRICT	CLERGY	LAY	RULE IIIA(1)	TOTAL RULE IIIA(1)	LAY EQUAL FACTOR
DALLAS-DENTON	156	77	14	91	65
DALLAS NORTHEAST	165	98	16	114	51
DALLAS SOUTH	127	63	12	75	52
PARIS-SULPHUR SPRINGS	70	50	4	54	16
SHERMAN-MCKINNEY	70	55	4	59	11
WICHITA FALLS	<u>52</u>	<u>40</u>	<u>4</u>	<u>44</u>	<u>8</u>
TOTALS	640	383	54	437	203

STANDING RULE IIIA(1)

	DD	DN	DS	PS	SM	WF	TOTAL
Conference Lay Leader	1						1
Conference Leadership Team		1	2		1		4
UMM President			1				1
UMW President		1					1
Youth Organization President		1					1
District Lay Leaders	1	1	1	1	1	1	6
Young Adults under 25 yrs.	1	1	1	1	1	1	6
Council on Youth Ministry	1	1	1	1	1	1	6
Diaconal Ministers	7	4	5	0	0	1	17
Agency Chairs	<u>3</u>	<u>6</u>	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>11</u>
TOTALS	14	16	12	4	4	4	54

	Membership 2009	% of Total	To Be Elected
Dallas-Denton	34,381	22%	45
Dallas Northeast	56,243	36%	73
Dallas South	32,392	21%	43
Paris-Sulphur Springs	9,349	6%	12
Sherman-McKinney	15,572	10%	20
Wichita Falls	<u>8,347</u>	<u>5%</u>	<u>10</u>
TOTALS	156,284	100%	203

LA 2

STRATEGIC PLAN

FROM: Strategic Planning Team

A TIME TO LEAD

INTRODUCTION

As affirmed resoundingly at the 2009 Annual Conference session, Bishop W. Earl Bledsoe created a Strategic Planning Team (SPT) to listen to the hopes, dreams and ideas of the people of the North Texas Conference and to shape those thoughts into a strategic plan for our conference. The Strategic Planning Team has listened for God's vision for us through conference-wide "Hopes and Dreams" cards, small group holy conferencing at the 2009 Annual Conference session and many other conversations throughout the year. In this document we seek to share the strategic directions we believe we as an Annual Conference need to take to move toward that vision and to accomplish our mission of making disciples of Jesus Christ for the transformation of the world more faithfully.

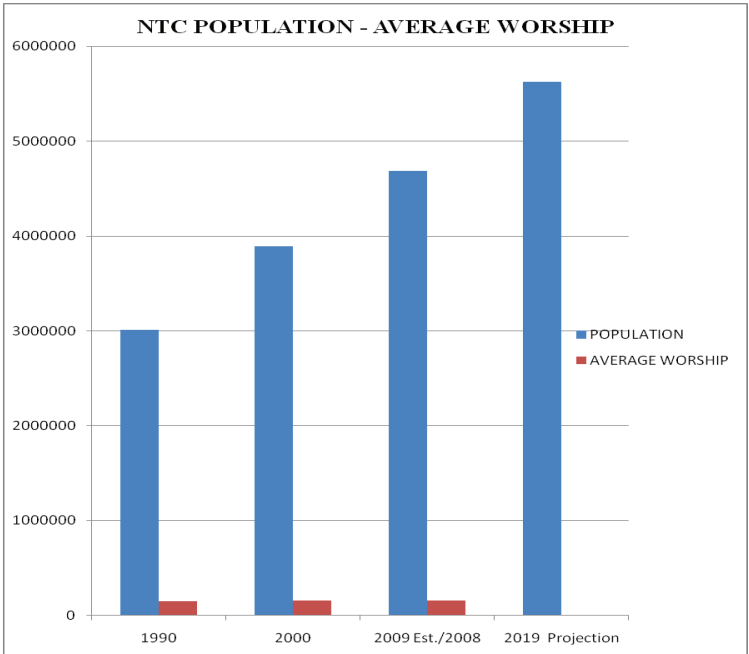
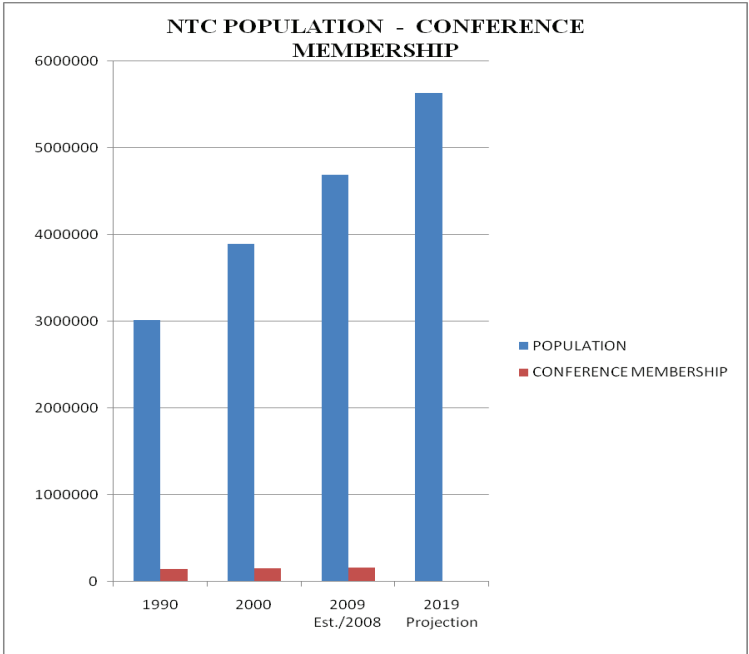
Throughout this process there emerged a strong sense that we need to do a much better job of reaching, serving and discipling our mission field. Even as we honor those who have led us thus far, we must find ways to expand the table to include everyone. **It is A TIME TO LEAD!**

OUR MISSION FIELD

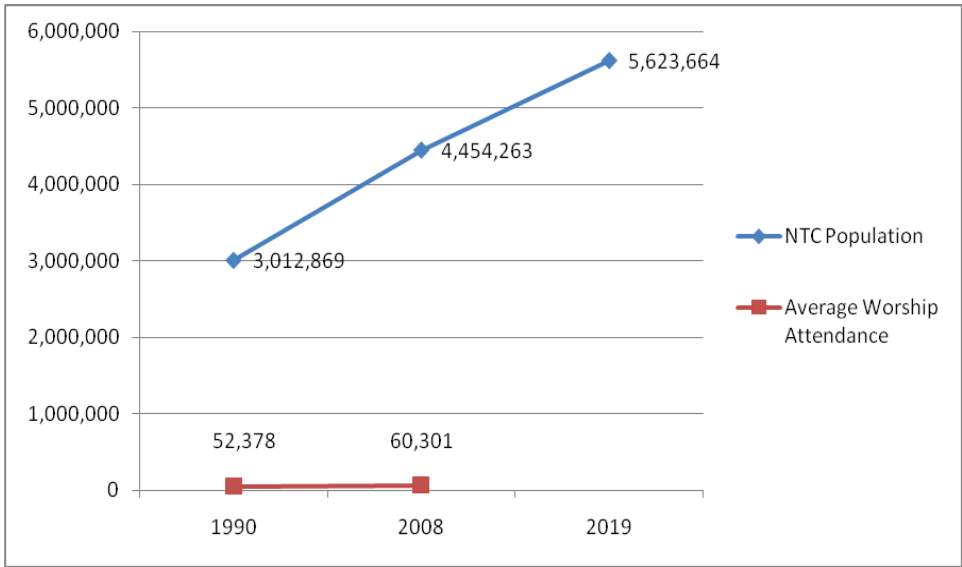
The North Texas Conference is a geographic area populated by 4,454,263 people, spread over 15,982 square miles, served by 310 United Methodist churches and fellowships. Between 1990 and 2008 the population grew by 1,441,394 persons. This represents a 47.8% increase! Yet the membership of the churches of the conference grew only 6.5%, while our average worship attendance increased 17.3%.

North Texas continues to be one of the fastest-growing areas in the United States in terms of population, the presence of younger persons, and the increase in diversity. The population of the area of the North Texas Conference is projected to grow by 1,169,401 persons or 26.3% to 5,623,664 by 2019. The number of persons under 35 years of age is projected to increase by 275,770 persons or 11.4%. The African American, Asian and Hispanic/Latino population is projected to grow by 849,662 persons or 39.4% to 3,008,361, which will be 53.5% of the total population in the North Texas Conference by 2019. Clearly, the mission field of North Texas is "ripe for a harvest!"

However, we must do some things differently in the future if we are to achieve different results and accomplish our mission more faithfully. We must find better ways of reaching *all* persons in our mission field with the love and grace of God. We must be the agents of transformation God wants us to be through covenant relationships with Christ, with one another and with the constituents of our mission field. **It is A TIME TO LEAD!**



PERCENTAGE OF MISSION FIELD REACHED



In 1990 the churches of the North Texas Conference were reaching 1.74% of our mission field. In 2008 we reached 1.35% of the mission field. If we continue this trend in the same way, even as the mission field is growing at a faster rate, we will reach an even smaller percentage of the mission field.

THE SCRIPTURAL CALL TO FRUITFULNESS

Responding to the challenges of a growing and diverse population, the North Texas Conference will need to reaffirm the Biblical understanding that our faithfulness is to produce fruitfulness. As we see clearly from the beloved verses of John 15:1-8, fruitfulness is expected of those who are connected to the vine of Christ.

15 I am the true vine, and my Father is the vine-grower. ²He removes every branch in me that bears no fruit. Every branch that bears fruit he prunes to make it bear more fruit. ³You have already been cleansed by the word that I have spoken to you. ⁴Abide in me as I abide in you. Just as the branch cannot bear fruit by itself unless it abides in the vine, neither can you unless you abide in me. ⁵I am the vine, you are the branches. Those who abide in me and I in them bear much fruit, because apart from me you can do nothing. ⁶Whoever does not abide in me is thrown away like a branch and withers; such branches are gathered, thrown into the fire, and burned. ⁷If you abide in me, and my words abide in you, ask for whatever you wish, and it will be done for you. ⁸My Father is glorified by this, that you bear much fruit and become my disciples. (NRSV)

We also see God's expectation of growth and multiplication in the parable of the talents found in Matthew 25:14-29. This is especially relevant for us as we acknowledge the incredible resources we have in North Texas.

14 For it is as if a man, going on a journey, summoned his slaves and entrusted his property to them; ¹⁵to one he gave five talents, to another two, to another one, to each according to his ability. Then he went away. ¹⁶The one who had received the five talents went off at once and traded with them, and made five more talents. ¹⁷In the same way, the one who had the two talents made two more talents. ¹⁸But the one who had received the one talent went off and dug a hole in the ground and hid his master's money. ¹⁹After a long time the master of those slaves came and settled accounts with them. ²⁰Then the one who had received the five talents came forward, bringing five more talents, saying, "Master, you handed over to me five talents; see, I have made five more talents." ²¹His master said to him, "Well done, good and trustworthy slave; you have been trustworthy in a few things, I will put you in charge of many things; enter into the joy of your master." ²²And the one with the two talents also came forward, saying, "Master, you handed over to me two talents; see, I have made two more talents." ²³His master said to him, "Well done, good and trustworthy slave; you have been trustworthy in a few things, I will put you in charge of many things; enter into the joy of your master." ²⁴Then the one who had received the one talent also came forward, saying, "Master, I knew that you were a harsh man, reaping where you did not sow, and gathering where you did not scatter seed; ²⁵so I was afraid, and I went and hid your talent in the ground. Here you have what is yours." ²⁶But his master replied, "You wicked and lazy slave! You knew, did you, that I reap where I did not sow, and gather where I did not scatter?" ²⁷Then you ought to have invested my money with the bankers, and on my return I would have received what was my own with interest. ²⁸So take the talent from him, and give it to the one with the ten talents. ²⁹For to all those who have, more will be given, and they will have an abundance; but from those who have nothing, even what they have will be taken away. (NRSV)

A TIME TO LEAD: Doing Things Differently

If the churches of the North Texas Conference are to reach our mission field with the Gospel of Jesus Christ more effectively and be as fruitful as we are called to be, we must do some things differently in the future. We will be required to make the following significant shifts:

- ***From maintenance to mission.*** We know that mission is not about us, but about those who have yet to experience the transformative power and love of God. Decisions must be made based upon the needs of the mission field and Jesus' compassion and commitment to all.
- ***From administering programs to leading ministry movements.*** In order for us to become flexible, nimble and responsive to God's call and our mission field, we must spend our time, talent and treasure leading where God is already busily at work in the world instead of managing and administering outdated programs just because we have inherited them from our predecessors.
- ***From turf guarding to kingdom building.*** We are not seeking to add to our institutional infrastructure. Rather, we know ourselves to be called to expand and grow God's reign in the world. Isolated thinking and acting cut us off from the power of our connection and behaving as the body of Christ in the world.
- ***From transactional to transformational ministry.*** A transactional approach might start by identifying a need, creating a program, implementing the program and then evaluating its outcomes. We need to be very clear about how we conceive of and carry out our ministries so that they might be intentionally inclined toward transformation and multiplication.
- ***From division to collaborative partnerships (lay and clergy).*** We know that without intentional collaborative partnerships between lay and clergy persons we will not be able to achieve the vision God has for us. We are called to discover optimum partnerships between clergy and lay leaders and between local churches and the conference.
- ***From isolation to connectional ministry.*** There is a feeling by some that we experience the financial requirements of connectional ministry without the relational and synergistic joy of really doing ministry together. While many of our congregations perform effective ministry and mission individually, there are some areas where we can accomplish more together than we can in isolation.
- ***From overwhelm to focus.*** Sometimes we feel helpless to make a difference. That is what we heard amplified when people started sharing their ideas about Global Health. The shift to focus on a few core health challenges will enable people of the North Texas Annual Conference to gain momentum and commitment to eradicating killer diseases and improving global health; to do a few things extremely well.
- ***From detachment from the poor to relationship with the poor.*** Canned food drives, school supply collections and clothing closets are some of the ways of giving to the poor. While this is a needed ministry, we are called to do more. Creating relationships with impoverished persons in our communities and working alongside them to create needed new ministries will grow and enrich the entire body of Christ.

- ***From "one size fits all" to contextual approaches.*** We recognize that different size churches differ in operation and needs. Church experts have repeatedly confirmed that while every church is unique, there are many commonalities based on size of congregation, budget, and staff. As the conference and district superintendents offer counsel, mentoring, and encouragement, these distinctions—along with distinctions associated with setting (rural, urban, suburban) and demographic (regional, socio-economic, racial/ethnic, age) must be observed. Facilitate innovation so that churches can excel in areas where they are strong.
- ***From geographically-based districts to affinity-based districts.*** In the past we have used geographical areas as the primary means of grouping churches into districts. More and more, we will need to create structures based on common needs and solutions.

