

Task Force on Committee Structure  
Recommendations and Background Information

June, 2021

Task Force Members:

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The events of the last eighteen months affected how Judson Church worshipped and operated and forced us to take a fresh look at who we are as a congregation and the role we play in the community. This was a good time to pause and take a look at how we do the work of the church. Council appointed a task force to examine the church’s committee structure.

The task force had extended conversations (“interviews”) with over 30 people to gather information and opinions. Judson is made up of many smart and thoughtful people, and this process gave us a renewed appreciation of that. Out of the research the task force did and the interviews, there emerged this report. More detail is provided in this document following the recommendations.

**JUDSON COMMITTEE STRUCTURE RECOMMENDATION: JUNE, 2021**

1. Council consists of twelve voting members: four officers and eight committee chairs. There are nine committees, but the chair of Finance is also the Treasurer and is entitled to only one vote.
  - a. Officers stay the same: Moderator, Vice Moderator, Treasurer (also acts as Finance chair), Secretary.
  - b. Seven committees stay the same: Finance (chair is Treasurer), Property, Worship, Personnel, Missions, Congregational Care, and Building Use.
  - c. Christian Education changes into Spiritual Formation (recommended by Children and Youth Coordinator and CE Chairperson).
  - d. Outreach and Engagement Committee is phased in: it takes some MLS functions and implements the recommendations from the marketing/communication task force.
2. Two committees are phased out.
  - a. Policy and Planning: its functions go to Council.
  - b. MLS (Membership, Leadership, Stewardship): membership tasks go to Outreach and Engagement, leadership tasks go to Council, and stewardship tasks go to Finance.

Judson Church Council			
Moderator	Building Use Chair	Missions Chair	Personnel Chair
Vice Moderator	Congregational Care Chair	Outreach & Engagement Chair	Property Chair
Treasurer/Finance Chair	Spiritual Formation Chair	Worship Chair	Finance Chair is also the Treasurer
Secretary	Pastor – non-voting member		

**Proposed Motion to Council:**

That Council recommend that Judson Church replace its committee and cluster structure with the following: phase in the Outreach and Engagement Committee, phase out the Policy and Planning Committee and the Membership, Leadership, Stewardship Committee, and change the Christian Education Committee to the Spiritual Formation Committee. The Building Use, Missions, Personnel, Congregational Care, Property, Worship and Finance Committees remain the same.

## TASK MODEL

Recommendation is to move into a task model for the 2021-2022 year.

1. Purposes
  - a. Make the work of the church more transparent and understandable.
  - b. Make it easier for all ages to participate in short-term tasks.
  - c. Give committee chairs lists of people interested in specific tasks.
  - d. Increase joy by doing meaningful work together, with closure.
2. Rationale
  - a. Much of committee work is periodic rather than continuous.
  - b. People are more willing and able to work on short-term tasks.
  - c. Orientation shifts from spending time in committee meetings to time on tasks.
  - d. Future committees will be easier to fill, requiring fewer members and supplemented by task force workers as needed and planned.
3. Methodology
  - a. Committees define tasks (much of this has already been done).
  - b. List all tasks, but also break out/implement tasks for each quarter.
  - c. Task Sign-up is communicated to all (prototype already developed - see Attachment A).
  - d. Create "Working Sundays" that take place once a month after worship; council meets prior to "Working Sundays" to coordinate tasks and spaces.
4. Ongoing evaluation/adjustments of task model done as needed; conduct a summary evaluation in April.

## Background and more details on our thinking and analysis

Since the adoption of our current committee structure 7+ years ago, our committee practices and the work we do has evolved.

### **Proposed new structure and methods:**

Desires:

- Make the “work of the church” more visible and easier to join, less hidden in committees
- Make the committee work easier and more understandable
- Make it easy for the congregation, and especially new folk, to participate
- Increase our ability to find joy with each other by regularly doing meaningful work TOGETHER
- Offer shorter opportunities for participation (i.e., fewer year-long committee commitments)
- More of a task force orientation than a committee meeting orientation
  - There will still need to be coordination of tasks, but the model of who does some/most of the work will shift from standing committees
- Invite participation for all ages frequently
- Interconnect the congregation more by having frequent opportunities to do meaningful tasks with different people.
- Create easy to use resources for committees/chairs to find help to do the work.
- Make it easier to get committee chairs because the chairperson's work may be less.
- Make committees easier to fill because they may need fewer members, supplemented by task force workers from the congregation on a regular and as needed basis.
- **Be assured: the work of the church WILL get done!**

