TEXAS ANNUAL CONFERENCE
STRATEGIC MAPPING TEAM
PROPOSAL TO 2020 ANNUAL CONFERENCE

txcumc.org/discipling
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EXECUTIVE SUMMARY
TEXAS ANNUAL CONFERENCE + STRATEGIC MAPPING TEAM + PROPOSAL SUMMARY

To more effectively and efficiently equip congregations of the Texas Annual Conference (TAC) to make disciples of Jesus Christ for the transformation of the world, the Strategic Mapping Team (SMT) respectfully presents the following summary of its proposal to the 2020 Annual Conference.

Through nine 2019 listening sessions and an online survey, we heard clearly: TAC United Methodist Christians are ready to decentralize, to move away from generating programs at the Conference level and move toward facilitating and resourcing District and local church ministries. Our vision, mission, and strategic goals have not changed. However, our mission field has changed. Church members today are more interested in investing in strong connectional ministries closer to home. Therefore, we propose accomplishing the same strategic goals in different, creative ways.

By decentralizing mission and ministry on or before July 1, 2023; reducing Conference staff and committees; recommending to the Conference Council on Finance and Administration (CF&A) a decrease in Conference expenses and an increase in District and local church funding; and strengthening connectional relationships between and among Districts and local churches, we believe our Conference will be more fiscally stable and ready for whatever changes the future brings.

A. DISTRICTS

In order to strengthen connectional relationships and offer ideas and expertise directly to local churches, all 9 Districts will remain intact.

1. District Superintendents (DSs)

   To support DSs as they build strong connectional relationships and offer lay and clergy leaders the expertise to design and implement contextually appropriate mission and ministry, if this proposal is approved, we will recommend that CF&A annually budget for 3 new Conference funds:
   
   • $200,000 for Specialists (persons who provide direct instruction, information, or coaching to improve a specific area of church life and health) plus Conference staffing to work with CLT, Districts, and local churches to help coordinate and recommend Specialists;
   
   • $540,000 in District Allocations ($60,000 available to each District) to support contextually appropriate initiatives; and
   
   • $250,000 for Innovation (Funds available through the Conference Leadership Team (CLT) to fund innovative ministries designed to make disciples of Jesus Christ).

2. District Leadership Teams will be trained to work with DSs to extend the work of the CLT.

3. District Apportionments. Each District votes to determine the level of District Apportionments they need. This proposal neither increases nor decreases District Apportionments.
B. CONFERENCE
Conference-level work is simplified and streamlined to focus on forming effective clergy and lay leaders.

1. Conference Leadership Team (CLT)
   After Annual Conference, the current Core Leadership Team is renamed “Conference Leadership Team”; expanded to include all District Superintendents (DSs) and District Leadership Team (DLT) chairpersons; and re-structured and re-trained to focus on collaboration, accountability, and innovation.

2. Conference Centers
   Conference Centers will be reduced from 5 to 2 on or before July 1, 2023. In addition to the Office of the Assistant to the Bishop (which will still include nominations and communications, and add Missions, Church and Society, Disaster Readiness, and the “We Love All God’s Children” initiative), Conference Centers will include:
   - Center for Leadership Formation (which will include all current Center for Clergy Excellence clergy recruitment, development, and accountability ministries, and add Racial and Ethnic Leadership, Lay Leadership, Church Leadership, Campus Ministries, and Interim (TIIMS) Ministries); and
   - Center for Connectional Resources (which will still include all current Center for Connectional Resources financial and property management ministries, and add Pensions and Group Health Benefits).

3. Conference Staff
   On or before July 1, 2023, staff is reduced by about 20%.

4. Conference Office Space
   Because of reductions in Conference staff and to be good stewards of our resources, the CLT and Board of Trustees will initiate a study to consider selling the current office space and Episcopal residence, and relocating further north within the Greater Houston area, closer to the population center of the Conference.

5. Conference Committees and Boards
   In order to be better stewards of our human and financial resources, many Conference committees and boards will be consolidated, reducing the total number by over 50%.

6. Conference Apportionments
   Although this proposal recommends to CF&A a 20% or more decrease in Conference expenses on or before 2023 (after this proposal has been fully implemented), it cannot promise a decrease in Conference apportionments. Potential changes in the General Church may significantly decrease apportionment revenues. However, because this proposal is designed to create a more financially stable Conference, future apportionment decreases are much more likely.
DISCIPLING AND THE TEXAS ANNUAL CONFERENCE
A Strategic Proposal Presented by the Strategic Mapping Team
May 2020

During Texas Annual Conference (TAC) meetings in May 2018, delegates voted to authorize a Strategic Mapping Team (SMT) to determine whether or not our structure is aligned to efficiently support our objectives; to study the financial capacity of local congregations to support our budget; and to make recommendations to the Annual Conference. In May 2019, delegates voted to continue the work of the SMT until Annual Conference 2020. After listening to numerous Conference leaders, this proposal was developed and presented in nine District Listening Sessions September 30 – October 20, 2019. After reviewing listening session feedback, additional feedback received through an online survey and additional conversations with Conference leaders and staff, the SMT developed the following report and recommendations.

To equip congregations to make disciples of Jesus Christ for the transformation of the world, this strategic proposal decentralizes mission and ministry throughout the Texas Annual Conference; simplifies and streamlines communication; reduces staff, committees, and expenses; and accomplishes our foci more efficiently and effectively.

We invite you to:

- Carefully read and prayerfully consider this proposal and
- Be prepared to vote during Annual Conference 2020.
- For more information, go to txcumc.org/discipling or contact discipling@txcumc.org

And Jesus came and said to them, “All authority in heaven and on earth has been given to me. Go therefore and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, and teaching them to obey everything that I have commanded you. And remember, I am with you always, to the end of the age.” Matthew 28:18-20

The Strategic Mapping Team invites you to envision a stronger, more agile, more connected conference prepared to transform our communities over the next 20 years. We imagine a church focused more completely on God’s power to disciple persons and send them out to transform the world. We believe God wants us to reach more people, more young people and more diverse people. As Christ followers we want to become more nimble, with stronger relationships, more accountability and a greater impact on our communities. Our foci as the Texas Annual Conference are good, but we need to adapt our ways of pursuing our common mission.

We imagine nine Districts with an increased focus on connecting churches with one another and with the help they need to make disciples of Jesus Christ for the transformation of the world in their unique contexts. We want to continue empowering District Superintendents to be missional strategists for their districts. They must continue connecting churches, clergy and lay leaders for greater effectiveness in discipling ministries. We want to make the gifts of many lay and clergy specialists available to assist local churches in their ministry.
We imagine a conference with a continuing focus on recruiting, credentialing, forming and deploying clergy to lead our churches and ministries. We believe it is imperative to reach more diverse people and provide good news to those in need. To do so, we must increase energy focused on developing lay leadership within our congregations.

Just as Jesus called his first disciples to move into their future in different ways after his commissioning and ascension, so we must prepare to move into the future accomplishing our common mission in different ways.

The Strategic Mapping Team is grateful for Texas Annual Conference leaders who have worked diligently to embody our values to help us accomplish our vision over the last 12 years. We reaffirm the vision, mission, key drivers, core values, and strategic foci adopted by the TAC in 2007.

Our Vision
Vibrant, growing congregations, changing lives and reshaping futures for Jesus Christ.

Our Mission
Equip congregations to make disciples of Jesus Christ for the transformation of the world to the glory of God.

Our Key Drivers
Spirit-led, excellence, fruitfulness, and accountability.

Our Core Values
Radical hospitality, passionate worship, faith-forming relationships, risk-taking mission, extravagant generosity, connectional ministry, fervent prayer, and diligent study of scriptures.

Our Strategic Foci
Cultivating growing, vibrant, missional congregations; forming transforming lay and clergy leaders; and investing in the young (including “We Love All God’s Children”).

Our strategic foci have not changed. However, over the last 12 years, the world, our denomination, American Christianity, and our mission field have changed.

Today, we believe people inside and outside the church are less likely to invest their trust and resources in large institutions. Local churches are more effective when they have the option to invest time and resources in missions and ministries chosen more locally. During Annual Conference meetings on May 27 and 29, 2019, lay and clergy members were clear. Many do value our connection, especially the connection with our Districts.

Following Annual Conference meetings, during the summer of 2019, our Strategic Mapping Team members convened conversations with groups of United Methodist Christians across the Texas Annual Conference. As we listened, we heard people say it’s important to:

- “Tend to our connection” because “it is all about relationships”
- Create more simple, direct lines of communication throughout the Conference
- Create opportunities for churches “to share learnings” with other congregations
- “Train clergy and lay leaders” and “develop a new generation of lay leaders”
- “Move more resources down” for contextual ministry in Districts and local churches
- “Stop spending money on Centers” and focus on “disciple making”
“Streamline the Conference staff” which is “too top heavy” and has “too many staff”
“Reduce apportionments” and create “a small, more efficient connectional system”

We heard your desire for strong connectional relationships; clear effective communication throughout every level of the connection; more latitude to design and implement missional objectives locally; and more resources to help local churches make disciples in their unique contexts, and to identify and prepare church leaders to lead through this challenging era.

After those conversations, we designed and proposed a new strategic direction for our Conference, and invited all interested to offer feedback during “Table Talks with Bishop Jones and the Strategic Mapping Team” at one of nine District Listening Sessions across the Conference, September 29 through October 20, 2019; then invited additional feedback through an online survey tool in late October. Over 700 clergy and lay members of Texas Annual Conference churches participated in person in the listening sessions; 300 offered additional feedback online.