STRATEGIC CHANGES NEEDED

There are four strategic changes that will be needed to be more fruitful and accomplish our mission more effectively. They are:

1. **Establish the four areas of focus of The United Methodist Church as the strategic priorities of the North Texas Conference.**
2. **Re-vision the role of the District Superintendents and reduce the number of districts of the North Texas Conference.**
3. **Streamline and realign the conference structure and staffing to address these priorities most effectively.**
4. **Realign our financial resources to reflect these priorities.**

Each of these changes will be discussed in the remainder of this plan document. A number of Appendices which elaborate possible directions in each of the four areas of focus will follow the body of the plan on www.holyconferencing.com.

1. Establish the Four Areas of Focus of The United Methodist Church as the Strategic Priorities of the North Texas Conference

Methodism began as a movement. John Wesley sought to make disciples of Jesus Christ who were both transformed individually and committed to changing the unjust practices of the society in which they lived. With their actions, Wesley's early followers demonstrated a commitment to live faithfully and to apply their energies to offer healing and reconciliation to the world.

This history is part of the DNA of the people of The United Methodist Church and it is especially instructive to North Texas United Methodists in the early years of the 21st century. We seek to reclaim the energy of our tradition to "spread scriptural holiness across the land." By joining heart and hand, we assert that personal religion, evangelical witness and Christian social action are reciprocal and mutually reinforcing.

We believe that the four areas of focus which are the priorities of The United Methodist Church provide the answer as to how we can fulfill the church's mission to make disciples of Jesus Christ for the transformation of the world in our time and place. These are not simply the priorities of the General Church; they are the priorities for every annual conference and every United Methodist church as we seek to be faithful in making disciples.

The four areas of focus are:

- 1) **Developing principled Christian leaders for the church and the world.** It is vital that we care for the leadership lifecycle – identifying, equipping, engaging, mentoring and growing, and retiring – for both lay and clergy. We must simultaneously equip and engage our existing lay and clergy leaders even as we intentionally and strategically seek to call forth new young and diverse leaders.
- 2) **Creating new places for new people by starting new churches and renewing existing ones.** If we are to remain faithful to our commitment to transform the world, we will reach out with genuine hospitality to people wherever they are. We will make them feel welcome as we start new faith communities, seek to renew existing ones and inspire faithful discipleship.
- 3) **Engaging in ministry with the poor.** As an expression of our discipleship, United Methodists seek to alleviate conditions that undermine quality of life and limit the opportunity to flourish as we believe God intends for all. As with John Wesley, we seek to change conditions that are unjust, alienating and disempowering. We must be in ministry and relationship with the poor - especially reaching and protecting our children.
- 4) **Combating the diseases of poverty by improving health globally.** The lack of access to doctors, nurses, medications and appropriate facilities is deadly, especially among those who live in conditions of poverty. But the diseases of poverty are not inevitable. We believe the people of The United Methodist Church can play a significant role in educating others about diseases such as HIV/AIDS and malaria, and treating and preventing their devastating effects. We also understand how important it is to stand with those who do not have access to affordable health care — the uninsured in the United States as well as millions of people in the developing world — and to work toward the day when everyone has an opportunity to live a healthy, productive life.

The purpose of the four areas of focus is not to limit the work of anyone, but to focus the work of everyone, bringing context and deeper spiritual meaning to our immense capacity to spread scriptural holiness across the land.

What Might It Look Like?

1) Principled Christian Leaders (See also Appendix A)

The Annual Conference must realign resources (time, talent, treasure) to support a strong focus on leaders who create new places for new people that form disciples, do ministry with the poor and improve global health.

All disciples are called by their baptism to be Christian leaders in the world; some are set apart for servant leadership in the church. As disciples of Jesus Christ we understand that right relationships with God, with one another and with our communities are at the heart of all that we do. Without these healthy covenant relationships, nothing we attempt will succeed.

Principled Christian leadership that enables the creation of new places for new people (new and transformed) is required to make a difference in our mission focus areas as disciples of Jesus. Engaging in ministry with the poor or working toward improving global health without being rooted in a faith community results in mere secular activism.

We seek to create a culture where principled Christian leaders hold one another accountable in terms of our relationship with God (keep ordinances), our relationship with others (do no harm, do good) and our skills and competencies for ministry (use and develop gifts and competencies). While the accountability structure differs for clergy and for laity, the goal areas of accountability are constant.



When we speak of principled Christian leaders, we include young, diverse, and existing lay and clergy persons.

➤ **Young.** We must provide opportunities that excite, engage and connect young people in leadership. For example, some possible fruitful approaches might include:

- Expand and strengthen our ministries on college and university campuses.
- Intentionally position Project Transformation alumni and seminarians to engage their experience in service within the mission field including service in and with the local church.
- Consider establishing a Wesleyan Way academy, which is a 9-month experience for 20-25 year olds to turn United Methodist Christians into something more than Sunday Morning Christians which includes mission field experience.
- Each congregation intentionally creates a culture of call.

➤ **Diverse.** We must create pathways that invite, equip and launch Hispanic/Latino, African-American/Black, Asian and other racial/ethnic populations into ministry. For example, some possible fruitful approaches might include:

- Hispanic/Latino and Asian Lay Missionary Planting Network to recruit, equip and deploy our Hispanic/Latino(a) and Asian persons to reach targeted communities within the North Texas Conference.
- Strengthening the Black Church for the 21st Century (SBC 21) Internships. Providing opportunities for high-potential African-American/Black leaders to have a 9-month internship in a SBC 21 congregational resource center that best reflects the high potential leader's affinity and the mission field to which they feel called.

➤ **Lay.** In keeping with our Wesleyan heritage we must find even better ways to empower, equip and unleash the laity to witness and serve. For example, some possible fruitful approaches might include:

- Lay Missionary Planting Network which finds, equips, and mobilizes lay persons to start new faith communities in populations and contexts in which traditional approaches have not proven fruitful. Persons who engage in this Path 1 initiative may be eligible for the Certified Lay Minister designation.
- Certified Lay Minister Academy.
- Regional training/discipling centers that resource pastors and churches to raise the level of expectations for membership so that we are living out our vows of membership in ways that increase Christian leadership in the church and in the world.

- **Clergy.** We must create and strengthen systems of support, encouragement and accountability for all clergy including a system of Mentoring, Reverse Mentoring and Coaching (e.g., a Barnabas Movement) as a tool of encouragement among **all** clergy members.

2) **New Places for New People** (See also Appendix B)

➤ **Start New Churches & Faith Communities**

- Find Leaders and Partner Congregations
- Equip Planting Teams
- Church Planting Basic Training
- Plant (Models and Places and Targets)
- Multiply
- All sales of church property are put in a conference fund to be used solely for the purpose of starting new congregations.

➤ **Transform existing congregations**

- Congregational Transformation Project with Don Nations
- Coaching and mentoring provided at all levels of congregational leadership
- Partnering churches in mission together. For example, SBC 21
- Each congregation tracks and reports on fruit in four focus areas

3) **Ministry with the Poor** (See also Appendix C)

➤ **Congregations**

- Get to know the poor in surrounding community
- Discern how to best partner with them to transform the community
- Implement ministries that are part of a process of deepening discipleship while eradicating the causes of poverty. For example, some possible fruitful approaches might include:
 - Adopt Circles Campaign approach to sow the seeds that might eradicate poverty. Circles works directly with families in poverty through circles of concern and care. Trained "allies" provide support systems as families map out their own plans of action for achieving self-sufficient lives.
 - Join with and/or implement Project Hope in your context,

➤ **Annual Conference**

- Explore planting additional domestic mission stations like Christ's Foundry in the conference that are centers for holistic ministries with the poor.
 - In partnership with New Places for New People.

- Epworth Project and New Day model being developed through Center for Missional Wisdom at Perkins School of Theology.

➤ **Global**

- Each church is encouraged to form at least one partnership with a global mission with the poor. New initiatives should explore efforts focused on global health, in creating new places for new people, or in raising up principled Christian leaders in impoverished areas of the world

4) **Global Health** (See also Appendix D)

The process of implementing a holistic approach to improving Global Health includes the following steps: Awareness, Prevention, Diagnosis, Remedy or Treatment followed by Evaluation. Some possible fruitful approaches might be:

➤ **Congregations**

If your mission field has a significant uninsured population, discern whether God might be calling you to join with others to create a wellness ministry. Steps may include:

- Identify persons in congregation with wellness expertise. Those experts may provide seminars, health clinics and can serve as parish nurses to those who need.
- Create partnerships with local businesses and/or medical facilities and personnel who are currently involved in global health reform and who may have the structure already in place to support further initiatives. Resource those physicians and hospitals who may offer to supplement or provide out-of-pocket costs of treatment and/or hospital stays.

➤ **Annual Conference**

- Create synergistic relationships among churches and health providers. Some possible fruitful approaches might be:
 - Bring together those who are already running health clinics and create a system of multiplication so that new health clinics might be started in areas of greatest need.
 - Regional Parish Nursing and Health Fair Teams led by qualified laity to equip local churches who have identified this as a meaningful outreach and witness to their communities
- Go Green! Consider the health of the globe itself and how our environmental stewardship affects the well-being of everyone.

➤ **Global**

- Participation in the Global Health Initiative *Imagine No Malaria*
- Explore other global health projects

2. Re-vision the role of the District Superintendents and reduce the number of districts of the North Texas Conference

(NOTE: According to the *Book of Discipline*, paragraph 415.4, the Annual Conference determines the number of districts. However, it is the responsibility of the Bishop after consultation with the district superintendents, to draw the district boundaries. Therefore, this section was written by the current NTC Cabinet, making use of extensive demographic data provided by CDS (Community Development Services) Market Research Associates.)

The Changing Role of the District Superintendent

We believe every local church can be faithful and fruitful. The gospel compels us, and our Wesleyan heritage inspires us, to love God and love our neighbors. It is our desire and intent to re-vision the role of the District Superintendents and the districts of the North Texas Conference to achieve a greater degree of fruitfulness by placing our **focus on the mission field**. We will do that by changing our focus, priorities, culture, and how we spend our time.

The Office of District Superintendent is created by the *Discipline*, and has an honored tradition in our history. The office was developed to support clergy and churches in a time when transportation, communication, and community structures were very different. The current role of the District Superintendent, for instance, focuses substantial time on business management rather than on directly supporting churches and clergy as they seek to meet the needs of their respective mission fields.

While the disciplinary mandates for the role of the District Superintendent remain critical and cannot be abandoned, our new structure allows us the flexibility to move beyond the mandates to an understanding in which the DS is truly a catalyst for changing the culture of the North Texas Conference and improving the health, vitality, and effectiveness of our ministry.

What Changes Will We Make?

1. Change our focus **from** administrative, institutional maintenance **to** the urgency of enabling our churches to know and meet the needs of their mission field.

How?

- By reordering our priorities to spend less time in conflict management and more time enabling clergy and churches in doing actual mission and ministry
 - By spending less time in the office and meetings, and more time in ministry site visits with clergy to get to know them, their church, and their mission field
 - By committing less effort to administrative details, and more intentionality to being an ally of our clergy to do effective ministry within their mission field
 - By measuring our effectiveness less on the time spent on doing things (inputs), and more on seeing results of fruitful ministry (outputs).
2. Change the culture of how we work as a cabinet **from** the temptation to be caught up in district-specific “silos” **to** intentionally work across district lines to raise up principled

Christian leaders, start new churches, transform existing ones, and extend our missional outreach.

How?

- By celebrating, reflecting, and enhancing our connectional covenant
- By holding ourselves mutually accountable with all our brothers and sisters to accomplish fruitful ministry
- By modeling within the cabinet the teamwork that we want to see among all our clergy and churches
- By forging entrepreneurial partnerships to facilitate new and dynamic ministries to meet the needs of the mission fields in the North Texas Conference.
- By precept and example, to call the clergy to meet and exceed expectations and to perform at the best of their abilities

3. Change our priorities **from** managing the system **to** equipping the clergy and churches for effective ministry in their mission field.

How?

- By working with the Director of Leadership Development to provide for mentoring, teaching, and coaching relationships for all our clergy.
- Implement a system of “coaching clusters” developed across district lines, based on church affinity.
- In addition to coaching access, the Cabinet may also develop such programs as “peer mentoring” throughout the annual conference.
- Because the DS is an ally for doing effective ministry, s/he will seek to develop an atmosphere of non-adversarial accountability.
- By precept and example, the DS will model for, and call the clergy to meet and exceed expectations and to perform at the best of their abilities.
- In order to expand the effectiveness and outreach of the superintendency, the DS has the authority to recruit and train clergy within the district to assist the DS with his/her role.

The work of the Cabinet will ...

- Be led by the Holy Spirit to prayerfully discern the needs of our mission fields, our churches, and our clergy
- Hold ourselves mutually accountable with all our brothers and sisters in ministry for the achievement of fruitful ministry as measured by church health and vitality.

- Make appointments on the basis of the needs of a particular mission field, taking into account the situation of each church, and with deep and genuine knowledge of every clergy and family
- Actively resource and equip clergy by developing a coaching and mentoring system available to all clergy and churches to improve their effectiveness
- Be responsible for all the BOD requirements of the Cabinet regarding supervision of every church and pastor in the Conference, in an attitude of servant-leadership.

The Role of the DS and time allocation to reflect changing priorities

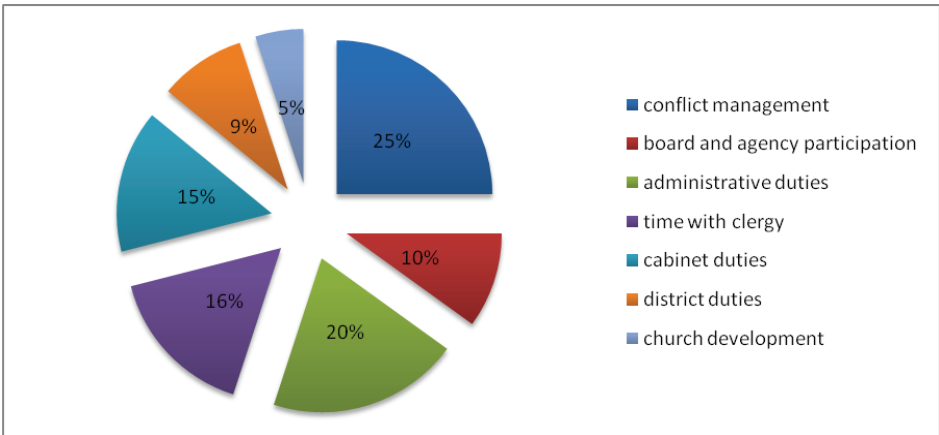
(Below are listed time changes *[from □□□ to □□□ to reflect changing priorities]*)

What will we do differently in the future?