How to get to that:

- Re-work some committees and responsibilities
- Have fewer, smaller committees, and thus a slightly smaller council and need for fewer chairs and committee members
- Shift some committee focus from doing to coordinating
- Recognize which committee responsibilities are ongoing and which are periodic tasks
  - We have assessed committee work and completed a preliminary sort which we have checked with current committee chairs
  - A surprising amount of committee work is periodic tasks, rather than ongoing responsibilities. A few examples:
    - Stewardship Campaign is a 4-6 week thing once per year
    - Advent decorating
    - Property work days at the church
  - We realize that some committees have more ongoing work than others, for example
    - Finance chair has to sign checks regularly
    - Worship committee plans/executes worship weekly
- Get task work done via short-term commitments from the broader congregation rather than the same committee members over and over again

- Create a “Committee and Task Force Fair” model where people can see a list of committee ongoing work and short-term task work and indicate interest and willingness for either or both. This would happen multiple times per year.
- Create a “Working Sundays” model for after worship one Sunday per month where actual tasks will be done by all. This will allow us to work together, on the spot, without having to come back to church on another day. On "Working Sundays"
  - No second hour or Sunday school
  - Immediately following worship we move to task work that we have previously expressed willingness to do
  - We could have social time and lunch after task work at noon-ish.
- Committees and chairpersons will have access to more helpers, but will need to coordinate and firm up volunteers (from “Task Fair” resource lists) and materials before each "Working Sunday"
- Council meetings will likely need to take on a coordination component for "Working Sundays"
- Short-term Task Forces for work that takes more than an hour or two on a "Working Sunday" will be created and sourced from the “Task Fair” resource list. These groups might last for a month or two, and then dissolve. **This is how many people have indicated they would prefer to engage in church work: for a known, shorter duration.** Examples include:
  - Stewardship Campaign
  - Writing Dye/Knopf Letters and acknowledgements
  - New member classes
  - Nominating committee for officers/chairs/committee recruiting

#### Committee and Structure Changes:

- We encourage cross-committee communication to avoid the silo effect and to effectively work together, but our recommendation eliminates the formal cluster level; taking that layer out simplifies the structure.
- Policy and Planning Committee will be eliminated. This work will be done at the Council level, as has been happening.
- Christian Education will be renamed “Spiritual Formation” and will be concerned with creative programs and events that foster exploration and connection for all ages, with a redesigned intergenerational program that Carolyn and the current CE committee are working on.
- MLS Committee will be eliminated.
  - Membership tasks go to Outreach and Engagement
  - Leadership tasks go to Council
  - Stewardship tasks go to Finance (as task force items)
- Outreach and Engagement Committee will be created.
  - Will work to implement Marketing Task Force plan – all 7 items, including working with new marketing/communications staffer/contractor
  - Will coordinate reaching out and into our community
  - Will be inviting and welcoming new people to Judson and will follow up and engage new people; will train all of us how to do that as well
  - Will coordinate new member classes

### **Questions about the recommended committee structure**

1. Can you summarize the changes in one sentence?

We recommend decreasing from 13 to 12 people on council by keeping 7 committees the same, changing CE into Spiritual Formation, phasing out Policy and Planning and MLS, and creating the Outreach and Engagement Committee.

2. Why phase out the Policy and Planning Committee?

It has lacked a chair and members for the last few years. Long term planning and policy changes should originate in council. This committee's work has been done by council, which is where long-term planning and policy changes belong.

3. Isn't that putting a lot onto council?

Actually, council has been doing that work the last few years. Council also has authority to create ad hoc committees and/or task forces to do some of the work and report back.

4. Why create the Outreach and Engagement Committee?

To take responsibility for membership tasks from both internal and external perspectives and to implement marketing and communication recommendations.

5. What happens to the MLS (Membership, Leadership, Stewardship) Committee's responsibilities?

Membership tasks switch to the new Outreach and Engagement Committee. Leadership tasks go to council to do or to delegate. Stewardship is a 6-8 week task, which goes to the Finance Committee.