After reviewing the hundreds of pages of helpful feedback generated by the listening sessions and survey, we learned that almost 80% of participants favor decentralization. Some of you used the word “decentralization”; others expressed the same hope, that our Conference might shift its focus from generating programs to facilitating and resourcing District and local church ministries. 95% of survey respondents agreed we should empower Districts to implement contextually appropriate missions and ministries in their geographic areas. However, many of you expressed the need for additional details in order to make an informed decision before moving in this new direction. So, during our October 30 SMT meeting, we broke into sub-teams and began working out the details.

We now offer for your consideration the following detailed three-year strategic proposal, designed to:

- Equip congregations to focus more completely on God’s power to disciple persons and send them out to transform the world;
- Enhance District efforts to strengthen connectional relationships and offer ideas and expertise to local churches; and
- Focus Conference efforts to form excellent Spirit-led clergy and lay leaders.

This strategic proposal decentralizes mission and ministry throughout the Texas Annual Conference; simplifies and streamlines communication; reduces staff and committees; recommends to our Conference Council on Finance and Administration (CF&A) a reduction in expenses; and accomplishes our foci more efficiently and effectively.

A. **DISTRICTS**

   In order to strengthen connectional relationships and offer ideas and expertise directly to local churches, all nine Districts remain intact.

   1. **District Superintendents**

       District Superintendents will re-define their roles as missional strategists. Work with our bishop in making mission field appointments will continue. However, District Superintendents will work on building strong relationships with local churches and lay and clergy leaders and offering congregations ideas and expertise to design and implement contextually appropriate missions.
and ministries. To support them in their efforts as they transition to accomplishing Conference foci differently, if this proposal is approved, we will recommend that CF&A budget annually for 3 new funds on or before 2023. Through this new funding, District Superintendents will be able to call on a newly funded team of Specialists; utilize new District Allocation funds; and access new CLT innovation funding to strengthen local churches.

Proposed new roles and responsibilities for District Superintendents can be found on page 25.

2. Specialists
Specialists in various areas of ministry will be empowered to bring their gifts into greater use in more local churches.

Definition
In this proposal, a Specialist is defined as an individual or group from outside a congregation who provides direct instruction, information, or coaching to improve a specific area of church life and health. Specialists could offer expertise in areas such as worship, community outreach, youth and young adult ministry, conflict management, children and family ministry, new faith communities, communication, hospitality and assimilation, stewardship and fundraising, financial management, strengths and needs assessments, discipleship pathway, vision and values, church lifecycle, single board governance, appreciative inquiry, and tools for innovation. To be considered a Conference Specialist and placed on a Conference roster of Specialists, individuals or groups will need to demonstrate that they have successfully worked with at least one congregation beyond their own; obtain any necessary certifications; be recommended by a member of the Conference Leadership Team (CLT); and approved by the CLT. Districts will still have the flexibility to utilize experts who are not on the Conference Specialists roster at churches within their Districts with approval from the DS, if the expert is paid with District or local church funds.

Funding and Coordination
If this proposal is approved, we will recommend that CF&A annually budget $200,000 in Conference funds for Specialists by 2023. The CLT will have ultimate oversight and responsibility for the entire roster of Specialists. However, we will also recommend that CF&A annually fund a Conference staff member (the Associate Director of Church Leadership, in the Center for Leadership Formation) to work with the CLT, Districts, and local churches to help coordinate and recommend Specialists, keep an updated roster of Specialists, manage Conference funds for Specialists, assess and report the effectiveness of Specialists, and answer questions. The Church Leadership Team in the Center for Leadership Formation will also be available to work with the Associate Director for Church Leadership to help with this important work.

Access and Additional Funding Options
Local churches will be able to request a Specialist (either for general diagnostic help or for help with a specific identified need) either through their District office and/or through the Conference office. Most Specialists’ initial services will be covered by Conference or District
funds. When a Specialist is assigned to a local church, clear expectations will be established with the church and with the Specialist, including the number of hours of engagement expected and the total amount to be paid by the Conference or District to the Specialist. However, churches may wish to engage a Specialist for additional hours and/or services at the congregation’s expense.

3. District Allocations
Because this proposal envisions more mission and ministry coordination at the District level, we imagine that as they live into decentralization, District Superintendents may need additional funds to meet new staffing or other contextual ministry needs. If this proposal is approved, we will recommend that CF&A annually budget $540,000 Conference funds each year ($60,000 for each District) for uses approved by the District Superintendent and District Leadership Team in each District. Allocations could be used within each District, or Districts may choose to collaborate to meet shared staffing or ministry needs.

4. Funds for Innovation
For more information about funds available for innovative ministries, see the Conference Leadership Team (CLT) section of this proposal on page 9.

5. District Leadership Teams (DLTs)
In this proposal, District Leadership Teams (DLTs) will be responsible for extending the work of Conference Leadership Team (CLT) to the District level. DLTs will be trained on or before July 1, 2023, under the direction of the CLT, to shift their focus and functionality. These key teams of lay and clergy leaders will model connection; accomplish collaboration, accountability, and innovation at the District level; and help District Superintendents equip congregations so they can focus more completely on God’s power to disciple persons and send them out to transform the world.

Purpose
DLTs will become the keepers and multipliers of the vision on behalf of the Conference at the District level, implementing new Conference structural accountability and aligning Conference resources at the District level, recognizing the unique mission fields in each District.

Role
In conjunction with the District Superintendent, each DLT will articulate the needs of each local church and its respective mission field to the cabinet and CLT; and communicate, facilitate and connect local churches and District ministries through intentional planning and collaborative work.

Responsibilities
DLTs will be responsible for representing the needs of local churches; developing strategies for District mission fields; equipping local churches to embody Conference Core Values; facilitating connections geographically and by affinity among local churches; creating District resources and
links for implementing the Conference Strategic Foci; and communicating to the CLT the needs of the District and local churches to fulfill Conference Strategic Foci.

6. District Apportionments
Although Districts can vote to increase or decrease apportionments, this proposal does not increase District Apportionments or create any additional financial responsibilities for Districts.

B. CONFERENCE
In order to focus on the unique contextual needs of congregations where our foci will be accomplished, in this proposal, Conference-level work is simplified and streamlined to focus on forming clergy and lay leaders to help our local churches reach more people, more young people, and more diverse people.

1. Conference Leadership Team (CLT)
In order to facilitate collaboration between Districts and simplify and streamline communications, the Core Leadership Team (CLT) will be re-structured and re-named in this proposal. It will be re-named the “Conference Leadership Team,” to mirror the language used for the District Leadership Teams (DLTs). Instead of Center Directors, one District Superintendent, and District representatives (the current model), the new CLT will include:

Composition:

• Bishop (chair, with voice, non-voting)
• All 9 District Superintendents (with voice and vote)
• All 9 District Leadership Team Chairpersons- the District Superintendents will necessarily need to collaborate in their selection of DLT Chairpersons in order to maintain our commitment to lay and clergy representation and all aspects of diversity in the TAC (with voice and vote)
• 4 at-large positions to ensure laity, young lay and clergy leaders, and TAC ethnicities are well represented (with voice and vote)
• Conference Lay Leader (with voice and vote)
• Conference Communications Director (with voice, non-voting)
• Center Directors (2) (with voice, non-voting)
• Assistant to the Bishop (with voice, non-voting)

The Bishop will still preside. The Assistant to the Bishop will help organize and direct the work of the CLT.

To reorient Conference work from generating programs to facilitating, resourcing, and empowering District and local church ministries to implement contextually appropriate missions and ministries in their geographic areas, the CLT as a whole will focus on collaboration, accountability and innovation, and organize itself into sub-teams to focus in those three areas and on other areas, as needed.
• **Collaboration Sub-Team**
The CLT Collaboration Sub-Team will seek to facilitate collaboration throughout the connection by focusing on how local churches, Districts, and Conference centers and ministries can cooperate in partnership with one another by sharing best practices and creating channels through which these practices can be disseminated, and by creating cross-connection task forces, as needed, through which people can work together toward common goals.

• **Accountability Sub-Team**
The CLT Accountability Sub-Team will work to assure that this strategic proposal is implemented and all strategic foci are accomplished. In covenant with one another, this Sub-Team will seek to hold themselves and their CLT colleagues accountable to accomplish the work the Conference has entrusted to them.

The Accountability Sub-Team will be responsible for scheduling an external “Ministry Audit” every two years. During this “Ministry Audit,” an outside professional will be engaged to review Conference progress toward implementing this proposal and accomplishing its strategic foci, help the CLT articulate measurable outcomes and set clear benchmarks, and then make a full report to the CLT and to the Annual Conference.

The Accountability Sub-Team will also maintain regular contact with District Leadership Teams (DLTs). The CLT will offer guidance and direction regarding the structure, scope and functioning of each DLT, and will ensure that DLTs across the conference function consistently and with integrity, while allowing for contextualization.

• **Innovation Sub-Team**
The CLT Innovation Sub-Team will create space for imagining, testing, and introducing new ideas and models for making disciples of Jesus Christ. If this proposal is approved, we will recommend that CF&A budget annually $250,000 to invest in innovative new ministries across the Conference beginning in or before 2023. This Sub-Team will create guidelines for dispersing innovation funds, and be responsible for receiving and reviewing applications, and recommending them to the full CLT for approval.

**Structure:**

• To fulfill its missional mandate, the CLT will convene after Annual Conference to begin orientation and training and begin meeting together quarterly. In order to maintain momentum and communication while saving both travel time and travel costs, the CLT may also meet monthly via video conference.