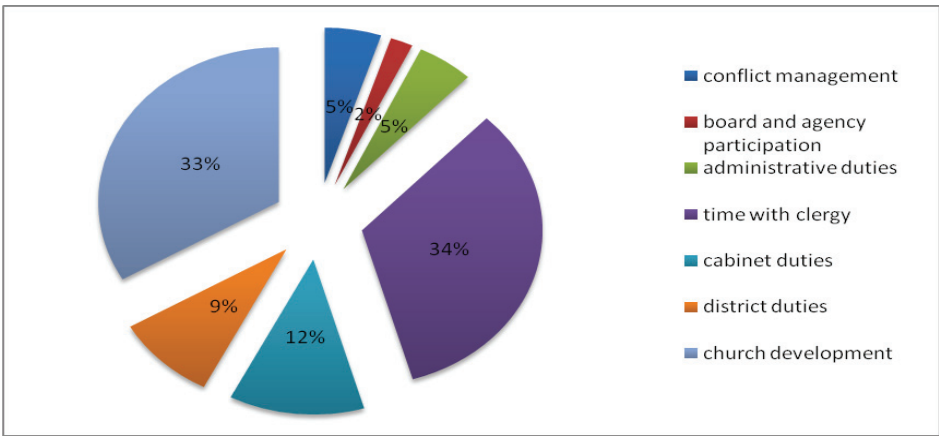
- CONFLICT MANAGEMENT IN LOCAL CHURCHES *[From 25% to 5% Time allotment]* – Note the dramatic time shift downward in this area. . . . from one of the largest time-consumers of a DS to become one of the smallest. How? The DS will be involved during initial conflict in the church, however will work with the Director of Leadership Development and other consultants, coaches, etc. in helping local congregations work through conflict with goal of learning how to work through conflict rather than using it as a means of moving the pastor.
- BOARD AND AGENCY PARTICIPATION *[From 10% to 2%]* – Note the reduction in time spent here. How? DS's would attend Board of Ordained Ministry, Council on Finance and Administration, and Board of Pension and Health Benefits meetings. District Superintendents may also attend agency or institutional meetings to which they are elected or assigned as members; however, they would not be required to attend the meetings. To keep DS informed, a copy of meeting agenda should be mailed prior to the meeting as well as a copy of the minutes for communicating with the Bishop and Cabinet.
- ADMINISTRATIVE DUTIES *[From 20% to 5%]* – Note the major time-shift downward. How? Develop minimum standards and standardized job descriptions for all District Administrative Assistants. Office, calendar, and accounting management should be efficient in each office to make the transition, and should utilize emerging technologies.
- TIME WITH CLERGY *[From 16% to 33%]* – Note the major time-shift upward! How? The DS will be visible and present in local congregations and in the congregation's mission field. Priority will be given to spending quality time with Probationary Elders, helping to evaluate and assess their "faithfulness and fruitfulness" in the local church. Conversations need to be held with the Board of Ministry and District Committee on Ministry to make sure the DS is a key player in the process. Use annual meeting for clergy assessment to focus on accountability of mission within the mission field.
- CABINET DUTIES *[From 15% to 12%]* – Note this is the smallest time change downward. How? Look for ways to hold cabinet meetings via teleconferencing and videoconferencing, allowing DS's to spend more time within their districts, but in the mission fields.

- DISTRICT DUTIES [No change] – Note there are no significant time shifts here because there are some BOD requirements. But still the DS can leverage how s/he goes about accomplishing them. How? Recruit, Train, and deploy clergy to assume many of the functions in such ways as a “hub & spoke” arrangement of clustering churches.
- LOCAL CHURCH DEVELOPMENT AND NEW CHURCH STARTS [From 5% to 33%] – Note the huge time-shift upward! How? Work with the Director of New Church Development & Congregational Transformation to start new congregations and transform existing ones. Shift the focus of charge conferences from standard reporting to one of congregational accountability by raising questions concerning the accomplishment of vision and mission. Suggest using the “cluster model” to do charge conferences in districts with large geographical areas.

Current DS Time Expenditures Aligned with Urgency



Proposed Shift of DS Time Expenditures to Better Align with Priorities



Reducing the Number of Districts

The area comprising the North Texas Conference continues to experience phenomenal growth. From 1990 to 2009 our geographic area grew by 47.5%, yet we did not. Knowing our neighbors and neighborhoods is essential to expanding our witness, mission and service. Our task of connecting persons to Christ, growing them in Christ, and sending them forth to transform the world for Christ calls for a new way of connecting our churches, pastors and laity.

As the NTC Cabinet, we affirm a reduction in the number of districts from six to four. This strategic move will allow districts to be aligned to respond to the needs of four distinct mission fields. There are numerous ways to redistrict, i.e., church size, style of worship, where a church finds itself in the transformation process, etc. Each of these approaches focus on the church. **Our focus must be on the mission field.**

In our effort to spread scriptural holiness throughout the land, we offer the following reasons for re-visioning into four districts to enhance our connectional covenant and commitment to reach a diverse and growing population in North Texas.

Our mission field will help define our district lines; thus we have aligned the four districts based on the geographic affinity of our mission field. Affinity connotes semblance, alignment, congruence. **Affinity-focused districts** help us concentrate our best practices, efforts and energies to reach and respond to the needs of our neighbors and neighborhoods. When we are affinity-based and focused on the mission field, we will discover the greatest leverage for holding District Superintendents, churches and pastors accountable for the parish area that surrounds each local church. Each proposed district affirms the need to be affinity-focused and also takes into consideration the geographic boundaries of interstates, lakes, county lines, and the realities of pride or prejudice associated with an array of neighborhoods found in any part of the NTC. While the four districts are a hybrid of affinity and geography, we looked at affinity first and then geography:

- 1. Metro District**
- 2. North Central District**
- 3. Northwest District**
- 4. East District**

The **Metro District** comprises most of Dallas County. The 80 churches and fellowships in the Metro District share a mission field that is the most economically, ethnically, and culturally diverse part of the NTC. Persons living in the Metro District face unique struggles and challenges. Likewise the churches that comprise the Metro District have unique ways of assessing the needs, reaching new persons and responding to their neighbors. A Metro District will allow the District Superintendent to oversee the pastors and laity of these 80 congregations to dream dreams and implement measurable and creative ways of reaching the neighbors and neighborhoods in the Metro area. Over the next 10 years it is expected the Metro District will increase in population by 9%.

The **North Central District** mission field is one of continued growth. Projected growth in parts of Dallas, Wise, and Kaufman counties is considerable. Expansive growth is expected in Denton, Collin and Rockwall counties. Overall the North Central District can anticipate 39% population growth by 2019. By 2019 the population of the North Central District will almost equal the Metro District's population. The 73 churches and fellowships in the North Central District share a mission field that is developing, accelerating, and expanding. The DS, pastors and churches of the North Central District have a unique and evolving mission field and need to strategize, implement and reach the largest influx of persons moving into North Texas in the next 10 years.

Both the **Northwest** and **East Districts** comprise the greatest number of our rural, town and country, and county seat congregations. While they share that demographic reality, there is little affinity of lifestyle between those who live in the East District and those who live in the Northwest District. Both Districts have projected population growth over the next decade. The Northwest District of 66 churches and fellowships can anticipate 6% growth. The East District comprised of 90 churches is projecting growth of 12%. Relating, reaching and responding to the lifestyles and mindset of those who live in our rural and town and country settings takes a different set of skills for the DS, pastors and churches to connect, grow and send forth disciples who will transform the world for Christ.

(See Appendix G for a list of churches and fellowships in each district.)

CURRENT NORTH TEXAS CONFERENCE DISTRICT BOUNDARIES



In summary, we believe re-visioning into four unique, **affinity-focused districts** will allow the NTC to:

Organize the districts to reach a diverse and growing mission field. It will take nimbleness, creativity and innovation to reach those we have yet to connect to Christ, grow in Christ, and send forth to transform the world for Christ.

Expect our DS, pastors, and congregations to know our neighbors and neighborhoods in a deeper, more intimate and profound way. Being affinity-focused compels us to be aware of our neighbor's needs and behave accordingly in witness and mission.

Allow for flexibility. A congregation may trend toward another district's strengths, assets and gifts. Therefore, over the next decade or two there may be some ebb and flow of churches that trend from the North Central District to the Metro District by way of affinity. There may be some rural or town and country churches in the Northwest or East Districts that share more of an affinity with the North Central District.

Where we live and how we choose to live is sometimes within our control. Considering **demographic and lifestyle choices is a part of this re-visioning plan.** We can never forget that Jesus was born in Bethlehem, reared in Nazareth, made Capernaum his adult hometown, and he was crucified, died, buried and rose in Jerusalem. Our biblical history is geographic, cultural, theological, etc. There is an urgency in every part of our Conference to know our neighbors - whether we live in a small, rural hamlet like Nazareth or a diverse, urban setting like Jerusalem. Jesus ministered to all people in every geographic setting. We must do likewise.

We **become future-oriented** as the four affinity-focused districts strategize, implement and respond to our current and projected neighbors both now and in the future.

We reclaim our Wesleyan heritage as a gift of connectionalism. We will explore, discover, and celebrate new ways of working together to connect people to Christ, grow them as disciples of Christ, and send them forth as servant-leaders to transform the world for Christ. District Superintendents must act and move in new ways to connect pastors, churches and laity together in new partnerships, cooperative ministries, parish models, or use hub/spoke affinity-focused training, mentoring, and sharing. Yet the mission field will always be our primary concern. Who have we yet to reach? Who have we yet to welcome as a neighbor and respond with justice, mercy and love?

Our first love must be our love for God. Our second love should be that of neighbor. Instead, we often make our second love our church, our pastor, or our wants and desires. We affirm that the gospel compels us, and our Wesleyan heritage leads us, to place God first and our neighbor second as we re-vision what God is calling us to be and do as the North Texas Conference.

3. Streamline and realign the conference structure and staffing to address these priorities most effectively.

In the past the Annual Conference has been structured for programming. We must streamline and realign the annual conference structure and staff in order to address the strategic priorities established by this plan effectively and accomplish our mission more faithfully. Every leadership group and every leader will be aligned to the priorities of the Annual Conference and held accountable for their fruitfulness in addressing them.

Overviews of the major structure components of the Annual Conference follow. The structure proposed is much simpler than the current structure and is clearly designed around our strategic priorities. The staffing of the proposed structure is also simpler than the current approach and features a team approach and collaborative emphasis.

It should also be noted that the proposed staffing model includes a net decrease of one executive position. While it includes the addition of a Cabinet-level Director of Leadership Development, that is offset by the reduction from six to four District Superintendents. No additional staff positions are anticipated although there will be re-purposing of current staffing structure.

The Bishop's Cabinet will continue to be structured as in the past. The Bishop and the District Superintendents will comprise the voting members of the Appointive Cabinet. The Assistant to the Bishop & Director of Missional Outreach, the Director of Leadership Development, and the Director of New Church Development & Congregational Transformation will also be part of the Appointive Cabinet but will not have vote. The Extended Cabinet will consist of the members of the Appointive Cabinet as well as the Director of Connectional Resources & Treasurer, the Communications Officer and the Conference Lay Leader.

Core Leadership Team

A key ingredient of the proposed Annual Conference structure is the creation of a new **Core Leadership Team**. (See diagram which includes composition to follow). The purpose of the Core Leadership Team is to oversee the implementation of the decisions of the Annual Conference, working through the four centers (see description in next section), in accordance with the mission and strategic priorities of the North Texas Conference.

The Core Leadership Team will be given responsibility for planning, setting goals, coordinating and communicating actions to address the priorities established by this plan. It will evaluate existing and new ministry ideas through the implementation of a strategic matrix or scorecard. (See Appendices E & F) It will consider recommendations from the Directors of the four centers for any additional work groups needed, requesting that those approved be "populated" initially by the new conference Nominating Committee (see next section) and thereafter elected by the Annual Conference. It will also be charged with holding the Center Directors and conference groups accountable for fruitfulness in addressing these priorities and will make regular assessments and reports of these assessments to the Annual Conference

The Core Leadership Team will develop measurable outcomes for being and becoming an anti-racist, multi-cultural church, where racial and cultural differences are viewed and utilized as assets. It will integrate anti-racist thinking into our process and structure (e.g., ensure that dialogue-based diversity and inclusivity become a part of every leadership training event). It will ensure that racial/ethnic plans will be included in the New Places for New People priority and that the intentional recruitment and development of diverse leaders are included in the work of developing principled Christian leaders.

The Core Leadership Team will be convened by the Bishop and will include the Conference Lay Leader, one lay member elected by each district, three at-large members appointed by the Bishop, one District Superintendent and the four center Directors.

The Core Leadership Team is expected to be a group of leaders who model servant leadership. The group will focus on serving, empowering and equipping others for the tasks of ministry. Its role is not about power and control.

Conference Directors and New Centers

As illustrated in the diagrams which follow, it is proposed that the Annual Conference have four Cabinet-level Directors who will lead four Centers:

- 1) **Director of Leadership Development**
- 2) **Director of New Church Development & Congregational Transformation**
- 3) **Assistant to the Bishop & Director of Missional Outreach**
- 4) **Director of Connectional Resources & Treasurer**

(1) The **Director of Leadership Development** is a new position that will be responsible for identifying, recruiting, equipping and developing young, diverse, lay and clergy principled Christian leaders. S/he will provide leadership to our work in faith development and discipleship and will establish a system that creates, empowers and supports a culture of principled Christian leaders who initiate the work of the church.

The Director of Leadership Development will be empowered to establish a **Center for Leadership Development**, which will include the Board of Ordained Ministry, which is required by the Book of Discipline, the Board of Laity and the Conference Council on Youth Ministries (CCYM). S/he will also recommend to the Core Leadership Team the establishment of any other work groups needed to encourage faith development and discipleship and address the priority of developing young, diverse, lay and clergy principled Christian leaders, and “provide for the functions and maintain the connectional relationships” required by the Book of Discipline related to these ministry needs.

(2) The **Director of New Church Development & Congregational Transformation** is an existing position responsible for starting new faith communities and transforming existing congregations.

The Director of New Church Development & Congregational Transformation will be empowered to establish a **Center for New Church Development & Congregational Transformation**. S/he will also recommend to the Core Leadership Team the establishment of any other work groups needed to address the priority of starting new faith communities and transforming congregations.

(3) The **Assistant to the Bishop & Director of Missional Outreach** is an existing position that will be realigned to be responsible for our ministry with the poor and our efforts to improve global health. S/he will work with one or more Associate Directors to coordinate our ministry with the poor and our efforts to improve global health.

The Assistant to the Bishop & Director of Missional Outreach will be empowered to establish a **Center for Missional Outreach**. S/he will also recommend to the Core Leadership Team the establishment of any other work groups needed to address the priorities of ministry with the poor and improving global health, and “provide for the functions and maintain the connectional relationships” required by the Book of Discipline related to these ministry needs.

(4) The **Director of Connectional Resources and Treasurer** is an existing position responsible for the central treasury, clergy & staff benefits, property concerns including the conference-wide property & liability insurance program, administrative support services, and camp & retreat center operations.