6. What about the cluster committee structure over the last several years?

In some cases, it worked well, especially in the first years following its adoption, but in recent years it has not been used at all by the committees. We still encourage cross-committee communication to avoid silo effects, but the cluster committees are not included in our recommendations. Taking that layer out simplifies the structure and removes a heavy burden on committee chairs to work at three levels of the structure (council, cluster and committee) in different roles at each level.

### **Questions about moving to more of a task model for the work of the church**

1. What is all of this about committee tasks?

This is what the task force got most excited about—it is innovative and holds great promise for future work of the church.

2. Where did the idea come from?

In our conversations with committee chairs, staff and others, a theme emerged: that much of the work is short-term, that many people are more willing and able to get involved in doing tasks compared to serving on long-term committees, and that this can be an effective way to revitalize the work of the church coming out of the pandemic.

3. What about work that does not fall into the category of short-term tasks?

That would continue to be done by committees. But differentiating between short-term tasks and ongoing committee responsibilities will facilitate getting more people involved in the work of the church—we are optimistic about the possibilities.

4. How will this work?

We've already got a good start. Committee chairs have identified tasks, differentiating between short-term and continuous ones, and a plan for monthly "Working Sundays" has emerged. A quarterly task list has been partially developed and will be ready to implement 4th quarter this year. People will be able to indicate interest in both short-term and more long-term tasks by filling out the Task Sign-up form (see Attachment A). A "master list" will be compiled from the forms and available for committee chairs to use to contact volunteers for the areas in which they need help. We recommend that the council be involved in managing the process. The work of the church WILL get done!

5. So did the concept of describing short-term tasks as a way to do the work of our church affect the final recommendations to implement such a plan?

Yes. In fact, we see work at Judson being done this way already (property work days, garden work days). See the rationale for the task model below:

- Make the “work of the church” more visible and easier to join, less hidden in committees
- Make the committee work easier and more understandable
- Make it easy for the congregation, and especially new folk, to participate
- Increase our ability to find joy with each other by regularly doing meaningful work TOGETHER
- Offer shorter opportunities for participation (i.e., fewer year-long committee commitments)
- More of a task force orientation than a committee meeting orientation – as many indicated they would prefer.

**Questions about the Task Force on Committee Structure**

1. Why are we having a task force review and analyze our committee structure?

The current structure has been in place for over 7 years. Some committees have worked well, continuously doing their work effectively. Other committees have struggled, even to maintain committee membership (including chairs). Council created the task force (Bob Clague, Monica Lewis, Kristine Revak, and Wayne Urbaniak) to look at our current committee structure, review other types of committee structures and bring back its recommendations.

2. How often did the task force meet?

We had 8 meetings in 7 weeks, both in person and by Zoom.

### 3. Why now?

The present moderator, vice moderator, and Pastor Norvell felt that this was a good time--that coming out of the pandemic presented the church with new opportunities. Almost everyone the task force members interviewed agreed the timing was right.

### 4. Who was involved with developing these recommendations?

Besides the task force members, we interviewed over 30 people—committee chairs, officers, staff, recent past officers and chairs, and everyone else we knew of who expressed an opinion about this topic, including those who responded to our open invitation to “contact task force members.” Some of these conversations were done person-to-person and others consisted of extensive phone conversations.

### 5. What else did the task force do?

We looked at present and past church documents: the church constitution, the church’s Policies and Procedure Manual, committee descriptions, cluster meeting notes, the 2019-2020 annual report, Judson Church descriptors, the church website and the council notebook for 2020-2021, which included information on the cluster structure. We also looked at committee structures from several other churches.

### 6. Is there anything else we should know?

A lot of feedback and ideas came out of the conversations we had with Judson people. We learned that:

- People continue to feel a strong commitment to Judson and want to contribute. They don’t always know how to, or they feel they don’t have the time for large commitments.
- Some people are inspired by particular needs of the church, or to help with particular defined tasks. Some simply have ideas they want to help come to life.
- The work of the church isn’t always obvious or transparent, so it’s not always easy to plug into that work.

ATTACHMENT A

PROTOTYPE OF TASK SIGN-UP FORM

This form is an example of the Task Model. It illustrates the breakout of many committee responsibilities into ongoing committee work and short-term task work as a sign-up form for indicating interest/willingness to help. Persons filling out the form would check the box next to any committee(s) in which they want to participate in ongoing committee work (usually a one-year commitment). If interested in any shorter term tasks, they would check the box next to each task in which they are interested.