• In order to be both efficient and effective, the CLT may divide into Sub-Teams or task forces in addition to the Sub-Teams listed above. All Sub-Teams and/or task forces would meet, as needed. For example, the CLT may choose to create one additional Sub-Team focused on recommending and approving Specialists, to work with the Associate Director of Church Leadership and the Center for Leadership Formation’s Church Leadership Team; and a task force might be created to train District Leadership Teams.
• The large composition of the CLT creates an opportunity for any and all Sub-Teams and/or task forces to be well staffed, according to the gifts and graces of the team.

2. Conference Centers
Conference Centers were crucial for accomplishing our goals over the last 12 years. With the change in how people relate to institutions and to the local church, we believe the next era of ministry requires us to move missions and ministry to Districts and local congregations and to focus Conference-level work on forming leaders. This proposal reduces the current 5 TAC Centers to 2. In addition to the Office of the Assistant to the Bishop (which will continue to include nominations and communications ministries, and add Missions, Church and Society, Disaster Readiness, and the “We Love All God’s Children” initiative), Conference centers will include:

• Center for Leadership Formation (including all current Center for Clergy Excellence recruitment, development, and accountability ministries; and adding Racial and Ethnic Leadership, Lay Leadership, Church Leadership, Campus Ministries, and Transitional Intentional Interim Ministries (TIIM)); and

• Center for Connectional Resources (including all current Center for Connectional Resources financial and property management ministries; and adding Pensions and Group Health Benefits).

• Most work currently done by the Centers for Congregational Excellence, Missional Excellence, and New Faith Communities will be accomplished differently if this proposal is approved. That work will be moved to other Conference centers, directed by District Superintendents appointed to that work, shifted to Districts or local church leaders, or accomplished with the help of Specialists. For detailed information, please see Committee and Staff Organizational Charts and Narratives, beginning on pages 16 and 25, and the “A Quick Look at 10 Key Ministries” chart on pages 36-37.

3. Conference Staff
Moving mission and ministry closer to local congregations means shifting the work that is currently done by Conference Staff and reducing the number of Conference employees. Their service has been vital to our Districts and congregations, so it is important that most reductions be accomplished through reappointment or retirement. All reductions will be accomplished compassionately, and separated employees will be given opportunities for employment assistance, as needed. For detailed information, please see the Staff Organizational Chart and Narrative, beginning on page 25.

4. Conference Office Space and other Conference properties
• Because of the reduction in Conference staff and in order to be good stewards of our resources, this proposal invites the CLT to complete detailed studies in coordination with the Conference Board of Trustees (BOT) to consider the advantages and disadvantages of selling or leasing the current Conference office building. This could enable us to lease or purchase Conference office space further north within the Greater Houston area, closer to the population center of the Texas Annual Conference.
• If the Conference office space is relocated, this proposal invites the CLT to consider (in coordination with the BOT, Episcopal Committee, and Episcopal Residence Committee) the sale of the current Episcopal residence (which would no longer be conveniently located near the Conference office) and either the purchase or lease of another Episcopal residence near the new office space, or an Episcopal housing allowance.

• To be good stewards of all Conference resources, this proposal also invites the CLT to work with the BOT to review and consider the feasibility of maintaining all Conference properties.

5. Conference Committees and Boards
The current structure of Committees and Boards requires a large investment of time and resources. In this proposal, many committees and boards are consolidated to work together, while still meeting the requirements of The Book of Discipline. For detailed information, please see the Committee Organizational Chart and Narrative, beginning on page 16.

6. Conference Rules and Structure
If this proposal is approved, Section 3: Model for Ministry in the Texas Annual Conference of our Conference Rules and Structure will be amended as follows:

I. Conference Leadership Team
   1. A Conference Leadership Team will be responsible for implementing decisions approved by the Annual Conference in accordance with Conference Mission, Vision and Core Beliefs.

   The Conference Leadership Team will:
   Create a culture of accountability within the Conference by conducting an ongoing process of strategic planning, goal setting, and annual report to the Annual Conference.

   2. The Conference Leadership Team will be comprised of:
   i. Voting Members
      a. All 9 District Leadership Team Chairpersons
      b. All 9 District Superintendents
      c. Four At-large Members
      d. Conference Lay Leader
   ii. Non-voting Members
      a. Director of the Center for Leadership Formation
      b. Director of the Center for Connectional Resources
      c. Conference Director of Communications
      d. Assistant to the Bishop, who will order and direct the work of the Conference Leadership Team
      e. Bishop, who will preside
II. Conference Ministry Centers
   A. There will be two (2) Conference Ministry Centers:
      1. The Center for Leadership Formation
      2. The Center for Connectional Resources
   B. Center for Leadership Formation – The purpose of this center is to recruit, develop,
      and support clergy leaders, and to equip and empower the lay and clergy leaders of
      the Texas Annual Conference.
   C. Center for Connectional Resources – The purpose of this center is to provide fiscal
      oversight and manage investments, pension benefits, group health benefits,
      properties, and archives and records to undergird the mission and ministry of the
      Texas Annual Conference.

7. Conference Apportionments
   Although this proposal recommends to CF&A a 20% or more decrease in Conference expenses
   on or before 2023 (after this proposal is fully implemented), and does not require an increase in
   District expenses or apportionments, it cannot promise a specific decrease in Conference
   apportionments. Potential changes in the General Church may significantly decrease
   apportionment revenues. However, because this proposal is designed to reduce expenses and
   create a more financially stable Conference, future apportionment decreases are much more
   likely.

   With a smaller Conference staff and reduced expenses, the Conference will be more fiscally stable and ready for
   whatever changes the future brings. For detailed budget projections, please see the Projected Budget and
   Narrative, beginning on page 30.

Thank you for taking the time to carefully review this proposal. We invite you to:

- Carefully read and prayerfully consider this proposal and
- Be prepared to vote during Annual Conference 2020.
- For more information, go to txcumc.org/discipling or contact discipling@txcumc.org

Respectfully submitted,

Texas Annual Conference Strategic Mapping Team

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Associate Director  Conference Lay Leader  Former Conference Lay Leader
Center for Clergy Excellence

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District Superintendent  Annual Conference Delegate  Pastor
South District
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Senior Pastor
Blueridge UMC, Houston

Christ UMC, College Station
Dr. Elijah A. Stansell, Jr.
Director, Center for Connectional Resources

First UMC, Center
Rev. Matthew Stone
Pastor
Dayspring UMC, Tyler

Rev. Kate Walker
Pastor
Deer Park UMC

Rev. Tommy Williams
Senior Pastor
Trinity UMC, Beaumont

Rev. B. T. Williamson
Assistant to the Bishop

Rev. Carol Bruse
Facilitator

Rev. Matthew Stone
Pastor
Dayspring UMC, Tyler

Bishop Scott J. Jones
Chairperson
Committee Organizational Chart

Proposed for Completion of Strategic Proposal in 2023

+ Texas Annual Conference (TAC)
  + Conference Leadership Team (CLT)
    + 9 District Leadership Teams (DLTs)

Office of the Assistant to the Bishop
Boards & Committees

+ Annual Conference Planning Team
+ Nominating Committee
+ Committee on Communications
+ Missions Team
  - Disaster Readiness
  - We Love All God's Children (WLACC)
+ Church & Society Team

Center for Leadership Formation
Boards & Committees

+ Board of Ordained Ministry (BOM)*
+ Clergy Leadership Team
+ Emerging Leaders Endowment (ELE) Board
+ Commission on Equitable Compensation
+ Committee on Investigation
+ Administrative Review Committee
+ Board of Laity
+ Board of Higher Education and Campus Ministry (BHECM)
+ Church Leadership Team
+ Racial and Ethnic Ministries Team
  - African-American Church Initiative (AACI)
  - Asian Ministries
  - Hispanic Ministries
  - Native American Ministries

Center for Connectional Resources
Boards and Committees

+ Council on Finance and Administration (CF&A)*
+ Board of Trustees (BOT)*
  - Episcopal Residence
  - Cemetery Trustees
+ Committee on Episcopacy
+ Commission on Archives & History
+ Safe Sanctuary Team
+ Board of Pensions
+ Group Health Benefits
+ Joint Committee on Medical Leave

*BOM, CF&A and BOT are directly amenable to the Annual Conference. For additional information, see Committee Narrative beginning on page 21.
CURRENT AND PROPOSED COMMITTEE POSITIONS

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Office of the Assistant to the Bishop

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* Elected members serve with voice and vote.

** Ex-officio (“by right of office”) members serve because of their positions (as staff, for example, or as chairpersons or representatives of other committees). Ex-officio members serve with voice but without vote, unless otherwise noted.

*** Note: On the Conference Leadership Team, in addition to the four elected members, some ex-officio members (including District Superintendents, District Leadership Team Chairpersons, and the Conference Lay Leader) will serve with voice and vote. For additional information, please see pages 9-11.
COMMITTEE NARRATIVE

(Committee and officer descriptions will be similar to current quadrennium descriptions unless otherwise noted)

Note: Proposal complies with The 2016 Book of Discipline of the United Methodist Church. Paragraph (¶) numbers refer to sections in the Discipline.