The Director of Connectional Resources and Treasurer will be empowered to establish a **Center for Connectional Resources**, which will include the Council on Finance and Administration, the Board of Pension & Health Benefits, the Board of Trustees and the Commission on Archives & History, all of which are required by the *Book of Discipline*. S/he will also recommend to the Core Leadership Team the establishment of any other work groups needed to provide the necessary services to leverage our resources and support our efforts to address the priorities of the Annual Conference.

Additional Structure Matters

The conference **Communications** function will be handled through the Episcopal Office and related to the Core Leadership Team in the future. The **Communications Officer** will have access to the Cabinet, the Center Directors and the Core Leadership Team and will be responsible for sharing with the churches and the community how we are moving forward to address the priorities of this plan, for the purpose of making disciples of Jesus Christ for the transformation of the world. The Communications Officer will recommend to the Core Leadership team the establishment of any work groups needed to accomplish this function.

In order to strengthen the role of the laity and in an effort to better utilize our personnel resources, as this strategic plan is implemented, **a new Conference Nominating Committee will be formed**. The Conference Lay Leader will chair the new Nominating Committee, which will also include the four District Superintendents and four at-large lay members nominated by the new districts and elected by the Annual Conference. For the conference year 2010-11, the new Nominating Committee will be empowered to “populate” any additional work groups requested by the Core Leadership Team. Thereafter, the Nominating Committee will make nominations to the Annual Conference, which will elect members of the work groups.

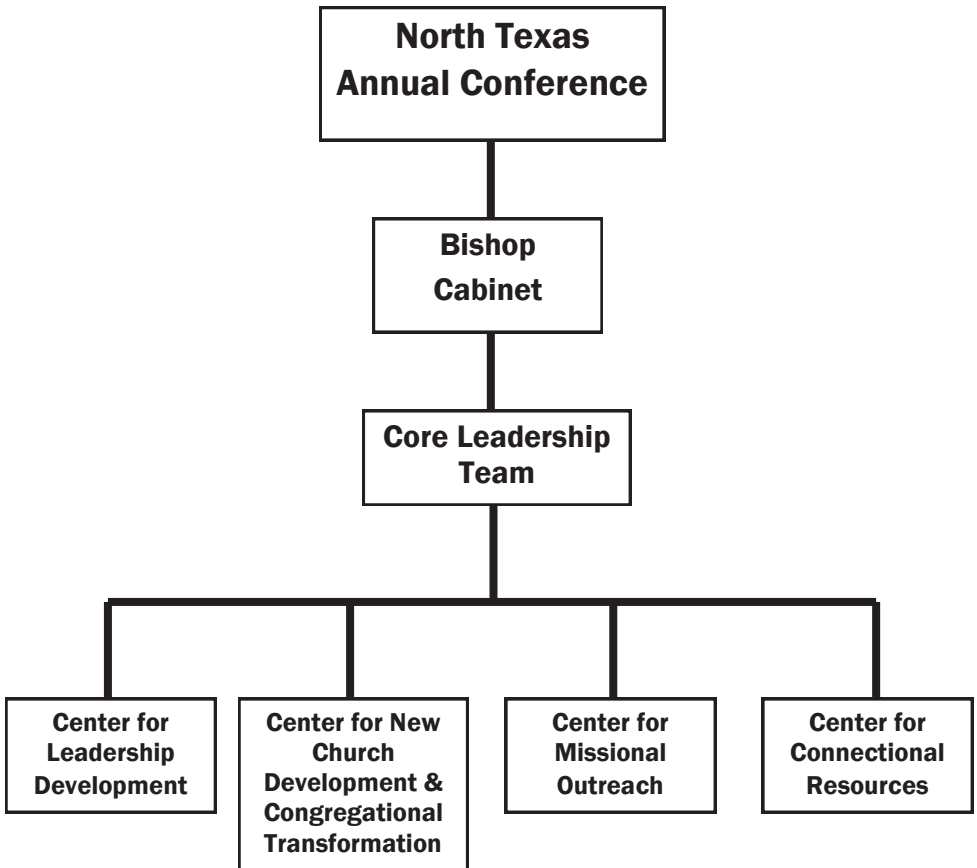
Although current committees and agencies not required by the *Book of Discipline* or named in this plan will cease to exist upon adoption of this strategic plan, **the functions which were the responsibility of the current committees and are required by the *Book of Discipline*, as well as the connectional relationships with the general boards and agencies, will be continued by the Core Leadership Team and the four centers.** As we move from a “representative model” to an “accountability and results model,” it is our desire both to honor the purpose and function of current committees and agencies AND to clarify ideal outcomes and see that those are cared for in the new Center structure.

In addition to the Core Leadership Team and the four Centers, it is proposed that the following existing leadership groups be continued in relation to one of the Centers: Board of Ordained Ministry* and its sub-groups, the Committee on Administrative Review*, the Committee on Investigation*, the Board of Laity, the Committee on Lay Speaking Ministries, the United Methodist Women* (UMW), the United Methodist Men* (UMM), the Conference Council on Youth Ministries (CCYM), the Council on Finance and Administration (CF&A), the Board of Trustees*, the Board of Pension and Health Benefits*, and the Committee on Archives and History*. (*Required by 2008 *Book of Discipline*)

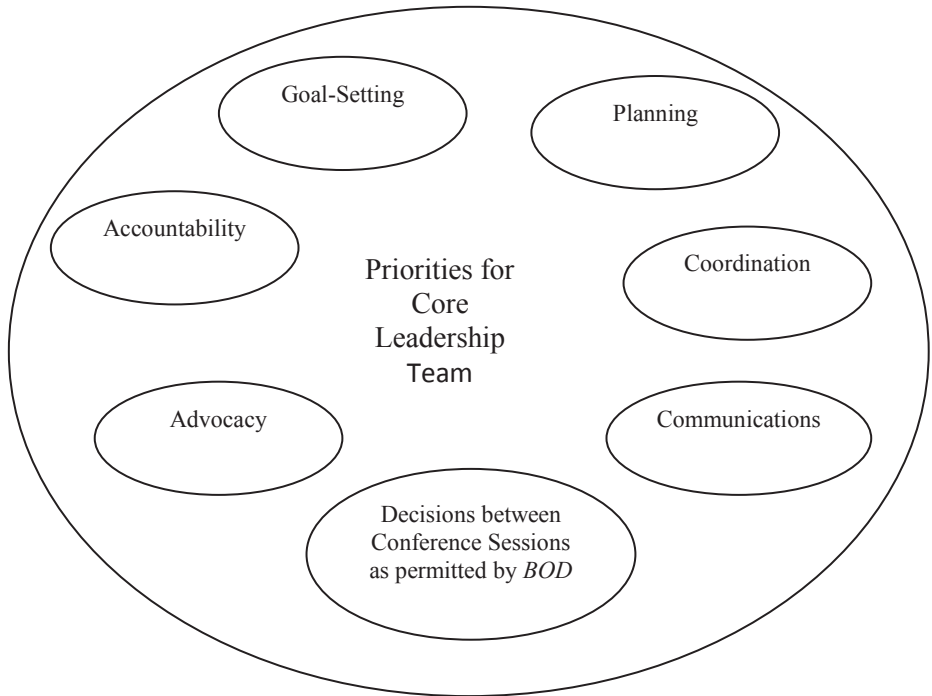
Other Committees which will continue are the Committee on Episcopacy*, the Episcopal Residence Committee, the Committee on Courtesies and Resolutions, and the Memoirs Committee.

(See Appendix H for a description of how the proposed Centers and groups will assume the responsibilities of the current committees and agencies and fulfill the requirements of the *Book of Discipline*.)

Overview of Major Structure Components



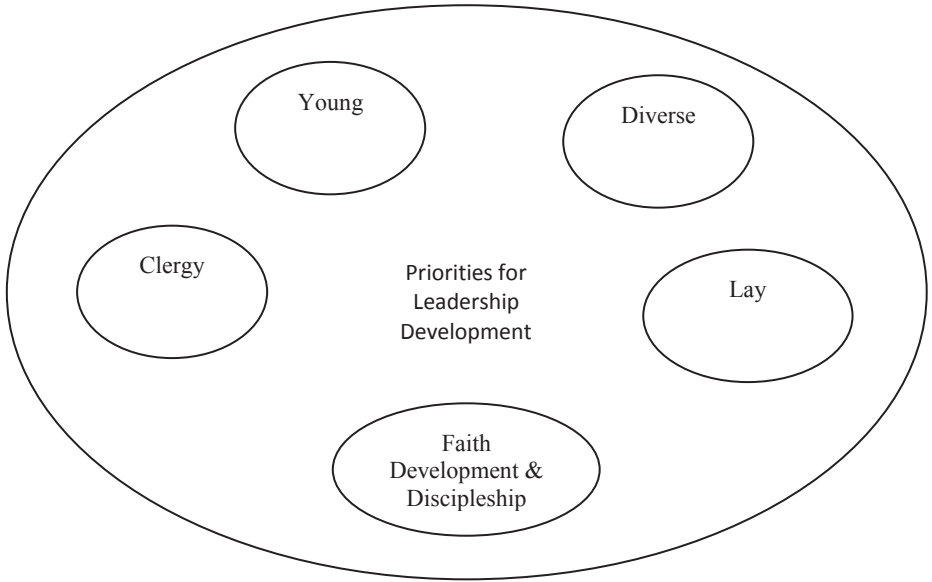
Core Leadership Team



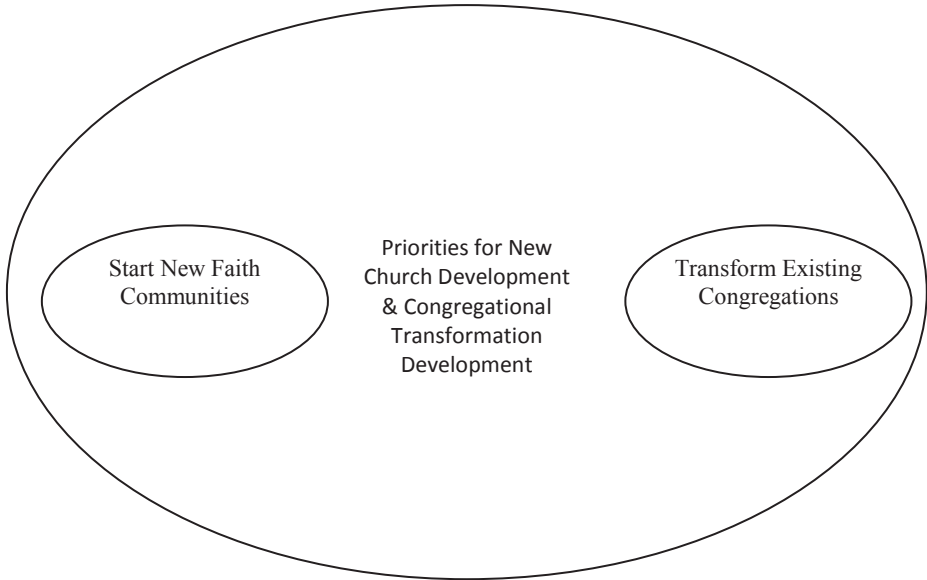
Composition:

- Bishop, who will convene the Team
- Conference Lay Leader
- One lay member elected by each district
- Three at-large members appointed by the bishop
- One District Superintendent
- Director of Leadership Development
- Director of New Church Development & Congregational Transformation
- Asst. to Bishop & Director of Missional Outreach
- Director of Connectional Resources & Treasurer

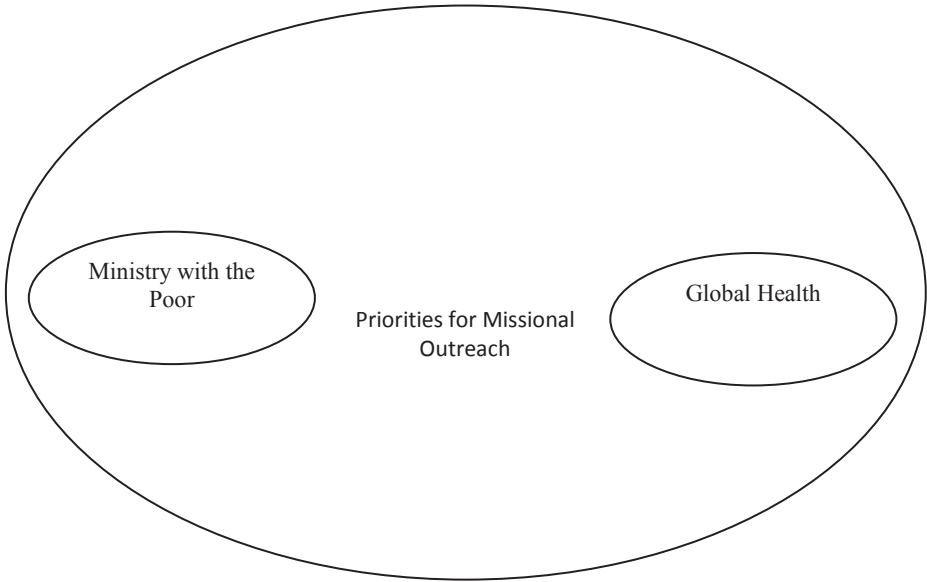
Center for Leadership Development



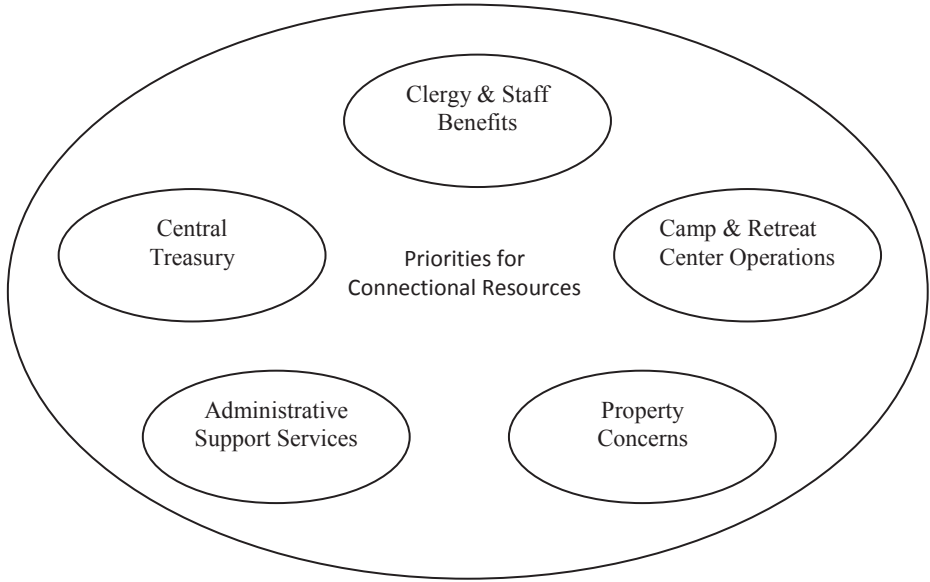
Center for New Church Development & Congregational Transformation



Center for Missional Outreach



Center for Connectional Resources



4. Realign our financial resources to reflect these priorities.

There is no anticipated increase in overall funding for new measures included in this plan. Instead we will realign existing resources to address the strategic priorities established by the plan. In order for us to continue to be good stewards of all that God has given us, we must start pruning and simplifying before adding new ideas and initiatives to meet our new challenges and calls into ministry.