Name \_\_\_\_\_

**Committee: Building Use**

- Support office manager as needed (Monthly)
  - Communicate / plan with renters (Quarterly)
  - Develop and implement policies for building use
  - Actively solicit interest in and increase use of our building
  - Reassess and restructure current uses to accommodate new uses
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**Committee: Congregational Care**

- Communicate needs (Monthly)
- Update Tree of Life (biweekly/monthly)

**Shorter term TASKS**

- Arrange/do visits, bring food (Monthly)
  - Send cards, make phone calls, send Christmas cards (Weekly/monthly)
  - Prayer shawls/College care packages (Semi-annual)
  - Provide additional services--provide rides to church, medical appt
  - Assist in moving people
  - Technology assistance
  - Follow up with visitors
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**Committee: Finance**

- Review finances (Monthly)
- Plan finances for big projects (Yearly)

**Shorter term TASKS**

- Prepare budget (Yearly: March to May)
  - Investments—review (semi-annually)
  - Insurance—review/adjust (Yearly)
  - Work with the pastor to write the letter to the Dye Family Fund and the Knopf family (September)
  - Stewardship campaign (Yearly: March to May)
  - Write thank-you notes to pledgers (June)
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**Committee: Missions**

- Determine missions to support (Yearly)
- Announcements, articles, bulletin (Monthly)
- Coordinate, support and energize Action teams (see TASKS below)
- Administer the Gordon Smith fund

### Shorter term TASKS

- Conduct Shapan Orphanage annual mission fundraising
  - Starfish
  - Racial Justice team
  - The Gathering
  - Climate Change team
  - Meals on Wheels
  - LGBTIA+ team
  - Youth Homelessness team
  - Loaves and Fishes
  - En Via
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### Committee: Outreach and Engagement

- Implement Marketing Task Force plan, including working with new marketing/communications staffer/contractor
- Coordinate reaching out and into our community
- Inviting and Welcoming new people to Judson, as well as training all of us how to do that
- Coordinate new member classes

### Shorter term TASKS

- Welcome/engage visitors (Weekly)
  - Follow up with visitors
  - Encourage member involvement Monthly: ongoing
  - PRIDE month activities
  - Open Streets
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### Committee: Personnel

- Human resource issues (Occasional as needed)
- Hiring new staff (As needed)
- Create and/or update Personnel policies (Yearly and as needed)
- Review of Pastor (Yearly: in the Spring)

### Shorter term TASKS

- Finish Safe Church Policy
  - Create and complete Anti-Harassment policy
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### Committee: Property

- Coordinate/do general church maintenance (Daily/Weekly)
- Manage the HVAC system daily plus do twice a year "switch over" (cool/heat to heat/cool)
- Plan/implement big projects (Yearly)
- Coordinate smaller, but high priority projects (roof, playground) (Yearly)

### Shorter term TASKS

- Organize / oversee volunteer days (Quarterly)
  - Do routine repairs / maintenance (Weekly)
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### Committee: Spiritual Formation

- Brainstorm, plan and implement creative programs and events that foster exploration and connection for children & youth, for adults and for all ages together

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**Committee: Worship**

- Find readers, reflection people, ushers, greeters(Weekly)
- Receive/give feedback, adjusting (Monthly)
- Facilitate communion (Monthly)
- Implement virtual services (Weekly)
- Organize worship activities that enhance church seasons such as Advent, Lent (Quarterly)
- Plan special services/events such as baptism, new member acceptance/ welcome, blessing/sending (As needed)

**Shorter term TASKS**

- Find/write calls to worship, readings (Weekly)
- Maintain environment and seasonal decorating (Monthly, quarterly)

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**Examples of Other Opportunities**

- Choir (contact: Eileen McLaughlin)
- Spiritual Voyagers (contact: Ron Cottone)
- Textile group (contact: Sandy Chatfield)
- Judson Preschool Board (contact: Polly Schrom)
- TRUST Representative (contact: Karla McGray)
- Hospitality (contact: Polly Schrom)
- Gardeners (contact: Barb Balcom)
- Judson Library (contact: Pat and Paul Johnson)