Elected or Designated Conference Officers include:

Secretary (¶603.7)
Statistician (¶603.7)
Chancellor(s) (¶603.8)
Lay Leader (¶607)
Assistant to the Bishop (Director of Connectional Ministries ¶608.7)
Director of Communications (¶609)
Treasurer (¶619) (Director of Connectional Resources)

Conference Leadership Team (See proposal for new description)
9 District Leadership Teams (See proposal for new description)

Committees, Boards, and Teams relating to the Assistant to the Bishop’s office

Annual Conference Planning Team (¶603.3)
Nominating Committee (¶605.3, ¶610.5)
Committee on Communications (¶646)
Missions Team (¶633, ¶657)
  ▪ Focused on identifying Specialists and other resources to equip Districts and local churches to be signs of Christ’s presence in the world;
  ▪ Including members specifically elected to focus on the areas of global ministries, sending ministries, hands-on missions, restorative justice, and mercy ministries;
  ▪ With the option of recommending an annual Conference Advance opportunity;
  ▪ Facilitated by the Assistant to the Bishop;
  ▪ Empowering a team focused specifically on Disaster Readiness, which will be facilitated by the Disaster Readiness Coordinator; and
  ▪ Empowering a team focused specifically on the “We Love All God’s Children” (WLAGC) initiative, which will be facilitated by the WLAGC Director.
Church and Society Team (¶629, ¶642, ¶643, ¶644, ¶653)
- Focused on identifying Specialists and other resources to equip Districts and local churches to relate the
gospel of Jesus Christ to members of local churches and the world in which they live;
- Including members specifically elected to focus on the areas of social principles implementation, church
and society, religion and race, health and welfare, parish and community development, peace with justice
ministries, disability concerns, the status and role of women, and Christian unity and interreligious
concerns; and
- Facilitated by the Assistant to the Bishop.

Committees, Boards, and Teams relating to the Center for Leadership Formation

Board of Ordained Ministry (BOM) (¶635)
Note: Although the Director of the Center for Leadership Formation serves as the Conference staff liaison to
the BOM, this Board does not report to the Center, but is directly amenable to the Annual Conference
(¶635.b).

Clergy Leadership Team
- Including all functions of the current Clergy Accountability Team, Clergy Recruitment Team, Clergy
Development and Spiritual Formation Team, Extension Ministries Team, and Sexual Ethics Committee;
- Facilitated by the Associate Director for Clergy Leadership.

Emerging Leaders Endowment Trustees Board (ELE)

Commission on Equitable Compensation (¶625)

Committee on Investigation

Administrative Review Committee (¶636)

Board of Laity (¶631)
- Focused on identifying Specialists and other resources to equip laity in Districts and local churches for
leadership;
- Chaired by the Conference Lay Leader;
- Including District Lay Leaders as members;
- Including member(s) specifically elected to represent Lay Servant, Lay Speaker, Certified Lay Ministries,
and Laity Unleashed; and
- Sharing with the Church Leadership Team a focus on Lay Leadership.

Board of Higher Education and Campus Ministry (BHECM) (¶634)

Church Leadership Team (¶630, ¶644, ¶645, ¶647, ¶648, ¶654, ¶655)
- Focused on identifying Specialists and other resources to equip clergy and lay leaders in Districts and local
churches to make disciples of Jesus Christ for the transformation of the world;
- Including members specifically elected to focus on all the areas of discipleship, including evangelism,
worship, stewardship, Christian formation and devotional life, children, youth, young adults, older adults,
small membership churches, and camping ministries;
- Offering a Conference connection to United Methodist Women (UMW), United Methodist Men (UMM),
and scouting ministries;
Sharing with the Board of Laity a focus on Lay Leadership; and
Facilitated by the Associate Director of Church Leadership.

Racial and Ethnic Ministries Team (¶632, ¶654, ¶655)
- Focused on recommending Specialists and other resources to equip Districts and local churches to minister with and to racial and ethnic constituencies;
- Including members elected to represent African-American, Asian, Hispanic, Native American, and other ethnicities with whom and to whom Texas Annual Conference churches minister;
- Facilitated by the Racial and Ethnic Leadership Coordinator; and
- Empowering a team focused on the African-American Church Initiative (AACI), and relating to Black Methodists for Church Renewal (BMCR), which will be facilitated by the Director of AACI.
- Empowering a team focused on Hispanic Ministry, facilitated by the Racial and Ethnic Leadership Coordinator.

Committees, Boards, and Teams relating to the Center for Connectional Resources

Council on Finance and Administration (CF&A) (¶611, ¶612)
Note: Although the Director of the Center for Connectional Resources serves as the Conference staff liaison to CF&A, this Council does not report to the Center, but is directly amenable to the Annual Conference (¶612.6).

Board of Trustees (BOT) (¶2512, ¶638)
Note: Although the Director of the Center for Connectional Resources serves as the Conference staff liaison to the BOT, this Board does not report to the Center, but is directly amenable to the Annual Conference (¶2512.2).
- Facilitated by the Director of the Center for Connectional Resources; and
- Empowering teams specifically focused on the Episcopal Residence and Conference Cemetery.

Committee on Episcopacy (¶637)
Commission on Archives and History (¶641)
Safe Sanctuary Team
Board of Pensions (¶639)
Group Health Benefits Committee (¶639.7)
Joint Committee on Medical Leave (¶652)

A summary of key changes in this proposed committee structure

1. Committees relating to the Center for Missional Excellence combine to form two teams, a Missions Team (which will empower teams focused on Disaster Readiness and the “We Love All God’s Children” Initiative (WLAGC)) and a Church & Society Team, and move to the Office of the Assistant to the Bishop.
2. Most committees relating to the Center for Congregational Excellence are combined into one Church Leadership (discipleship) Team, and move to the new Center for Leadership Formation.
3. The Board of Laity combines with Lay Leadership Development and Laity Unleashed committees and moves to the new Center for Leadership Formation.

4. The Committee on Ethnic Local Church Concerns is renamed “Racial and Ethnic Ministries Team,” combines with Asian, Hispanic, Native-American and African-American Ministries Committees; empowers teams focused on the African-American Church Initiative and Hispanic Ministries and moves to the new Center for Leadership Formation.

5. Separate committees currently focused on Clergy Accountability, Development and Spiritual Formation, Recruitment, and Extension Ministries and Sexual Ethics combine to form one Clergy Leadership Team in the new Center for Leadership Formation.

6. The Board of Higher Education and Campus Ministry (BHECM) moves from the Center for Connectional Resources to the new Center for Leadership Formation.

7. Committees currently focused solely on the Episcopal Residence and Conference Cemetery combine with the Board of Trustees in the Center for Connectional Resources.

8. Committees relating to Pensions and Group Health Benefits move from the current Center for Clergy Excellence to the Center for Connectional Resources.

Conference committees completely discontinued in this proposal include:

- 3 Center “Leadership and Assessment Teams” (formerly called “Transition” teams)
- McMahon Chapel Trustees (which was discontinued in 2017)

In this proposal, to better use our financial and human resources and increase communication and collaboration, many Conference committees and boards are combined. The total number of Conference committees and boards is reduced from 55 to 24, a 56% decrease. If this proposal is approved, Conference committees and boards will include 223 fewer elected leaders (a 42% reduction) and 51 fewer ex-officio positions (a 29% reduction). However, our Conference will continue its commitment to equitable representation and inclusivity on all committees and boards.
STAFF NARRATIVE
Proposed Conference Staff Organization on or before 2023

(Roles and responsibilities will be similar to current job descriptions unless otherwise noted.)

Bishop
Compensation will continue to be covered by the General Church.

Administrative Assistant
Compensation will continue to be covered by the General Church.

9 District Superintendents
Each District Superintendent will:

- Fulfill the responsibilities and duties outlined in The Book of Discipline ¶419;
- Advise the Bishop on appointments, working collaboratively with the appointive cabinet;
- Focus on strengthening all local churches in the District;
- Evaluate potential for new faith communities and arrange to start new churches;
- Identify and facilitate District and Conference resources to help strategic church revitalization, such as the identification and deployment of Specialists; and
- Strengthen District connections.

Assistant to the Bishop (A2B)
Also functions as Director of Connectional Ministries (DCM)

The Assistant to the Bishop will:

- Act as chief of staff, guiding and directing all Conference and District staff day-to-day on behalf of the Bishop, including responsibility for job descriptions, employee handbook and staff-related policies and procedures, staff conflict resolution, new employee and exit policies, annual assessments, staff development and advocacy, and equitable accountability;
- Directly supervise an administrative assistant plus the Communications Director, Disaster Readiness Coordinator, and the “We Love All God’s Children” Director.
- Serve as the Conference connection to the Community Health Worker Initiative, Lakeview Methodist Conference Center, and Methodist Retirement Communities;
- Serve as Advisory Board Member to The Houston Methodist Hospital;
- Work with Annual Conference Planning Team to plan, develop and implement annual conference;
- Set Annual Conference agenda;
- Supervise the creation of pre-Conference and Conference journals;
- Work with Nominating Committee to recommend, monitor and develop elected Conference leaders;
- Facilitate the work of the Missions Team and the Church and Society Team;
- Act as an advisor to the Conference Chancellor(s);
- Work with the Director of the Center for Leadership Formation to train new District Superintendents;
- Set agendas for the Conference Leadership Team, and order and direct its work;
- Plan and implement strategic directions;
- Keep the Conference focused and consistently accountable to its vision, mission, and foci;
- Serve as the point of accountability for General Church and Conference rules;
- Serve on extended and appointive cabinets;
- Assist the Bishop with disaffiliation, as needed; and
- Offer confidential counsel to the Bishop, as requested.