The Core Leadership Team, in consultation with the Council on Finance and Administration, will be empowered to make adjustments in the allocations of the 2010 apportionment budget as needed to begin to implement this plan.

The Council on Finance and Administration, in consultation with the Strategic Planning Team, will prepare and present to the 2010 Annual Conference session a 2011 apportionment budget that begins to reflect the strategic priorities included in this plan.

The Council on Finance and Administration, in consultation with the Core Leadership Team, will examine existing fund balances and make appropriate reallocations to the strategic priorities included in this plan.

A transition map for the implementation of this strategic plan will be developed. This will include the necessary decisions involved in redistributing the assets from the current districts and will encourage the reallocating of any excess assets to starting new churches and faith communities. (See Appendix I)

(NOTE: The APPENDICES referenced above are posted on www.holyconferencing.com)

LA 3

PROPOSED AMENDMENTS TO THE STANDING RULES OF THE NORTH TEXAS CONFERENCE

FROM: Standing Rules Committee and Strategic Planning Team

BACKGROUND:

As affirmed resoundingly at the 2009 Annual Conference session, Bishop W. Earl Bledsoe created a Strategic Planning Team (SPT) to listen to the hopes, dreams and ideas of the people of the North Texas Conference and to shape those thoughts into a strategic plan for our conference. The Strategic Planning Team has listened for God's vision for us through our conference-wide "Hopes and Dreams" cards, small group holy conferencing at the 2009 Annual Conference session and many other conversations throughout the year. The SPT has now proposed a strategic plan titled "A TIME TO LEAD" to move us toward that vision and to accomplish our mission of making disciples of Jesus Christ for the transformation of the world more faithfully. (The plan is printed in this workbook as Legislative Item #2 and the plan and nine appendices are posted on www.holyconferencing.com.)

One of the strategic changes needed, according to the plan, is to streamline and realign the Annual Conference structure and staff in order to address the strategic priorities established by the plan

effectively and accomplish our mission more faithfully. In the past the Annual Conference has been structured for programming. Going forward, every leadership group and every leader will be aligned to the priorities of the Annual Conference and held accountable for their fruitfulness in addressing them. The structure proposed is much simpler than the current structure and is clearly designed around the priorities. The staffing of the proposed structure is also simpler than the current approach and features a team approach and collaborative emphasis.

The North Texas Conference establishes the Standing Rules by which it operates under the authority of ¶ 610 of *The Book of Discipline of The United Methodist Church, 2008 (BOD)*. Any conflict between the NTC Standing Rules and the *Book of Discipline* shall be decided in favor of the *Book of Discipline*. The following changes to the Standing Rules of the North Texas Conference are proposed in order to implement the strategic plan.

LEGISLATION:

1. Amend section I (A) 4 [STRUCTURE OF THE ANNUAL CONFERENCE, GENERAL PROVISIONS, *Election of Members*], p. 245, *2009 Journal*, by replacing “Committee on Nominations” with “Conference Nominating Committee.” Then add after the two existing sentences as amended the following:

“*Special 2010 transitional provisions.* In order to transition from the former system of electing the Members and Chairs of the Agencies, the current Committee on Nominations will nominate persons to fill any vacancies in the groups which are continued by the strategic plan and the Annual Conference will elect them. A new Conference Nominating Committee will be formed by the Annual Conference session upon approval of the strategic plan. (See section I (B) 7 a. [STRUCTURE OF THE ANNUAL CONFERENCE, SPECIFIC AGENCIES, *Conference Nominating Committee*], as proposed later in this legislation.)”

2. Delete section I (A) 5 [STRUCTURE OF THE ANNUAL CONFERENCE, GENERAL PROVISIONS, *Task Forces*], p.245, *2009 Journal*.

3. Amend sections I (A) 8,9 and 14 [STRUCTURE OF THE ANNUAL CONFERENCE, GENERAL PROVISIONS, *Failure to Attend Meetings, Vacancies and Record Keeping*], pp. 246f., *2009 Journal*, by replacing “Committee on Nominations” and “Nominations Committee” with “Conference Nominating Committee.”

4. Delete section I (A) 13 [STRUCTURE OF THE ANNUAL CONFERENCE, GENERAL PROVISIONS, *Coordination of Nominations*], p. 246, *2009 Journal*.

5. Add a new section I (A) 13 [STRUCTURE OF THE ANNUAL CONFERENCE, GENERAL PROVISIONS, *Coordination of Nominations*], as follows:

“All nominations of persons to Agencies shall be reported to the Assistant to the Bishop/Director of Missional Outreach and the Core Leadership Team in order to promote inclusivity and compliance with the Standing Rules on Limits on Multiple Agency Membership.”

6. Re-number the remaining sections of I (A) [STRUCTURE OF THE ANNUAL CONFERENCE, GENERAL PROVISIONS], p. 246f., *2009 Journal*, as follows:

“5. Membership Diversity

“6. Terms

“7. Failure to Attend Meetings

“8. Vacancies

- “9. Term Limits for Members
- “10. Term Limits for Agency Chairs and Team Representatives
- “11. Limits on Multiple Agency Membership
- “12. Coordination of Nominations
- “13. Record Keeping
- “14. General Agencies
- “15. Appeals
- “16. Clergy”

7. Delete section I (B) 1 [STRUCTURE OF THE ANNUAL CONFERENCE, SPECIFIC AGENCIES, Mission of the Annual Conference], pp. 247-251, *2009 Journal*.

8. Add a new I (B) 1 [STRUCTURE OF THE ANNUAL CONFERENCE, SPECIFIC AGENCIES, Mission of the Annual Conference], as follows:

“a. Core Leadership Team

“The Core Leadership Team will oversee the implementation of the decisions of the Annual Conference, working through four Centers: the Center for Leadership Development, the Center for New Church Development & Congregational Transformation, the Center for Missional Outreach, and the Center for Connectional Resources. The priorities of the Core Leadership Team will be accountability, advocacy, goal-setting, planning, coordination, communications and making decisions between annual conference sessions as permitted by the *Book of Discipline*.

“The Core Leadership Team will develop measurable outcomes for being and becoming an anti-racist, multi-cultural church, where racial and cultural differences are viewed and utilized as assets. It will be responsible for integrating anti-racist thinking into our process and structure. The Core Leadership Team will provide for the functions and maintain the connectional relationships required by ¶643.1 (Commission on Religion and Race), ¶644 (Commission on the Status and Role of Women) and ¶654 (Commission on Native American Ministries) of the *BOD*.

“The Core Leadership Team will also provide for the functions and maintain the connectional relationship required by ¶646 (Commission on Communications) of the *BOD*.

“The Core Leadership Team will consider recommendations from the Directors of the four Centers for any additional work groups needed to address the priorities of their Centers, requesting that those approved be “populated” initially during the 2010-11 conference year by the new Conference Nominating Committee and thereafter elected by the Annual Conference upon nomination by the Conference Nominating Committee.

“The Core Leadership Team will be convened by the Bishop and will include the Conference Lay leader, one lay member elected by each district, three at-large members appointed by the Bishop, one District Superintendent and the four Center Directors.

“b. Center for Leadership Development

“The Center for Leadership Development will address the priority of developing young, diverse, lay and clergy principled Christian leaders. It will encourage faith development and discipleship and provide a system that creates, empowers and supports a culture of principled Christian leaders.

“It will include the Board of Ordained Ministry (BOM) which is required by *BOD* ¶635.1, the Committee on Administrative Review which is required by *BOD* ¶636, the Committee on

Investigation which is required by *BOD* ¶2703.2, and other BOM Sub-Committees as determined by BOM. It will include the Board of Laity (¶631.1), the Committee on Lay Speaking Ministries (¶631.6), the United Methodist Women which is required by *BOD* ¶647, and the United Methodist Men which is required by *BOD* ¶648. It will also include the Conference Council on Youth Ministries (CCYM) (¶649.1).

“The Center for Leadership Development will also provide for the functions and maintain the connectional relationships required by ¶625.1 (Commission on Equitable Compensation), ¶630 (Board of Discipleship), ¶650 (Council on Young Adult ministry), and ¶634.1 (Board of Higher Education and Campus Ministry).

“c. Center for New Church Development and Congregational Transformation

“The Center for New Church Development and Congregational Transformation will address the priority of starting new faith communities and transforming existing congregations.

“It will also provide for the functions and maintain the connectional relationships required by *BOD* ¶645 (Commission on the Small Membership Church).

“d. Center for Missional Outreach

“The Center for Missional Outreach will address the priorities of ministry with the poor and improving global health.

“It will also provide for the functions and maintain the connectional relationships required by *BOD* ¶632.1 (Ethnic Local Church Concerns), ¶642 (Commission on Christian Unity and Interreligious Concerns), ¶653 (Committee on Disabilities), ¶629.1 (Board of Church and Society), ¶ 633.1 (Board of Global Ministries), and ¶633.5 (Committee on Parish Community Development).

“e. Center for Connectional Resources

“The Center for Connectional Resources will provide the necessary services to leverage our resources and support our efforts to address the priorities of the Annual Conference.

“It will include the Council on Finance and Administration (¶611), the Board of Trustees which is required by *BOD* ¶640, the Board of Pension and Health Benefits which is required by *BOD* ¶639.1, and the Committee on Archives and History which is required by *BOD* ¶641.1.

“(See section I (B) 2 [STRUCTURE OF THE ANNUAL CONFERENCE, SPECIFIC AGENCIES, Administrative Oversight Responsibility], as proposed later in this legislation.”

9. Amend section I (B) 2 [STRUCTURE OF THE ANNUAL CONFERENCE, SPECIFIC AGENCIES, Oversight Responsibility], p. 251, *2009 Journal*, to read: “Administrative Oversight Responsibility.”

10. Amend section I (B) 2 a. [STRUCTURE OF THE ANNUAL CONFERENCE, SPECIFIC AGENCIES, Oversight Responsibility, Council on Finance & Administration], p. 251, *2009 Journal*, by deleting the last sentence which reads: “The Chair of the Conference Council on Finance and Administration will serve as a member of the Conference Leadership Team.”

11. Amend section I (B) 2 b. [STRUCTURE OF THE ANNUAL CONFERENCE, SPECIFIC AGENCIES, Oversight Responsibility, Board of Trustees], p.251, *2009 Journal*, by adding the

following: “The Board of Trustees will provide for the administrative oversight functions previously performed by the Property and Liability Insurance Committee, the Bridgeport Camp & Conference Center Board of Directors, and the Prothro Center at Lake Texoma Board of Directors.”

12. Delete section I (B) 2 c., d. and e. [STRUCTURE OF THE ANNUAL CONFERENCE, SPECIFIC AGENCIES, Oversight Responsibility, *Property and Liability Insurance Committee, Board of Directors, Bridgeport Camp and Conference Center, and Board of Directors, The Prothro Center at Lake Texoma*], p. 252, 2009 Journal.

13. Delete section I (B) 6 b., c. and d. [STRUCTURE OF THE ANNUAL CONFERENCE, SPECIFIC AGENCIES, Personnel Matters, *Commission on Equitable Compensation, Clergy Housing Committee, Conference Personnel Committee*], p. 256, 2009 Journal.

14. Delete section I (B) 7 a. [STRUCTURE OF THE ANNUAL CONFERENCE, SPECIFIC AGENCIES, Conference Structure and the Annual Conference Session, *Committee on Nominations*], p. 256f., 2009 Journal.

15. Add a new section I (B) 7 a. [STRUCTURE OF THE ANNUAL CONFERENCE, SPECIFIC AGENCIES, Conference Structure and the Annual Conference Session, *Conference Nominating Committee*], p. 256f., 2009 Journal, to read as follows:

“The Conference Nominating Committee is responsible for developing and implementing a plan to identify persons who are willing, qualified, and able to serve as members of the Agencies of the annual conference, with attention given to representing the cultural and ethnic diversity of conference membership, in order to have available the knowledge of all cultures within the conference. The Conference Nominating Committee nominates members and Chairs of Agencies for election by the Annual Conference except where otherwise provided in the *Book of Discipline* or these Standing Rules. The Conference Nominating Committee will also maintain a list of persons willing to serve on Agencies, thus acting as a resource for the Core Leadership Team and the Bishop.

“The Conference Lay Leader will chair the Conference Nominating Committee, which will also include the four District Superintendents and four at-large lay members nominated by the districts and elected by the Annual Conference.

“Prior to the nomination of the at-large lay members by the districts, the District Superintendent will remind the district meeting of the need for inclusiveness in the election of the members of the Conference Nominating Committee. The District Superintendent will also remind the district meeting of the limits on multiple agency membership contained in these Standing Rules. At-large lay members of the Conference Nominating Committee will be elected for a four-year term. A person so elected may serve only one four-year term, and will be eligible to be elected again only after being off the Conference Nominating Committee for at least two years.

“For the conference year 2010-11, the Conference Nominating Committee will be empowered to “populate” any additional work groups requested by the Core Leadership Team. Thereafter, in 2011-12 and following, the Conference Nominating Committee will make nominations to the Annual Conference, which will elect members of the work groups.”

16. Delete section I (B) 7 b., c. and e. [STRUCTURE OF THE ANNUAL CONFERENCE, SPECIFIC AGENCIES, Conference Structure and the Annual Conference Session, *Standing Rules Committee, Annual Conference Planning Committee, Journal Committee*], p. 257f., 2009 Journal.

17. Re-number the remaining sections of I (B) 7 [STRUCTURE OF THE ANNUAL CONFERENCE, SPECIFIC AGENCIES, Conference Structure and the Annual Conference Session], p. 258, 2009 *Journal*, as follows:

“b. Memoirs Committee

“c. Courtesy and Resolutions Committee

“d. Commission on Archives and History”

18. Amend section II (F) 1,2 and 3 [POLICIES OF THE ANNUAL CONFERENCE, SEXUAL MISCONDUCT, Policy Statement For Defining Sexual Misconduct, Procedures For Reporting Clergy Sexual Misconduct, Education Within The Conference Relating To Sexual Misconduct], pp. 268-276, 2009 *Journal*, by replacing “the Bishop’s Committee on Sexual Ethics” (BCOSE) whenever it occurs with “the Core Leadership Team.”