**Administrative Assistant**

**Communications Director**

- Associate Director, Media
- Social Media

**Disaster Readiness Coordinator**

- Administrative Assistant

**We Love All God’s Children (WLAGC) Director**

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**Center for Leadership Formation Director**

**The Center for Leadership Formation Director will:**
- Focus the work of the Center on equipping clergy and lay leaders to equip congregations to make disciples of Jesus Christ for the transformation of the world;
- Directly supervise the work of an administrative assistant plus the Associate Director of Clergy Leadership, Associate Director of Church Leadership, Racial and Ethnic Leadership Coordinator, and the Transitional Intentional Interim Ministries (TIIMS) Coordinator;
- Serve as the liaison to the Board of Ordained Ministry (BOM);
- Continue the work of the current Center for Clergy Excellence, including working with the Associate Director of Clergy Excellence to recruit gifted, diverse, young clergy for ministry in the Texas Annual Conference; identifying or providing opportunities for clergy to engage in professional development and spiritual formation; and assisting clergy in becoming accountable to their local congregations and to the annual conference;
- Work with the Bishop, the Associate Director of Clergy Leadership, and other Conference leaders and staff to direct the Advancing Pastoral Leadership (APL) initiative;
- Work with the Associate Director of Clergy Leadership to facilitate the work of the Clergy Leadership Team and the Emerging Leaders Endowment (ELE) Board;
- Facilitate the work of the Commission on Equitable Compensation, Committee on Investigation, and Administrative Review Committees;
- Facilitate clergy move cost reimbursements;
- Work with the Conference Lay Leader to facilitate the Board of Laity and develop lay leadership;
- Serve as the Conference connection to the work of the Board of Higher Education and Campus Ministry (BHECM);
- Work with the Associate Director of Church Leadership to facilitate the work of the Church Leadership Team and develop lay leadership;
- Work with the Racial and Ethnic Leadership Coordinator to facilitate the work of the Racial and Ethnic Ministries Team;
- Work with the Assistant to the Bishop to train new District Superintendents; and
- Serve on the extended and appointive cabinets, offering counsel, support and resources, as requested, on all matters of clergy effectiveness.

**Administrative Assistant**

**Associate Director of Clergy Leadership**

- **Candidacy and Recruitment Administrative Assistant**
  Half of compensation will continue to be covered by Board of Ordained Ministry

**Racial and Ethnic Leadership Coordinator**
This position will focus on identifying, recruiting, and nurturing clergy and lay leaders for existing and new faith communities focused on serving all racial and ethnic minorities, including African-American, Asian, Hispanic, and Native American Ministries.

**Transitional Intentional Interim Ministries (TIIMS) Coordinator**
Compensation will continue to be covered by the Sustentation Fund.

**Associate Director of Church Leadership**
This position will coordinate Specialists in collaboration with the Conference Leadership Team and Districts to help clergy and lay church leaders lead more effectively; facilitate the work of the Church Leadership Team; and work with the Church Leadership Team and the Board of Laity to develop lay leadership.

**Administrative Assistant**

**Center for Connectional Resources Director**
Also functions as Treasurer and Conference Benefits Officer (CBO)

Half of compensation is expected to be covered by interest earned on Pensions reserves

*The Center for Connectional Resources Director will:*
- Function as Conference Treasurer, with the responsibilities and duties outlined in *The Book of Discipline* ¶619;
- Directly supervise the work of an administrative assistant; and directly supervise the work of and work collaboratively with the Controller;
- Work with the Controller and related committees to manage Pension and Group Health Benefits, General Ledger, and all investments;
- Work with the Controller to facilitate the work of the Council on Finance and Administration (CF&A), Board of Pensions, Group Health Benefits, and the Joint Committee on Medical Leave;
- Facilitate the work of the Board of Trustees, Committee on Episcopacy, Commission on Archives and History, and Safe Sanctuary Team;
- Maintain responsibility for Information Technology;
• Work in partnership with staff, CF&A, and Pensions and Group Health Benefits committees to review and approve all Conference contracts, and create and maintain appropriate financial controls, policies, and procedures;
• Schedule, review, and report annual financial reviews and/or audits, as needed;
• Assist the Bishop with disaffiliation and all property, apportionment, financial and benefits matters, as needed; and
• Serve on the extended cabinet.

Administrative Assistant

Controller
Half of compensation is expected to be covered by interest earned on Pensions reserves

This position will be expanded to focus not only on accounting, financial reporting, investment and cash management for pension and groups health benefits; but also, on the general ledger, payroll, and all Conference investments. Controller will directly supervise the Managing Accountant and the Benefits Administrator.

Managing Accountant

  Fiscal Team

   Facilities/Accounts Payable/Accounts Receivables

Benefits Administrator

  Benefits Team

   Pensions/Group Health Benefits/Retiree Health Benefits

Benefits Administrator and team compensation will continue to be covered by interest earned on Pensions reserves.
### PROJECTED BUDGET 2023

<table>
<thead>
<tr>
<th>Description</th>
<th>Expenses ($)</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>General Church &amp; Jurisdictional Expenses</strong></td>
<td>6,282,278</td>
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</tr>
<tr>
<td><strong>World Service</strong></td>
<td>2,995,601</td>
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<tr>
<td><strong>Episcopal Fund</strong></td>
<td>1,202,846</td>
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<tr>
<td><strong>Interdenominational Cooperative Fund</strong></td>
<td>12,969</td>
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<tr>
<td><strong>General Administration Fund</strong></td>
<td>368,906</td>
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<tr>
<td><strong>Ministerial Education Fund</strong></td>
<td>938,228</td>
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<tr>
<td><strong>Black College Fund</strong></td>
<td>433,583</td>
<td>Same as 2021</td>
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<tr>
<td><strong>Africa U.M. University</strong></td>
<td>97,478</td>
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<tr>
<td><strong>Subtotal</strong></td>
<td>6,049,611</td>
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<tr>
<td><strong>Jurisdictional Apportionments</strong></td>
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<td><strong>Jurisdictional Administration Fund</strong></td>
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<tr>
<td><strong>Lydia Patterson Institute</strong></td>
<td>143,960</td>
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<tr>
<td><strong>Reserves</strong></td>
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<td><strong>Subtotal</strong></td>
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<td><strong>Office of the Assistant to the Bishop (A2B)</strong></td>
<td>1,678,105</td>
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<tr>
<td><strong>Staff and Office Support</strong></td>
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</tr>
<tr>
<td><strong>Compensation</strong></td>
<td>808,942</td>
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<tr>
<td><strong>Continuing Education and seminars</strong></td>
<td>20,000</td>
<td>New</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>828,942</td>
<td></td>
</tr>
<tr>
<td><strong>Ministry Funding</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Conference Leadership Team (CLT)</strong></td>
<td>10,000</td>
<td>Increase from $5000</td>
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<tr>
<td><strong>CLT Innovation</strong></td>
<td>250,000</td>
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<td><strong>Annual Conference</strong></td>
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<tr>
<td><strong>Planning Team</strong></td>
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<tr>
<td><strong>Conference Journal</strong></td>
<td>8,000</td>
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<td><strong>Conference Secretary</strong></td>
<td>250</td>
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<tr>
<td><strong>Nominating Committee</strong></td>
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<td><strong>Committee on Communications</strong></td>
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<tr>
<td><strong>Communications</strong></td>
<td>206,913</td>
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<tr>
<td><strong>Missions Team</strong></td>
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<tr>
<td><strong>Disaster Readiness</strong></td>
<td>20,000</td>
<td>New</td>
</tr>
<tr>
<td><strong>Mission Depot supplies and equipment</strong></td>
<td>32,500</td>
<td>From MissionExc, partial</td>
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<tr>
<td><strong>We Love All God’s Children (WLAGC)</strong></td>
<td>50,000</td>
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<tr>
<td><strong>Subtotal</strong></td>
<td>849,163</td>
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<tr>
<td><strong>Center for Leadership Formation</strong></td>
<td>1,994,218</td>
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<tr>
<td><strong>Staff and Office Support</strong></td>
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<td></td>
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<tr>
<td><strong>Compensation</strong></td>
<td>828,977</td>
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</tr>
<tr>
<td><strong>Continuing Education and seminars</strong></td>
<td>20,000</td>
<td>New</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>848,977</td>
<td></td>
</tr>
</tbody>
</table>
### Ministry Funding

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
<th>Change</th>
<th>Note</th>
</tr>
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<tbody>
<tr>
<td>Board of Ordained Ministry</td>
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<tr>
<td>Clergy Leadership Team</td>
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<tr>
<td>Clergy Recruit/Develop.</td>
<td>202,150</td>
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</tr>
<tr>
<td>Clergy Move Expense</td>
<td>240,000</td>
<td>From CCR, same</td>
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<tr>
<td>Comm on Equ Compensation</td>
<td>1,000</td>
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<td></td>
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<tr>
<td>Equ Comp Fund</td>
<td>125,050</td>
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<tr>
<td>Comm on Investigation</td>
<td>500</td>
<td>New</td>
<td></td>
</tr>
<tr>
<td>Admin Review Committee</td>
<td>500</td>
<td>New</td>
<td></td>
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<tr>
<td>Board of Laity</td>
<td>2,000</td>
<td>New</td>
<td></td>
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<tr>
<td>Lay Leadership</td>
<td>10,000</td>
<td>New</td>
<td></td>
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<tr>
<td>Lay Servant/CLM</td>
<td>5,000</td>
<td>From CCongExc, same</td>
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<tr>
<td>Lay Leader Support</td>
<td>7,500</td>
<td>From A2B, same</td>
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<tr>
<td>Church Leadership Team</td>
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<tr>
<td>Specialists</td>
<td>200,000</td>
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<tr>
<td>Ethnic Minorities Min Team</td>
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<tr>
<td>Hispanic Ministries</td>
<td>200,000</td>
<td>50% Previous funding</td>
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<tr>
<td>Afr Amer Ch Init (AACI)</td>
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<tr>
<td><strong>Subtotal</strong></td>
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### Center for Connectional Resources

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### Staff and Office Support

<table>
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<th>Amount</th>
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<tr>
<td>Compensation</td>
<td>576,513</td>
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<tr>
<td>Continuing Education and seminars</td>
<td>10,000</td>
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<tr>
<td><strong>Subtotal</strong></td>
<td><strong>586,513</strong></td>
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### Ministry Funding

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
<th>Change</th>
<th>Note</th>
</tr>
</thead>
<tbody>
<tr>
<td>Council on Finance/Admin</td>
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<tr>
<td>Financial Audit</td>
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<tr>
<td>Conference Statistician</td>
<td>500</td>
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<tr>
<td>Information Technology</td>
<td>256,028</td>
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<tr>
<td>Computer Hard/Software</td>
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<tr>
<td>Software Updates</td>
<td>26,500</td>
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<td>Board of Trustees</td>
<td>36,250</td>
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<td>Service Center</td>
<td>280,000</td>
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<tr>
<td>Bethany Facility</td>
<td>200,000</td>
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<tr>
<td>Missions Depot</td>
<td>42,500</td>
<td>From MissionExc, partial</td>
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<tr>
<td>Episcopal Residence</td>
<td>8,000</td>
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<tr>
<td>Conference Cemetery</td>
<td>4,180</td>
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<tr>
<td>Committee on Episcopacy</td>
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<tr>
<td>Bishop’s Office Fund</td>
<td>51,000</td>
<td>Adjusted from $41,000</td>
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<tr>
<td>Bishop’s Area Fund</td>
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<tr>
<td>Commission on Archives/History</td>
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<td>Safe Sanctuary Team</td>
<td>500</td>
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<tr>
<td>Safe Sanctuary</td>
<td>5,000</td>
<td>Same as 2021</td>
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<tr>
<td>Board of Pensions</td>
<td>-</td>
<td>Same as 2021</td>
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<tr>
<td>Group Health Benefits</td>
<td>568,000</td>
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<tr>
<td>Jt Committee on Medical Leave</td>
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<td>Contingency Fund</td>
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<td><strong>Subtotal</strong></td>
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<tr>
<td>District Superintendents</td>
<td>2,393,463</td>
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<td></td>
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<tr>
<td>-------------------------</td>
<td>-----------</td>
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<td></td>
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<tr>
<td>Staff Support</td>
<td>1,636,663</td>
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<td>Reimbursements</td>
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<td>Continuing Education</td>
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<td><strong>Subtotal</strong></td>
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<tr>
<td>Cabinet Expense</td>
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<td>District Allocations</td>
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<td><strong>Subtotal</strong></td>
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<table>
<thead>
<tr>
<th>Campus Ministries</th>
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<tr>
<td>Program</td>
<td>272,308</td>
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<tr>
<td>Housing</td>
<td>55,000</td>
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<tr>
<td>Capital</td>
<td>33,000</td>
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<tr>
<td>Administration</td>
<td>25,000</td>
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<tr>
<td><strong>Subtotal</strong></td>
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<table>
<thead>
<tr>
<th>Fair Share Goals</th>
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</thead>
<tbody>
<tr>
<td>JFON</td>
<td>60,000</td>
</tr>
<tr>
<td>OK Indian Mission</td>
<td>12,000</td>
</tr>
<tr>
<td>Conference Advance</td>
<td>40,000</td>
</tr>
<tr>
<td>Lakeview Camping</td>
<td>300,000</td>
</tr>
<tr>
<td>Texas Methodist College</td>
<td>300,000</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td><strong>712,000</strong></td>
</tr>
</tbody>
</table>

| Total Projected Budget  | 16,327,724 |

Questions? Contact discipling@txcumc.org
BUDGET NARRATIVE
Budget reductions proposed from 2020 to 2023

Key changes from the 2020 budget to the 2021 budget

If the 2021 budget recommended by the Council on Finance and Administration (CF&A) is approved during Annual Conference 2020, the following changes will be implemented, reducing the budget by **$1,892,283/year** (from the 2020 total $21,030,719 to $19,138,436).

- Development position will be eliminated ($178,500)
- Pensions apportionment will be eliminated ($500,000)
  
  *For more information, see Pensions report in Pre-Conference Journal.*
- Group health benefits apportionment will be reduced (by $500,000)
  
  *For more information, see Group Health Benefits report in Pre-Conference Journal.*
- New Faith Communities funds will be reduced (by $670,000)
- Funds for maintaining Bethany facility will be added ($200,000)
- Missional Excellence staff support will be reduced (by $90,728)
- Cabinet expense will be reduced (by $28,000)
- Campus Ministry expenses will be reduced (by $370,151)
  
  *Note: This reduction was recommended in conversation with Campus Ministers and the Conference Board of Higher Education and Campus Ministry (BHECM).*
- General Church apportionments will be increased (by $285,346)
  
  *Note: General Church apportionments were expected to be reduced by $1,153,957 during General Conference 2020. However, GC2020 was postponed due to COVID-19.*
- Fair Share Goals will be reduced (by $40,000)

Projecting a 2022 budget

If the proposal recommended by the Strategic Mapping Team (SMT) is approved during Annual Conference 2020, in addition to the changes recommended above, additional changes will be recommended to CF&A to be implemented over a one- to three-year period, from Annual Conference 2020 to July 1, 2023. It is difficult to accurately project which changes will be implemented in the first year after the proposal’s approval. Therefore, it is difficult to accurately project a 2022 budget at this time. However, because all proposed changes should be implemented by July 1, 2023, we have prepared a budget projection for the year 2023.

Key changes from the 2021 budget to the projected 2023 budget

If the proposal recommended by the Strategic Mapping Team (SMT) is approved during Annual Conference 2020, in addition to the changes recommended in the 2021 budget summarized above, we will recommend to CF&A that the following changes be implemented, reducing the budget by an additional **$2,810,719/year**, beginning on or before 2023:

- The Centers for New Faith Communities, Missional Excellence, and Congregational Excellence will be discontinued.
The Center for Clergy Excellence will become the new Center for Leadership Formation.

Staffing and funding for the ministry areas of Missions, Disaster Readiness, and the Conference initiative “We Love All God’s Children” (WLAGC) will be continued and move to the Office of the Assistant to the Bishop (A2B).

Staffing and funding for Racial and Ethnic Ministries and Church Leadership (discipleship ministries), and new funding for the ministry areas of Lay Leadership and the African American Church Initiative (AACI) will move to the new Center for Leadership Formation.

Pension and Group Health Benefits staffing and funding will move from the Center for Clergy Excellence to the Center for Connectional Resources.

Reductions in Conference centers, committees, and staffing allow additional budget dollars to be decentralized to focus on District and local church ministries. If this proposal is approved, we will recommend to CF&A that the following additional dollars be budgeted:

- $200,000 available to local churches for Specialists (individuals or groups from outside a congregation who provide direct instruction, information, or coaching to improve a specific area of church life and health); and staffing will be added to the new Center for Leadership Formation to work with the Conference (formerly “Core”) Leadership Team, Districts, and local churches to help coordinate and recommend Specialists. (See Center for Leadership Formation budget.)
- $540,000 District Allocations ($60,000 each District each year) available to support contextually appropriate ministries as we decentralize. (See District Superintendents budget.)
- $250,000 for Innovation (funds available through the Conference Leadership Team (CLT) to fund innovative ministries designed to make disciples of Jesus Christ). (See Office of the Assistant to the Bishop budget.)

From 2020 to 2023, Conference Finance and Administration recommendations and Strategic Mapping Team proposed reductions in Conference centers, committees, and staffing could potentially reduce the Conference budget as follows:

**Total potential cumulative Conference budget reductions without property sale:**

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>$21,030,719</td>
</tr>
<tr>
<td>2023</td>
<td>16,327,724</td>
</tr>
<tr>
<td></td>
<td><strong>$ 4,702,995</strong></td>
</tr>
</tbody>
</table>

22% total budget reduction; 37% reduction in Conference expenses.
The Strategic Mapping Proposal also recommends that the Conference (formerly “Core”) Leadership Team (CLT) consider relocating Conference office space. If the Conference Leadership Team and Conference Board of Trustees recommend and the Annual Conference votes to sell the current Conference office property, proceeds (minus new Conference office space costs) could be invested. Investment interest revenue could reduce the Conference budget by an additional $800,000 or more each year.