LA 4

FINANCE AND ADMINISTRATION

FROM: Council on Finance and Administration

INTRODUCTION:

In a year of continuing struggle for many, the 97.3% total apportionment payout of the churches of the North Texas Conference in 2009 was simply outstanding! It was a magnificent indication in an extraordinary time of the faithfulness of North Texas United Methodists and the strength, vitality and pride of the churches of the North Texas Conference!

279 out of 306 churches with apportionments paid 100%, and 46 churches made Second Mile contributions to help others. We especially commend the Wichita Falls District (18 years in a row) and the Paris-Sulphur Springs District (15 years in a row) for 100% payment. For the 3rd year in a row all 66 churches in the Paris-Sulphur Springs District paid 100%, with no help from Second-Mile Giving. Commendations are also extended to the Dallas South District, which had an increase of almost 10% over last year, and to the Dallas Northeast District which increased its payout almost 7%. We are especially aware that several pastors and churches truly went the extra mile to achieve these results and we are deeply grateful to all who made extraordinary efforts.

Total dollars received for apportionments in 2009 was \$12,011,682 and the total paid for all benevolent causes was \$13,317,402.

The Council recommends that local churches designate at least 25% of their total annual budgets for causes beyond their churches. It is also recommended that apportionments be given first claim by churches in their beyond-the-local church payments, with advance specials and other benevolences viewed as second-mile giving.

The Council continues to expect 100% payout of our connectional obligations and urges every church to take seriously the recommended ten-month payout plan in which 10% of the annual apportionment amount is remitted monthly. Without doubt, making monthly payments beginning in January or February is an important step in paying apportionments in full.

Paragraph 622 of the 2008 *Discipline* states that the Board of Pension and Health Benefits apportionment, the Episcopal Fund, the District Superintendents Fund, and Equitable Compensation are apportioned funds which are to be paid on the same schedule as the pastor's salary is paid. The Cabinet joins the Council in urging each church to adhere to this mandate monthly.

All churches are also encouraged to make contributions to their District Second Mile Fund. This is an important way to assist districts and the conference as a whole to achieve 100% payment of our total apportionments.

The Council and the Conference Treasurer are making special efforts this year in an effort to update reports in order to provide the information conference leaders and members expect in a more open and transparent way. The Council takes seriously its fiduciary responsibility and is working with conference leaders to insure faithful and effective stewardship of conference funds.

INFORMATION

A. Fidelity Bond for Local Churches

Beginning in 2007, with the establishment of our Conference-Wide Property & Liability Insurance Program through PACT, a \$100,000 Employee Dishonesty (Crime) Bond is provided to cover those persons authorized to handle funds in every church in the Annual Conference.

B. Electric Aggregation Program

Electric utilities in the state of Texas were deregulated effective January 1, 2002. Deregulation offered the opportunity for the churches of the North Texas Conference to join together to purchase electricity. With the encouragement of CF&A, a group of large churches in the conference initiated an effort to secure a group contract for the purchase of electricity. All of the churches of the conference have been invited to participate in this effort. The program is now in its fourth aggregate contract and continues to be beneficial to the 180 participating churches with the benefits of achieving scale, the ability to anticipate costs in budgeting, and protection against the volatility of natural gas prices and future cost increases.

An additional feature of the present contract is the inclusion of 10% renewable or "green" energy for every church, which was secured at no additional cost to the group contract. Churches may choose to increase the percentage of renewable energy for an additional cost. As reported in a December 22, 2007 feature article in the *Dallas Morning News*: "In an apparently unprecedented move for a large religious group, United Methodist churches of North Texas have joined forces to buy 'green' electricity generated by windmills in the western part of the state." Staff writer Sam Hodges went on to say, "Environmentalists say they're unaware of another conference, diocese, synod or any other body of churches that has used its economic clout to spur nonpolluting electricity production." This is a significant step as we try to live out our concern for the environment.

C. Conference-Wide Property & Liability Insurance Program

In response to requests for help from several local churches and after a great deal of study and discussion over many years, the 2006 Annual Conference session voted to establish a conference-wide property and liability insurance program through UM PACT, in which all of our churches, fellowships, camp and retreat centers, and other conference ministries purchase property and

liability insurance through PACT effective January 1, 2007. This program is now fully deployed across all the churches and agencies of the conference.

Because of continuing concern over the vulnerability of our churches in today's litigious society and realizing that all of the other churches are at risk when some are without adequate coverage or limits, the Council is convinced that this program is the best way to protect all North Texas Conference churches in case of property losses or issues leading to liability claims. The Council desires to do everything possible to keep our churches out of harm's way and to enhance our protection of ministry and mission.

D. Pre-1982 Pension Liability

The *2008 Discipline* requires the submission of an annual formal funding plan for our pre-1982 pension liability. (See Board of Pension and Health Benefits legislative items.)

E. Retiree Medical Liability

A plan to address the conference's Retiree Medical Liability was adopted by the 2002 Annual Conference session and updated by the 2006 and 2008 Annual Conference sessions. CF&A will continue to work with the conference Board of Pension and Health Benefits to prepare regular updates to this plan.

F. Salary, Benefits and Expenses for District Superintendents

As stated in the conference's Standing Rules and begun in 2008, "the salary of a district superintendent shall be adjusted annually by the average percentage change in the base compensation of all full-time pastors appointed to serve local churches or appointments for which the conference is responsible. . ." Because of the economic climate, CF&A proposed and the Annual Conference voted to suspend the Standing Rule for the 2010 DS salary and made no change.

The amount of change called for in accordance with the policy for 2011 is a 1.9% increase, which brings the salary to \$104,582. Parsonages are provided by the districts. Utilities, travel and expenses are reimbursed by voucher.

G. 2009 Profile of Apportionments vs. Local Church Expenditures

Total apportionments accounted for 8.1% of total local church expenditures in the North Texas Conference in 2009, compared to 9.0% in 2008 and 8.8% in 2007. Total apportionments decreased 7.0% in 2009, while local church operating expenses on the decimal (excluding all housing and utilities) decreased 0.7%. Total local church expenditures in 2009 increased 3.6%.

H. Ten-Year Profile of Apportionments vs. Local Church Expenditures

An analysis of apportionments in the North Texas Conference between 2000-2009 reveals that apportionments increased at a slower pace than local church expenditures. During that time total apportionments increased 41.9%, while local church operating expenses on the decimal increased 50.6%. Total local church expenditures increased 52.7% during the decade.

I. Future Profile of Apportionments vs. Local Church Income

It has been suggested that a more important comparison than apportionments vs. local church expenditures would be apportionments vs. local church income. The amount of borrowing by local

churches is a concern. The Council and Conference Treasurer understand the concern and are certainly willing to begin providing this information in the future. However, it must be asked of the churches that more care be given to the reporting of income in Table III of the statistical reports. Although we have completed five years of using Table III, the data received to date appears to be less than reliable.

RECOMMENDATIONS FOR LEGISLATIVE ACTION

I. 2011 APPORTIONMENT BUDGET RECOMMENDATION

BACKGROUND:

Recognizing that many families and some churches are continuing to struggle in the uncertain and challenging times in our nation, CF&A has “held the line” and is recommending a third consecutive decrease in apportionments for 2011.

As promised, the strategic plan being proposed at this Annual Conference session is not causing the apportionments to increase. In fact, a decrease of \$371,565 or 3.0% is proposed.

The challenge facing the conference this year is to realign our resources according to the priorities of our mission, as delineated in the proposed strategic plan. Thus, aside from General Conference and Jurisdictional Conference apportionments, the Episcopal Area fund and the District Superintendents Fund, the 2011 recommended apportionment budget is built around the four new centers being proposed: (1) the Center for Leadership Development, (2) the Center for New Church Development and Congregational Transformation, (3) the Center for Missional Outreach, and (4) the Center for Connectional Resources.

Also, for the first time, in an effort to live out the understanding that the District Superintendents’ offices are extensions of the Bishop’s office and to contribute to the effort to lessen the time DSS spend on administrative matters, the treasury functions of the district offices are being moved to the conference Treasurer’s office and the District Administration budgets are included in the apportionment budget being presented. (It is understood that the needs of the districts vary and that, going forward, each district will recommend its own district apportionment budget for inclusion in the apportionment budget presented to the Annual Conference. This year the current and future District Superintendents worked together to develop the budgets included.)

The staff budgets are aligned with their respective centers and in the case of Communications with the Episcopal Area. While some personnel changes and reassignment of responsibilities are the result of the strategic plan, the only new position included is the Director of Leadership Development. According to NTC Standing Rule, the District Superintendent level salaries are calculated with a 1.9% increase. Other staff salaries are calculated with an increase of 3.0%. Benefits costs are calculated with no increases in the 2011 defined benefit portion of the Clergy Retirement Security Program or the 2011 health insurance premiums, as determined by the conference Board of Pension and Health Benefits.

It should be noted that \$50,000 from a beginning balance in the CRSP Supplement account is planned to be used to fund that item, and \$235,800 from Medicare Part D refunds and health insurance reserve funds is planned to be used to fund Appointees and Dependents Health Insurance

Subsidies and part of the Current Year Benefits for Retirees. \$20,000 from a beginning balance in Equitable Compensation is also planned to be used to fund that item.

The following other non-apportioned income related to the apportioned items is also anticipated: \$42,000 from another conference to partially fund the Justice For Our Neighbors attorney position, \$55,000 from C2K for that program and staff, \$13,000 from youth events to fund CCYM staff, \$125,000 from NTC PACT for staff, \$50,000 from health insurance premiums for staff, \$20,000 from a gift to the Area Office, \$10,000 from GCFA for the Episcopal Residence, \$1,500 from booths at the Ministry Mart for Annual Conference, and \$3,000 for printed copies of the Journal. Additional other non-apportioned but related income may be received during the year.

Included in the Conference Reports section of this workbook for comparison with this recommended apportionment budget for 2011 is a report which includes the last three years' apportionment budgets and actual expenses from the apportioned accounts for 2009.

2011 Apportionment Budget Recommendation

	2011 Proposed Budget	2010 Budget	% Change
GENERAL CONFERENCE			
World Service Fund	1,878,476		
Ministerial Education Fund	634,595		
Black College Fund	253,129		
Africa University Fund	56,652		
Episcopal Fund	527,213		
General Administration Fund	204,980		
Interdenominational Coop. Fund	49,450		
TOTAL GENERAL CONFERENCE	3,604,495	3,596,376	2.30%
JURISDICTIONAL CONFERENCE			
Lydia Patterson Institute	65,268		
Mt. Sequoyah Assembly	14,877		
Jurisdiction Administration Fund	31,018		
SMU Campus Ministry	8,160		
TOTAL JURISDICTIONAL CONFERENCE	119,323	119,323	0%
ANNUAL CONFERENCE			

	2011 Proposed Budget	2010 Budget	% Change
<u>CENTER FOR LEADERSHIP DEVELOPMENT</u>			
Board of Ministry (Professional Ministries)			
General	12,600		
Recruitment	1,750		
Residency	800		
Clergy Effectiveness	27,000		
Prep & Qual.	12,250		
Chaplains, Counseling, Exit	1,350		
Conf. Relations	300		
Sub-Total	56,050		
Board of Laity			
Board Expenses	3,000		
Lay Speaking Ministries	2,500		
Sub-Total	5,500		
Faith Development			
Children	10,000		
Youth	30,000		
Campus Ministries	451,864		
Conference Resource Center	6,200		
Bridgeport Summer Camp Program	122,500		
Prothro SEEK Camp Program	20,000		
Sub-Total	640,564		
Texas Methodist Colleges	100,000		
Mentoring & Coaching Program	10,000		
Conflict Management Team	10,000		
Equitable Compensation			
Salary Supplements	85,000		
Missional Grants	25,000		
Sub-Total	110,000		
Intentional Interim Pastors Program	10,000		
Assessment and Exit Program	10,000		
Emerging Ministries	10,000		

	2011 Proposed Budget	2010 Budget	% Change
Center Admin. Expenses	10,000		
Staff	350,000		
TOTAL LEADERSHIP DEVELOPMENT	1,322,114		

CENTER FOR NEW CHURCH DEV. & CONG. TRANSFORMATION

New Church Development			
Training	51,000		
Coaches/Consultants	31,000		
Demographics	6,500		
New Church Starts	437,800		
Sub-Total	526,300		
Congregational Transformation	68,000		
Center Admin. Expenses	10,000		
Staff	220,000		
TOTAL NEW CH DEV & CONG TRANS	824,300		

CENTER FOR MISSIONAL OUTREACH

General Center Expenses			
Admin. Expenses	10,000		
Mission Events	7,500		
Missionary Itineration	1,000		
Publicity/Marketing	3,000		
Sub-Total	21,500		
Global Health Initiative			
Team Expenses	2,500		
Mission Assessment	10,000		
Emerging Initiatives	50,000		
Imagine No Malaria Campaign	3,000		
Education/Leadership Development	3,000		
UMCOR Health	3,500		
Sub-Total	72,000		

	2011 Proposed Budget	2010 Budget	% Change
Poverty Initiative			
Team Expenses	2,500		
Volunteers In Mission	27,000		
UMCOR Disaster Response	3,750		
Education/Leadership Development	3,000		
Emerging Initiatives	5,000		
Hispanic Ministries	110,000		
Ethnic Local Church Ministries	75,000		
Justice For Our Neighbors	36,000		
Communities of Shalom	35,000		
Ecumenical Ministries	8,000		
Sub-Total	305,250		
Staff	307,000		
TOTAL MISSIONAL OUTREACH	705,750		

CENTER FOR CONNECTIONAL RESOURCES

Conference Administration			
Adm. Agencies incl. D&O Ins.	19,500		
Adm. Office incl. IT	95,500		
Chancellor	15,000		
Annual Conference Session	50,000		
Balloting Expenses	30,000		
Journal	23,000		
Ministry Center Operations	147,500		
Ministry Center Debt Service	260,000		
Sub-Total	640,500		
Board of Pension & Health Benefits			
Pensions			
Past Service Funding	624,000		
CPP	0		
CRSP Supplement	0		
Board Expenses	12,000		
Sub-Total	636,000		
Health Insurance Subsidies			
Appointees	0		

	2011 Proposed Budget	2010 Budget	% Change
Dependents	0		
Retirees			
Current Year Benefits	517,800		
Past Service Funding	784,000		
Ret. Med. For New Entrants	213,000		
Sub-Total	1,514,800		
Sub-Total for BOPHB	2,150,800		
Moving Fund	117,000		
Camp & Retreat Center Operations			
Bridgeport Camp	90,000		
Prothro Center	100,000		
Sub-Total	190,000		
Staff	572,000		
TOTAL CONNECTIONAL RESOURCES	3,670,300		
Episcopal Area			
Area Office	65,650		
Episcopal Residence	28,526		
Communications	222,900		
Communications Staff	190,000		
TOTAL EPISCOPAL AREA	507,076		
District Superintendents			
Base Salaries	418,328	626,874	
Pensions	41,600	62,532	
Travel/Expenses	60,000	79,877	
Emergency Fund	10,000	10,000	
TOTAL DISTRICT SUPTS	529,928	779,283	-32.00%
TOTAL ANNUAL CONFERENCE	7,559,468	7,744,080	-2.38%
TOTAL WITHOUT DIST ADMIN FUNDS	11,283,286	11,459,779	-1.54%

	2011 Proposed Budget	2010 Budget	% Change
District Administration Funds			
Metro District	151,862		
North Central District	152,427		
East District	152,171		
Northwest	143,540		
TOTAL DIST ADMIN FUNDS	600,000	795,072	-24.50%
GRAND TOTAL	11,883,286	12,254,851	-3.03%

II. RECOMMENDATION TO USE FUND BALANCES TO “JUMPSTART” STRATEGIC PLAN

In CF&A’s ongoing effort to monitor balances in both apportioned and non-apportioned funds and as promised in the preparation of the strategic plan being proposed, an examination of fund balances on hand December 31, 2009, has led to the proposal that \$1 million of existing fund balances be used in a one-time effort to “jumpstart” the priorities of the strategic plan being proposed to the annual conference. The amount was chosen in recognition of the fact that \$1,024,521 out of a total of \$8,263,071 held by the conference Treasurer on December 31, 2009, was balances in apportioned funds. It is also acknowledged that, due to a variety of reasons, the total of the fund balances held by the conference Treasurer has grown in recent years beyond what is needed. This proposal, in the judgment of the Strategic Planning Team and CF&A, represents the best way to use these funds to advance our mission.