**Total potential cumulative Conference budget reductions with property sale:**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>$21,030,719</td>
</tr>
<tr>
<td>2023</td>
<td>16,327,724</td>
</tr>
<tr>
<td></td>
<td>4,702,995</td>
</tr>
<tr>
<td></td>
<td>800,000</td>
</tr>
<tr>
<td></td>
<td><strong>$ 5,502,995</strong></td>
</tr>
</tbody>
</table>

26% total budget reduction; 43% reduction in Conference expenses.
## A Quick Look at 10 Key Ministries

and how they will change if the Strategic Mapping Team Proposal is approved

<table>
<thead>
<tr>
<th>Ministry Area</th>
<th>Today</th>
<th>On or before July 1, 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>African-American Church Initiative (AACI)</strong></td>
<td>Directed by an AICI task force through the Center for Congregational Excellence</td>
<td>Directed by a District Superintendent appointed by the Bishop to direct AICI; with the Racial and Ethnic Ministries Team (with a task force or task forces, as needed); through the Center for Leadership Formation</td>
</tr>
<tr>
<td><strong>Campus Ministries</strong></td>
<td>Directed by the Director of the Center for Connectional Resources; with the Conference Board of Higher Education and Campus Ministry (BHECM); through the Center for Connectional Resources</td>
<td>Directed by the Director of the Center for Leadership Formation; with the Conference Board of Higher Education and Campus Ministry (BHECM); through the Center for Leadership Formation</td>
</tr>
<tr>
<td><strong>Clergy Recruitment and Development</strong></td>
<td>Directed by the Associate Director of Clergy Excellence; with multiple committees; through the Center for Clergy Excellence</td>
<td>Directed by the Associate Director of Clergy Leadership; with one combined Clergy Leadership Team; through the Center for Leadership Formation</td>
</tr>
<tr>
<td><strong>Hispanic Ministries</strong></td>
<td>Directed by the Coordinator of Mission Field Development in the Centers for Congregational Excellence and New Faith Communities; with the Hispanic Ministries Committee; through the Center for Missional Excellence</td>
<td>Directed by the Racial and Ethnic Leadership Coordinator; with the Racial and Ethnic Ministries Team (with a task force or task forces, as needed); through the Center for Leadership Formation</td>
</tr>
<tr>
<td><strong>Missions</strong></td>
<td>Directed by the Director of the Center for Missional Excellence; with multiple committees; through the Center for Missional Excellence</td>
<td>Directed by the Assistant to the Bishop; with the Missions Team, the Church and Society Team, and two Disaster Readiness staff members at the Mission Depot or Center; through the Office of the Assistant to the Bishop</td>
</tr>
<tr>
<td><strong>New Faith Communities (NFC)</strong></td>
<td>Directed by the Director of the Center for New Faith Communities; through the Center for New Faith Communities</td>
<td>Directed by a District Superintendent appointed by the Bishop to direct New Faith Communities; working with District Superintendents, District Leadership Teams, and local churches (and a task force or task forces, as needed) to identify NFC needs and</td>
</tr>
<tr>
<td>Program Name</td>
<td>Director/Team Information</td>
<td>Recommendations</td>
</tr>
<tr>
<td>--------------------------------------------------</td>
<td>----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Pensions and Group Health Benefits</td>
<td>Directed by the Conference Benefits Officer; with Board of Pensions and Group Health Benefits Committees; through the Center for Clergy Excellence</td>
<td>Directed by the Conference Benefits Officer; with the Board of Pensions and Group Health Benefits Committees; through the Center for Connectional Resources</td>
</tr>
<tr>
<td>Vibrant Church Initiative (VCI)</td>
<td>Directed by the Director of the Vibrant Church Initiative; through the Center for Congregational Excellence</td>
<td>If this proposal passes, we will recommend to the Conference Council on Finance and Administration that VCI no longer be separately funded at the Conference level. However, Districts will have the opportunity to continue VCI and/or other local church revitalization ministries with new recommended District Allocations funding; and additional local church revitalization ministries can be initiated and/or strengthened through recommended Conference- and District-funded Specialists.</td>
</tr>
<tr>
<td>&quot;We Love All God's Children&quot; (WLAGC)</td>
<td>Directed by the WLAGC Director; with a task force; through the Center for Congregational Excellence</td>
<td>Directed by the WLAGC Director; with the Missions Team (and a task force or task forces, as needed); through the Office of the Assistant to the Bishop</td>
</tr>
<tr>
<td>Youth and Young Adult Ministries</td>
<td>Directed by the Director of Youth and Young Adults; with Youth and Young Adult Ministry Councils; through the Center for Congregational Excellence</td>
<td>If this proposal passes, we will recommend to the Conference Council on Finance and Administration that Youth and Young Adult Ministry no longer be separately funded at the Conference level. However, Districts will have the opportunity to continue Youth and Young Adult Ministries with new recommended District Allocations funding; and additional Youth and Young Adult local church ministries can be initiated and/or strengthened through recommended Conference- and District-funded Specialists.</td>
</tr>
</tbody>
</table>
POSSIBLE TIMELINE FOR IMPLEMENTATION

If this strategic proposal is approved in May 2020, it is designed to be completely implemented on or before July 1, 2023. It is impossible to accurately predict exactly when each change will be implemented. However, a possible timeline follows:

YEAR 1: Annual Conference, 2020 – June 30, 2021
- Conference (formerly “Core”) Leadership Team (CLT) will be immediately re-named and expanded to include new positions, including all District Superintendents and all District Leadership Team (DLT) chairpersons.
- CLT members will participate in an orientation and training retreat to refocus their efforts.
- CLT will complete detailed studies in coordination with the Conference Board of Trustees (BOT) to consider selling or leasing the current Conference office, selling the Episcopal residence, and leasing or purchasing Conference office space further north within the Greater Houston area; and to consider the feasibility of maintaining all Conference properties.
- Nominations will be received for elected positions on new Conference committees and boards. New committee and board members will be elected at Annual Conference 2021 and serve through May 2024.
- Center for New Faith Communities will be discontinued by the end of year 1.
- Center for Missional Excellence will be discontinued by the end of year 1.

YEAR 2: July 1, 2021 – June 30, 2022
- Newly elected Conference Leadership Team and other Conference committees and boards will be trained and begin their work in year 2.
- New CLT will continue to monitor progress of strategic proposal implementation and recommend changes, as needed, to accomplish strategic foci.
- DLTs will be trained to advise the CLT on the needs of the local churches in their Districts, as well as extend the work of the CLT into the Districts.
- New Center for Leadership Formation will be created by the end of year 2.
- Center for Congregational Excellence will be discontinued by end of year 2.
- Conference office space recommendations will be completed by the end of year 2, and prepared for Annual Conference action, if needed.
- The first Conference Specialists will be ready to assist congregations by the end of year 2.

YEAR 3: July 1, 2022 – June 30, 2023
- Conference office space recommendations could be implemented by the end of year 3.
FREQUENTLY ASKED QUESTIONS

Why do we need to change?

4 Reasons:

1. In our listening sessions, we heard Texas Annual Conference United Methodists are ready to decentralize.
2. We believe our clergy and laity will invest more readily in strong connectional ministries closer to home.
3. Conference expenses now exceed Conference apportionment revenues. We need to reduce expenses in order to balance our budget as mandated by the 2019 Annual Conference session.
4. The direction this proposal recommends simplifies our Conference structure, enabling us to be more agile and ready for the future, no matter what the future brings. This seems prudent given denominational uncertainties.

Has our Conference vision or mission changed?

No, our vision, mission, and strategic goals have not changed. However, over the last 12 years, our mission field has changed. Therefore, we propose accomplishing the same strategic goals in different ways.

What will change if this proposal is approved?

- Conference-level ministries
  - Core Leadership Team (CLT) will be renamed “Conference Leadership Team”; expanded to include all District Superintendents (DSs) and District Leadership Team (DLT) chairpersons; and re-structured to focus on collaboration, accountability, and innovation.
  - Conference Centers will be reduced from 5 to 2. In addition to the Office of the Assistant to the Bishop (which will still include nominations and communications, and add Missions, Church and Society, Disaster Readiness, and the “We Love All God’s Children” initiative), Conference Centers will include:
    - Center for Leadership Formation (which will include all current Center for Clergy Excellence clergy recruitment, development, and accountability ministries, and add Racial and Ethnic Leadership, Lay Leadership, Church Leadership, Campus Ministries, and Interim (TIIM) Ministries); and
    - Center for Connectional Resources (which will still include all current Center for Connectional Resources financial and property management ministries, and add Pensions and Group Health Benefits).
  - Conference staff will be reduced, largely through reappointment or retirement; the CLT and BOT will consider relocating Conference office space further north; Conference committees and boards will be consolidated, reducing the total number by over 50%; and if this proposal is approved, we will recommend to CF&A that Conference expenses be decreased by 20% or more by 2023 (after this proposal has been fully implemented).

- District-level ministries
  - All 9 Districts will remain intact and, if this proposal is approved, we will recommend that CF&A budget annually to give Districts access to additional Conference funds to serve local church leaders:
- **$200,000 for Specialists** (individuals or groups from outside a congregation who provide direct instruction, information, or coaching to improve a specific area of church life and health);
- **$540,000 in District Allocations** ($60,000 available to each District) to support contextually appropriate initiatives; and
- **$250,000 for Innovation** (Funds available through the CLT to fund innovative ministries designed to make disciples of Jesus Christ).
  - **District Leadership Teams** will be trained on or before July 1, 2023, to work with DSs to extend the work of the CLT.

**How would the ministries currently accomplished by the Centers for Congregation Excellence, Missional Excellence, and New Faith Communities be accomplished if this proposal is approved?**

Some functions will be assumed by the Office of the Assistant to the Bishop (A2B) and the new Center for Leadership Formation (CLF). Specifically, Missions, Church and Society, Disaster Readiness, and the “We Love All God’s Children” initiative move to the A2B; Racial and Ethnic Ministries, Lay Leadership, Church Leadership, Campus Ministries, and Interim (TIIM) Ministries move to the CLF. Other functions will be accomplished by Conference-funded Specialists (experts available to assist local churches). Additionally, if this proposal is approved, we will recommend that CF&A annually budget $540,000 ($60,000 for each District each year) to be available to District Superintendents for additional staff and/or contextual ministries, as needed; and $250,000 to be available through the Conference Leadership Team (CLT) for innovative ministries.