Specifically, it is proposed that \$750,000 be made available for additional new church starts. According to the Director of New Church Development and Congregational Transformation, that amount will make possible the starting of 3 new churches in addition to the 3 planned through the apportionment budget.

It is also proposed that \$250,000 be made available to the new Center for Leadership Development to provide one-time start-up costs for four major new efforts: a mentoring/coaching program for pastors, the training and deployment of a conflict management team of volunteers and outside consultants, an intentional interim pastors program, and a program of transitional ministries to care for assessing and exiting clergy. These efforts are critical components of the strategic plan’s proposal to re-vision the role of District Superintendents and its emphasis on accountability and results.

In spite of the fact that the amount chosen was based on the balances in apportioned funds, due to existing policies and previous agreements, it is not feasible to take the entire amount out of the apportioned fund balances (see notes accompanying the funds below). It is recommended that the following funds be used for this purpose.

APPORTIONMENT FUNDS

Ministerial Education Fund	0
(In order to fund college and seminary scholarships for ministry, it has been the policy of the Board of Ministry for many years that prior year receipts would fund current year expenses. This is also a General Church apportionment which must be used for this purpose. The Dec. 31, 2009 balance was \$206,823.65.)	
Conference Benevolences & Campus Ministries	0
(In accordance with existing policy, the Dec. 31, 2009 balance of \$33,935.94 was transferred to the Mission Shortfall Fund at the beginning of 2010. If there is a deficit in Connectional Ministries accounts, funds from the Mission Shortfall Fund are used to cover it.)	
Insurance Subsidies	143,009.80
Camping & Retreat	1,295.51
Area & Conference Administration	81,264.44
(This is the balance in Professional Ministries (\$46,190.99), Conference Administration (\$6,288.17), Administrative Staff (\$27,051.23), and the Episcopal Residence (\$1,734.05). It does <u>not</u> include the \$20,669.97 in the Office of New Church Development and Congregational Transformation since that is one of the areas receiving the additional funds.)	
Board of Pension & Health Benefits	116,327.97
(The Dec. 31, 2009 balance was \$216,327.97, but \$50,000 from this balance was budgeted to be spent in 2010 and \$50,000 is budgeted to be spent in 2011.)	
District Superintendents Fund	33,025.69
Equitable Compensation	66,421.72
(The Dec. 31, 2009 balance was \$105,421.72, but \$19,000 from this balance was budgeted to be spent in 2010 and \$20,000 is budgeted to be spent in 2011.)	
Moving Fund	0
(The Moving Fund was established with the intent that prior year receipts would fund current year expenses so as not to impede the clergy appointment process. The Dec. 31, 2009 balance was \$182,746.62.)	
TOTAL APPORTIONMENT FUNDS To Be Used	\$441,345.13

OTHER FUNDS

Conference Reserve Fund	300,000.00
Strategic Planning/Emerging Ministries	100,000.00
Holding Funds	100,000.00
Ministry Center Debt Service Reserve/Major Maintenance Fund	58,654.87
TOTAL OTHER FUNDS To Be Used	\$558,654.87

GRAND TOTAL **\$1,000,000.00**

***NOTE: It is understood that the conference Treasurer will be authorized to adjust the amount to be used for this purpose from each fund if needed in order to make the total available on July 1, 2010.

Included in the Conference Reports section of this workbook is a report showing a comparison of the 2005 - 2009 ending fund balances.

III. RECOMMENDATION FOR CALCULATION OF APPORTIONMENT DECIMAL FOR THE CHURCHES

In response to an issue which arose with the 2009 year-end statistics, a change is proposed related to the calculation of the apportionment decimal for the churches. The 2009 statistical forms combined utilities and housing allowances in one line whereas in the past they had been separated and only the utilities line was included in the apportionment calculation. It is not appropriate for amounts expended for the purchase of a home, mortgage payments or capital improvements on a home to be included in the apportionment calculation for churches which provide housing allowances, because they are not included for those churches which provide parsonages. Thus, it is recommended that Line 55 (housing and utilities) be excluded from the apportionment decimal calculation beginning in 2011.

The complete policy is shown below.

GUIDELINES FOR APPORTIONMENTS FOR LOCAL CHURCHES

A. Formula for Two-Part Decimal:

1/3 membership and 2/3 finance

B. Procedure for Computation of Decimal for Each Church:

The membership part is computed by dividing the total 2009 church membership of the Annual Conference (less discontinued churches and fellowships = 155,897) into the 2009 membership of each church. This becomes the church's membership decimal.

The finance part is computed by adding the amounts of the operating expenses reported paid by each church in columns 53, 54, 56 – 58, and 60 - 62 of the 2009 Statistician's Report. (No funds reported in other statistical columns are included in this computation.) This total is then divided by the Conference total of these same columns (less discontinued churches and fellowships = \$80,317,950). This becomes the local church's finance decimal.

The finance decimal is doubled. The membership decimal is added to the doubled finance decimal. This total is divided by three to become the apportionment decimal.

C. Procedure for Computation of Apportionments for Each Church:

The apportionment decimal for each church is multiplied by the Conference total of each apportionment to determine the amount that each church is asked to pay toward the apportionment.

D. Margin for Correction:

To assure that 100% of the amount of each apportionment will be distributed to the churches, no more than one quarter of one percent may be added to each apportionment when needed.

IV. AUDITOR FOR THE CONFERENCE TREASURY

The Council recommends Thomas Stephen & Company, LLP as the auditing firm for the Conference Treasury in 2010.

LA 5**MOTION IN SUPPORT OF “THE UNITED METHODIST *BOOK OF DISCIPLINE* □ ONLINE**

FROM: CONFERENCE COUNCIL ON YOUTH MINISTRIES

WHEREAS, at Youth Annual Conference (YAC) 2009, the body passed legislation asking the Conference Council on Youth Ministry (CCYM) to draft a letter to the UM Publishing House asking for the *Book of Discipline* (BOD) to be made available online, free of charge; and

WHEREAS, at YAC 2010, the body accepted the letter drafted by CCYM and asked for it to be taken to North Texas Annual Conference (NTAC) for additional approval by the larger Church body; and

WHEREAS, the BOD is currently \$20 at Cokesbury if purchased in either the print or CD form. Many United Methodists, both youth and adults, cannot afford to buy a new BOD every four years. This prevents them from having a current BOD to reference when considering matters of importance related to the UMC; and

WHEREAS, if the BOD were made available online, free of charge, all United Methodists would have better access and understanding of the United Methodist Church’s fundamental beliefs; and

THEREFORE BE IT RESOLVED, the North Texas Conference in continued support of children, youth and all vulnerable persons, access to resources to “make disciples of Jesus Christ for the transformation of the world,” especially our core beliefs,

BE IT FURTHER RESOLVED, that the 2010 North Texas Annual Conference should add their approval to a letter being sent to the UM Publishing House from CCYM on behalf of the youth of the North Texas Conference.

IMPLEMENTATION:

Conference Council on Youth Ministries will work with the CCYM Coordinator to ensure that the letter is sent by July 1, 2010.

LA6**A RESOLUTION TO WELCOME THE MIGRANT**

FROM: SENDING SERVANTS TEAM

WHEREAS, Compassion for the immigrant and welcome for the stranger are among our core faith values; and our scripture tells us that "The strangers who sojourn with you shall be to you as the

natives among you, and you shall love them as yourself for you were strangers in the land of Egypt." (Leviticus 19:33-34) and Jesus reminds us to welcome the stranger. "For as much as you do it for the least of my brothers and sisters you do it for me." (Matthew 25:40); and

WHEREAS, the General Conference of the United Methodist Church, hosted by our Central Texas Annual Conference in Fort Worth, April, 2008, adopted by a substantial majority resolution 3281, "Welcoming the Migrant to the United States," and this resolution "affirms the worth, dignity, and inherent value and rights of all persons regardless of their nationality or legal status." and urges United Methodist Churches throughout the country "to build bridges with migrants in their local communities, to learn from them, celebrate their presence in the United States and recognize and appreciate the contributions in all areas of life that migrants bring." (Book of Resolutions, 2008, p. 418); and

WHEREAS, the Council of Bishops, including our own Bishop Earl Bledsoe, declared, in May, 2009, their support of comprehensive immigration reform in their Statement on the U. S. Immigration Situation:

THEREFORE BE IT RESOLVED, in accord with our General Conference and Bishops, that we will put these faith values into practice as an Annual Conference, as individuals, and in our communities of faith by our teaching, our language and our actions; and

BE IT FURTHER RESOLVED, that we call on the 111th Congress of the United States to enact comprehensive, humane and equitable immigration reform based on the following principles from our Bishops Statement:

1. Provide a pathway to citizenship for immigrants.
2. Reunify immigrant families that have been separated by immigration itself or due to work place raids and ensuing indefinite detentions and deportations.
3. Increase the number of visas for short-term workers to come into the United State to work in a safe, legal, and orderly way.
4. Extend legal protection to all workers who come to stay for a certain period of time as well as for those who stay permanently, including the right to bargain for higher wages, to protest against poor working conditions, and to preserve their human rights as workers, be they documented or undocumented.
5. Eliminate privately operated detention centers, which are not regulated by the federal or state governments and end all indiscriminate raids.

LA7

RESOLUTION TO DESIGNATE RENTAL/HOUING ALLOWANCES FOR RETIRED OR DISABLED CLERGYPERSONS OF THE NORTH TEXAS CONFERENCE

FROM: BOARD OF PENSION AND HEALTH BENEFITS

BACKGROUND: To be in compliance with Internal Revenue Service Revenue Ruling 75-22, 1975-1,49, as it relates to clergy housing, the North Texas Conference (the "Conference")

adopts the following resolutions relating to rental/housing allowances for active, retired, or disabled clergypersons of the Conference:

LEGISLATION: **Whereas**, the religious denomination known as The United Methodist Church (the “Church”), of which the North Texas Conference is a part, has in the past functioned and continues to function through Ministers of the Gospel (within the meaning of Internal Revenue Code section 107) who were or are duly ordained, commissioned or licensed ministers of the Church (“Clergypersons”); and

Whereas, the practice of the Church and of this Conference was and is to provide active Clergypersons with a parsonage or a rental/housing allowance as part of their gross compensation; and

Whereas, pensions or other amounts paid to active, retired and disabled Clergypersons are considered to be deferred compensation and are paid to active, retired and disabled Clergypersons in consideration of previous active service; and

Whereas, the Internal Revenue Service has recognized the Conference (or its predecessors) as the appropriate organization to designate a rental/housing allowance for Clergypersons who are or were members of this Conference and are eligible to receive such deferred compensation:

Now, Therefore, Be It Resolved:

THAT an amount equal to 100% of the pension or disability payments received from plans authorized under *The Book of Discipline of The United Methodist Church* (the “*Discipline*”), which includes all such payments from the General Board of Pension and Health Benefits (“GBOPHB”), during the year 2011 by each active, retired, or disabled Clergyperson who is or was a member of the Conference or its predecessors, be and hereby is designated as a rental/housing allowance for each such Clergyperson; and

THAT the pension or disability payments to which this rental/housing allowance applies will be any pension or disability payments from plans, annuities, or funds authorized under the *Discipline*, including such payments from the GBOPHB and from a commercial annuity company that provides an annuity arising from benefits accrued under a GBOPHB plan, annuity, or fund authorized under the *Discipline*, that result from any service a Clergyperson rendered to this Conference or that an active, a retired, or a disabled Clergyperson of this Conference rendered to any local church, annual conference of the Church, general agency of the Church, other institution of the Church, former denomination that is now a part of the Church, or any other employer that employed the Clergyperson to perform services related to the ministry of the Church, or its predecessors, and that elected to make contributions to, or accrue a benefit under, such a plan, annuity, or fund for such active, retired or disabled Clergyperson’s pension or disability as part of his or her gross compensation.

NOTE: The rental/housing allowance that may be excluded from a Clergyperson’s gross income in any year for federal income tax purposes is limited under Internal Revenue Code section 107 (2) and regulations there under to the least of: (1) the amount of the rental/housing allowance designated by the Clergyperson’s employer or other appropriate body of the Church (such as this Conference in the foregoing resolutions) for such year; (2) the amount actually expended by the Clergyperson to rent or provide a home in such year; or (3) the fair rental value of the home, including furnishings and appurtenances (such as a garage), plus the cost of utilities in such year.

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PRE-1982 SERVICE YEAR RATE FOR 2011

FROM: BOARD OF PENSION AND HEALTH BENEFITS

BACKGROUND: Paragraph 1506.7 of the 2008 *Discipline* recommends that the past service annuity rate for ministerial service rendered before 1982 be not less than 1% of the Conference Average Compensation (CAC) as calculated by the General Board of Pension and Health Benefits. In 1999 the North Texas Conference adopted 1% of the Conference Average Compensation as its policy for setting the annual pre-1982 service year rate. For 2011 the CAC is \$71,871. Thus, the Board of Pension and Health Benefits recommends that 1% of that or \$719 be the past service rate for 2011.

LEGISLATION: That the pre-1982 Service Year Rate for 2011 be established at \$719 for approved service of clergy members in full connection, probationary members, associate members and local pastors of the conference.

LA 9

2010 FORMAL PRE-82 PENSION LIABILITY FUNDING PLAN

FROM: BOARD OF PENSION AND HEALTH BENEFITS

BACKGROUND: Paragraph 1506.8 of the 2008 *Discipline* requires the updating of a formal annual funding plan which has been approved by the Annual Conference and the General Board of Pension and Health Benefits (GBOPHB) for the conference's pre-82 pension liability.

The funding plan below is an update of the funding plan which has been in place since 1995 and was incorporated into the legislation adopted by the 2002, 2006 and 2008 Annual Conference sessions as part of our Retiree Medical Liability Funding Plan. It has been approved by GBOPHB.

The valuation of this funding plan will fluctuate each year. In addition to increases or decreases in assets due to stock market fluctuation, GBOPHB actuarial changes also increase or decrease the present value of benefits due.

Believing in the spring of 2008 that the Pre-1982 Pension Liability was funded to a sufficient level to protect against the necessity of unexpected future contributions, which could be required because of market and/or demographic fluctuations, it was decided to transfer \$4.3 million from the conference's Pre-82 Pensions Deposit Account at GBOPHB to the conference's Retiree Medical Deposit Account at GBOPHB on December 31, 2008 and the Past Service Funding apportionment was switched from Pre-82 Pensions to Retiree Medical Liability in 2009 and reduced from \$1,717,649 to \$784,000. As a safeguard in the event of the need for additional funding of pre-82 pensions or for MPP annuities or for the required CRSP Defined Benefit contributions, the two previous apportionments to fund the NTC BOPHB (Board of Pensions and Insurance Subsidies) were combined beginning in 2009 to recognize that they are closely related and allow for transferring funds between the pension liability and the retiree medical liability if needed.

NOTE: While no contribution will be required in 2010, we have been notified by the General Board of Pension and Health Benefits that an additional annual contribution preliminarily estimated as \$1,090,328 for the Pre-82 Plan (in addition to \$355,934 for MPP Annuities and \$129,013 for CRSP – DB) will be required due to the decrease of the assets in the plan due to the recent market decline. However, a “CPP Holiday” granted by GBOPHB with a total value of approximately \$1.8 million over three years in 2011-2013, during which time we will shift the CPP apportionment to Past Service Funding, will fund this additional required 2011 contribution and begin to fund the required subsequent year contributions, which we have been told will be considerably less beginning in 2012.

LEGISLATION: North Texas Annual Conference Funding Plan For Supplement One to the Clergy Retirement Security Program As of January 1, 2010

The 2010 Past Service Rate (PSR) is \$694, or 1.0% of Conference Average Compensation (CAC). The present assumption is that the Conference intends to maintain the PSR at 1.0% of CAC. In spite of a dip in 2010, for the past several years, CAC has increased by an average of 4.5% per year, and it is assumed in this plan that future PSRs will increase by an average of about 4.5% per year.

The conference will fund the benefits through annual contributions as needed from the Conference Deposit Accounts at the General Board of Pension and Health Benefits and apportionments to be designated for Supplement One (Annual Past Service Deposit) through 2021. No contribution is anticipated for 2010.

The funding plan as of January 1, 2010 is summarized below.

	Present Value of Benefits*	Funding Current Assets	Present Value Future Contributions
Supplement One (4.5% COL)	\$31,317,259	\$29,197,222	
Funded Status as of 1/1/08			(\$2,120,037)
Contribution Basis as of 1/1/10	(\$2,427,231)		
Conference Deposit Account		\$3,252,570	
Subtotal	(\$2,427,231)	\$3,252,570	
TOTAL	(\$2,427,231)	\$3,252,570	

*Assuming 7.0% interest and the RP 2000 Mortality Table

L. Marvin Guier III
Director of Administration/Treasurer/Benefits Officer

March 25, 2010

LA 10

2011 BOPHB APPORTIONMENT BUDGET

FROM: BOARD OF PENSION AND HEALTH BENEFITS

BACKGROUND: The two previous apportionments to fund the work of the Board of Pension and Health Benefits (Insurance Subsidies and Board of Pensions) were combined beginning in 2009 to recognize that they are closely related and allow for transferring funds between the two areas as needed. The proposed 2011 apportionment budget request reflects the plans included in previous legislation regarding Clergy Retirement Security Plan (CRSP) funding, Pre-1982 Service Year Rate for 2011 and the 2010 Pre-82 Pension Liability and Retiree Medical Liability Funding Plans. The notes following each section of the apportionment offer further explanation.

LEGISLATION:

PENSIONS

Pre-1982 Years Service (Unfunded Liability)	\$ 624,000 (1)
Comprehensive Protection Plan (CPP)	0 (1)
CRSP Supplement	0 (2)
Operating Expenses	12,000
 Sub-Total	 \$ 636,000 (3)

- (1) An additional minimum contribution of approximately \$1,500,000 will be required in 2011 for our unfunded liability due to the decline of the assets in the plan. We have been notified that subsequent required increases will be significantly less. GBOPHB will be having a “CPP Holiday” which we will take in 2011-2013. Thus the amount which would have been budgeted in those years for CPP will be budgeted for the additional minimum contribution required for the unfunded liability. No additional increase is requested at this time.
- (2) The CRSP Supplement provides supplements for churches under the Denominational Average Compensation and covers pastors on incapacity leave and provides a small amount for uncollectable premiums. Nothing was budgeted for this in 2010 due to a large beginning balance to spend down. The expenditure in 2009 was \$39,392 and the anticipated cost in 2010 is approximately \$50,000. Approximately the same amount is anticipated in 2011 and nothing additional is requested as it is proposed to use approximately \$50,000 from the beginning balance for this item.
- (3) The Sub-Total is an increase of \$6,000 or approximately 1.0% from the 2010 amount budgeted of \$630,000.

HEALTH INSURANCE SUBSIDIES

Appointees Subsidies	\$ 0 (1)
Dependents Subsidies	\$ 0 (2)
Retirees Medical Benefits	
Current Year Cash Basis Premium Benefits	\$517,800 (3)
Past Service Funding	\$ 784,000 (4)
Retiree Medical Liability for Current Retirees & Actives and Spouses	\$ 0 (5)
Retiree Medical for New Entrants	\$ 213,000 (6)
Sub-Total	1,514,800 (7)
TOTAL	\$2,150,800 (8)

(1) \$72,854 was expended on this in 2009, and the anticipated cost in 2010 is approximately \$75,000. Approximately the same amount is anticipated in 2011, and nothing additional is requested as it is proposed to use approximately \$75,000 in available health insurance reserves for this item.

(2) \$10,521 was expended on this in 2009, and the anticipated cost in 2010 is approximately \$12,000. Approximately the same amount is anticipated in 2011, and nothing additional is requested as it is proposed to use approximately \$12,000 in available health insurance reserves for this item.

(3) \$605,869 was expended on this in 2009. The anticipated cost in 2010 was estimated to be \$667,800, which was reduced in the 2010 apportionment budget by the use of \$75,000 in Medicare Part D subsidies received and \$75,000 in health insurance reserves resulting in the 2010 budget of \$517,800. Approximately the same amount is anticipated in 2011, and nothing additional is requested as it is proposed to use approximately \$148,800 from Medicare Part D refunds and health insurance reserve funds for this item.

(4) The Retiree Medical Liability funding plan updated by the 2008 Annual Conference session shifted the Past Service Funding apportionment at this level from Pre-82 Pensions to the Retiree Medical Liability beginning in 2009 and continuing until that liability is fully funded.

(5) The Retiree Medical Liability funding plan updated by the 2008 Annual Conference session called for this item which was budgeted at \$120,000 in 2008 to be eliminated when the Past Service Funding apportionment was shifted from Pre-82 Pensions to the Retiree Medical Liability, which occurred in 2009.

(6) The Retiree Medical Liability funding plan updated by the 2008 Annual Conference session calls for this item to be frozen at \$213,000 until the Pre-82 Pension Plan and the

Retiree Medical Liability are fully funded and the Past Service Funding apportionment is eliminated.

(7) The Sub-Total is no change from 2010.

(8) The TOTAL is an increase of \$6,000 or 0.3%.

LA 11

CONTRIBUTE ANNUAL COKESBURY CHECK TO CENTRAL CONFERENCES PENSION INITIATIVE

FROM: BOARD OF PENSION AND HEALTH BENEFITS

This Legislative Item was withdrawn by the Board of Pension and Health Benefits because there was no check received from Cokesbury this year.

LA 12

DISCONTINUANCE OF NELTA UMC

FROM: NORTH TEXAS CONFERENCE BOARD OF TRUSTEES

BACKGROUND: Because only a small number of members remained and they could not continue to support the church, members of the Nelta UMC, Paris-Sulphur Springs District, concluded that it was time to disband as a church and sell the property.

LEGISLATION: The North Texas Conference Board of Trustees recommends the discontinuance of the Nelta UMC. The Conference Board of Trustees will sell the property and place the proceeds and any current assets with the North Texas Conference Creating Congregations Team for new or existing ministries.

LA 13

EQUITABLE COMPENSATION ANNUAL DETERMINATION

FROM: COMMISSION ON EQUITABLE COMPENSATION

BACKGROUND: The Commission on Equitable Compensation and the Cabinet of the North Texas Conference have for many years understood the primary purpose of Equitable Compensation Pastors Subsidies funds to be to assist local churches in moving from part-time pastoral positions to full-time pastoral positions. Thus, these funds are meant to be transitional funds and not long-term subsidies. In making its recommendation for the minimum Equitable Compensation, the Commission takes into consideration not only the appropriate minimum level compensation for the

full-time clergy of the conference but also the needs of the churches that are determining whether they can afford a full-time pastor or not.

LEGISLATION: The Commission on Equitable Compensation requests that Pastors Subsidies Equitable Compensation support and administrative expenses be apportioned at \$85,000 for 2011.

A. Guidelines for Conference Members and Full-Time Local Pastors

1. The Commission on Equitable Compensation requests that \$42,748 be set for the minimum equitable compensation (including base salary, utilities, amount for vouchered travel reimbursement, dependent premium payments made by the local church, dependent premium supplemental payments paid by the conference at the discretion of the District Superintendent, and other conference subsidies received, but excluding any reimbursement for Annual Conference expenses or grants to assist with the expenses to attend expected spiritual formation or continuing education events for all of the clergy members of the conference (e.g., the Clergy Retreat) for conference members in full connection, associate members and probationary members of the North Texas Conference serving full time for 2011.

For the fourth year the Commission decided to use the same policy the 2006 Annual Conference adopted at the recommendation of CF&A for changes to the District Superintendent level compensation. As stated in the conference's Standing Rules, "beginning in 2008 the salary of a district superintendent shall be adjusted annually by the average percentage change in the base compensation of all full-time pastors appointed to serve local churches or appointments for which the conference is responsible." The Commission also decided to apply the percent change to the travel & utilities amount, which is included in the total. The amount of change for 2011 is an increase of 1.9% from \$41,951 in 2010.

2. Adjustments for years of service:

Years of Service	Equitable Compensation Amounts
0-5	\$42,748
6	42,848
7	42,948
8	43,048
9	43,148
10	43,248

3. Compensation for additional churches on a charge:

Each charge with more than one church shall receive \$200 additional for the second church and \$100 each for the third through the fifth additional churches.

4. Recommendation for housing, utilities and travel expenses:

- a. Housing shall be provided in a church-owned parsonage or provided for with a monthly allowance.

- b. Utilities shall be provided with payments made by the local church or reimbursed when paid by the pastor.
- c. Travel shall be reimbursed at the IRS rate with appropriate records and documentation provided to the church.

5. Local Pastors serving full time:

Five years or less	\$37,748
Six years or more	\$37,848

Expense recommendations same as above.

6. Deacons serving under salaried appointments in a local church:

- a. Are not eligible to receive Equitable Compensation support from the Annual Conference.
- b. Shall be granted the same minimum salary as an elder in full connection when their primary appointment is within a local church. * **

*(Judicial Council decision #807)

***(2008 Book of Discipline, Paragraphs 331.14,625.4)*

A. The following policies are proposed to the North Texas Annual Conference for the distribution of equitable compensation assistance in 2011:

1. A local church exists to serve, not to be served. All churches should be motivated to a larger sense of ministry. Churches whose pastors receive salary subsidy should be open to linkage with other churches in order to utilize efficiently the service of full-time conference members to reduce the need for subsidy.
2. Equitable Compensation levels can best be met when appointments are open to all ministerial members without regard to race or gender. We continue to urge every conference member to make the subject of a fully open Conference and adequately supported ministry at the local church level a matter of daily personal prayer. Only as the love of Christ dwells in us can an Annual Conference be a communion of caring persons.
3. Growth in stewardship should be achieved by all below-minimum remuneration churches. In making application for salary subsidy, District Superintendents are to provide evidence of stewardship education and growth of the church.
4. Tenure payments are designed to honor the years of service of pastors who continue for more than five years in ministry to below minimum compensation charges because of the needs of the Conference. The Bishop and the Cabinet are urged to make every effort to move pastors to above-minimum compensation charges within five years after they begin full-time service.

5. Applications for salary subsidy from Equitable Compensation are to be made by the District Superintendent on the prescribed forms.
6. The Charge Conference of any charge unable to pay the minimum salary set by the Conference shall be informed by the District Superintendent of the guidelines for receiving equitable compensation assistance. The Charge shall be informed of the amount required to bring the compensation level up to the minimum and shall be challenged to move toward the goal of full self-support at the earliest possible time. On the application for salary assistance, the District Superintendent shall certify that the charge has been duly notified. The amount of subsidy granted to a pastor shall be acknowledged annually at the Charge Conference.
7. Equitable Compensation assistance is not available to pastors serving as associate pastors or in staff positions other than pastor-in-charge. In order that such persons receive an equitable wage, however, it is recommended that local churches use Conference minimum standards as minimum guidelines to setting associate and staff salaries.
8. It is expected that the minimum housing allowance that will be paid by those churches or charges that do not provide a parsonage for their pastor will be \$12,000 per year, and requests for salary supplements where housing allowances exceed \$12,000 will not be considered.
9. Pastors who decline an appointment which would reduce or eliminate compensation support are ineligible for the Equitable Compensation tenure payment given for years of service.
10. Equitable Compensation assistance is not available for a North Texas Conference member appointed to serve in another Annual Conference, nor is it available to members of other Annual Conferences serving under appointment in the North Texas Conference.
11. There shall be no lump sum payments to persons receiving Equitable Compensation assistance unless such sums are too small for monthly payments to be made.
12. It shall be the responsibility of the pastor receiving Equitable Compensation subsidy to inform the District Superintendent of any increase in remuneration or any changes in eligibility which occur after an application for Equitable Compensation has been approved.

EXCEPTIONAL REQUESTS BY THE CABINET:

All requests for exceptional support (assistance requested by the Cabinet in excess of the 25% maximum standard) shall be submitted in writing. The requests shall include the amount of assistance requested, length of time for assistance and reason(s) for exceptional request. Such a request shall be submitted on the prescribed form and signed by the Cabinet Representative.

LA 14

ANNUAL CONFERENCE NOMINATIONS

(See Green Pages)