**How will we create new faith communities in the future?**

If this proposal is approved, on or before July 1, 2023, the Center for New Faith Communities (NFC) will be discontinued. However, on or before July 1, 2023, our bishop plans to appoint a district Superintendent to direct NFC work. The new Director will be available to work with District Superintendents, District Leadership Teams, and local churches (and a task force or task forces, as needed) to identify NFC needs and opportunities. The Director will have access to NFC reserved funds in the Center for Connectional Resources.

**What about commitments already made to churches through the current Center for New Faith Communities?**

We anticipate that Conference budget funds and/or interest earned on current Conference New Faith Communities reserves will be sufficient to cover funds already promised to local churches.

**What will happen to the Conference’s “We Love All God’s Children” (WLAGC) initiative?**

If this proposal is approved, the WLAGC Director will continue that important work through the Office of the Assistant to the Bishop, and we will recommend that CF&A budget annually $50,000 in new funding.

**What will happen to the Conference’s African American Church Initiative (AACI)?**

If this proposal is approved, that important AACI work will continue through the Center for Leadership Formation under the direction of a District Superintendent appointed by the Bishop to direct AACI. The AACI director will work with the new Racial and Ethnic Ministries Team (and a task force or task forces, as needed). If this proposal is approved, we will recommend that CF&A budget annually $50,000 in new funding.
What will happen to the Vibrant Church Initiative (VCI)?
If this proposal is approved, we will recommend to CF&A that Conference funding for the current VCI program end by 2023. However, one or more Districts may choose to use District Allocations or other District funds to continue VCI and/or create other revitalization ministries. Additionally, if this proposal is approved, and CF&A agrees to budget Conference funds for Specialists, Conference-funded Specialists will be available to work with congregations seeking revitalization. Many current VCI coaches and consultants could choose to share their gifts as Specialists.

What about Youth and Young Adult Ministries?
If this proposal is approved, we will recommend that CF&A end Conference funding for current Youth and Young Adult Ministries by 2023. However, one or more Districts may choose to use District Allocations or other District funds to continue current or create new District or multi-District Youth and Young Adult events and ministry opportunities. Additionally, if this proposal is approved, Conference-funded Specialists will be available to work with Districts and congregations seeking help with Youth and Young Adult Ministries.

What about the Texas Youth Academy (TYA)?
If this proposal is approved, Conference funding for a full-time Conference staff TYA Director will end by 2023. However, TYA can certainly continue through the efforts of a team of District or local church representatives coming together to support, guide, and direct the Academy.

What about the Conference’s new Community Health Initiative?
If this proposal is approved, the new Community Health Initiative (funded through a grant from The Houston Methodist Hospital) will continue its vital connection with our Conference through the Office of the Assistant to the Bishop.

What about Hispanic Ministry?
If this proposal is approved, Hispanic ministry will continue through the new Center for Leadership Formation. It will be directed by a full-time Racial and Ethnic Leadership Coordinator, working with the Racial and Ethnic Ministries Team (and a task force or task forces, as needed). If this proposal is approved, we will recommend that CF&A budget $200,000 annually for this important work.

Why does the Center for Clergy Excellence become a Center for Leadership Formation in this proposal?
In addition to recruiting, training, deploying, and nurturing clergy leaders, we believe we need to place additional emphasis on equipping lay persons for leadership; encouraging clergy and lay leaders to lead together to help our local churches reach more people, more young people, and more diverse people; and empowering clergy and lay Specialists to provide direct instruction, information, or coaching to improve church life and health.

Didn’t we already vote to approve a reduction in Conference staff?
Yes. During annual conference 2019, delegates agreed to a reduction in Conference staff.
If we move in this direction, how will our Conference staff change?
By July 1, 2023, the number of Conference-funded full-time employees who work in Conference offices will be reduced by about 20%. For more information, see the Staff Organizational Chart and Narrative, beginning on page 25.

Do we have to sell the current Conference office?
No. Such a decision would only be made after a careful study. However, if we choose to sell the current office and lease space in northern Harris County or southern Montgomery County, investment returns on funds from that sale could be used to support a significant portion of the Conference budget (approximately $800,000 each year).

If the Conference office is relocated, will we sell the current Episcopal residence?
In consultation with the Bishop, Committee on Episcopacy, Committee on Episcopal Residence, Core Leadership Team, and Conference Board of Trustees, the Conference could choose to sell the residence at that time, or could choose to wait until just prior to our next Episcopal appointment. Funds from that sale could be used to purchase another Episcopal residence closer to new Conference office spaces, or interest earned on those funds could be used to fund an Episcopal housing allowance.

How will the Core Leadership Team change if we move in this direction, and why?
In order to increase communication and collaboration between and among Districts, and foster an increased focus on accountability and innovation, the Core Leadership Team will be re-named “Conference Leadership Team” and re-formed to include all 9 District Superintendents and all 9 District Leadership Team Chairpersons.

Didn’t we already vote to approve a reduction in Conference committees and boards?
Yes. During Annual Conference 2019, delegates voted to reduce Conference committees and boards beginning in 2021.

How will the role of the District Superintendent change if this proposal is approved?
District Superintendents (DSs) would continue to assist the bishop in making mission-field appointments as part the Cabinet. However, if this proposal is approved, DSs will lead, equip, and collaborate with newly re-formed and re-trained District Leadership Teams, and have the opportunity to call on Conference-funded Specialists (subject matter experts) to share expertise with local churches, as needed. Additionally, if this proposal passes, we will recommend that CF&A budget annually $540,000 ($60,000 for each District each year) to be available to DSs and DLTs for additional staff and/or contextual ministries, as needed; and $250,000 to be available through the CLT for innovation. For more information concerning the roles and responsibilities of District Superintendents, see page 25.
What is the role of the “Specialist” in this proposal?
In this proposal, a Specialist is defined as an individual or group from outside a congregation who provides direct instruction, information, or coaching to improve a specific area of church life and health. If this proposal is approved, we will recommend that CF&A annually budget $200,000 and funds for a Conference coordinator (Associate Director of Church Leadership). This full-time staff person will be available to work with the Church Leadership Team, the CLT, Districts, and local churches to help coordinate and recommend Specialists, keep an updated roster of Specialists, manage Conference funds for Specialists, assess and report on the effectiveness of Specialists, and answer questions. Local churches will be able to access Specialists either for general diagnostic help or for help with a specific identified need through their District office or through the Conference office.

Would District apportionments need to increase to cover additional expenses?
No. Although Districts can vote to increase or reduce funds apportioned to their churches, this proposal does not place any additional financial burden on our Districts.

If we move in this direction, how much could Conference expenses be reduced?
Many decisions still to be made will affect the size and shape of the Conference budget. However, if this proposal is approved, we will recommend that CF&A decrease Conference expenses by 20% or more by the year 2023, after this proposal is implemented. For more information, see Projected Budget 2023 and Narrative, beginning on page 30.

If this proposal is approved, will everything mentioned here happen?
Everything mentioned here could happen within the next three years if the Annual Conference votes to approve this strategic proposal. However, the Conference Leadership Team (CLT) is given primary responsibility for implementing the proposal and could choose to make different and/or additional recommendations to the Annual Conference in the future. The Conference Council on Finance and Administration (CF&A) is responsible for making annual budget recommendations and could choose to make different recommendations to the Annual Conference in the future.

If this proposal is approved, will everything mentioned here happen immediately?
No. In order to receive nominations for newly restructured Conference committees and boards; accomplish staff reductions gracefully; and train the Conference Leadership Team and District Leadership Teams for their new roles, clear directions recommended here will be implemented over a one to three-year period; completed on or before July 1, 2023. For more information, see A Possible Timeline on page 38, and Action Items for Implementation on page 44.

What if no strategic proposal is approved by the Annual Conference in 2020?
Because 2019 Annual Conference delegates voted to balance our Conference budget by 2021, our Conference Council on Finance and Administration will be required to cut Conference expenses. We prefer to meet the challenges we face in a proactive rather than a reactive manner, by moving in a strategic direction we believe would be the right direction, even if money was not an issue.
ACTION ITEMS FOR IMPLEMENTATION

If this proposal is approved at Annual Conference 2020, the following steps will be taken to begin implementation.

- **Nominations.** After Annual Conference 2020, the Assistant to the Bishop and the current Conference Nominating Committee will begin receiving nominations for elected positions on new Conference committees and boards. With the exception of the Core Leadership Team, which becomes the new Conference Leadership Team immediately after Annual Conference 2020 (see 2. below), all current Conference committee and board members will continue serving an additional year, until Annual Conference 2021. New committee and board members will be elected at Annual Conference 2021 and serve through May 2024.

- **Conference Leadership Team (CLT).** After Annual Conference 2020, the new Conference (formerly “Core”) Leadership Team (CLT) will be immediately re-named and expanded to include new positions, including all District Superintendents and all District Leadership Team (DLT) chairpersons. District Leadership Team chairpersons will become the new District representatives on the CLT. Current CLT at-large members will continue to serve until new CLT at-large members are elected at Annual Conference 2021.

- **Conference Rules and Structure Task Force.** After Annual Conference 2020, the Bishop will appoint a Conference Rules and Structure Task Force to work under the direction of the Assistant to the Bishop to assess and recommend revisions needed to bring our Conference Rules and Structure into compliance with our newly adopted strategic direction. The Task Force will present their recommendations to Annual Conference 2021.

- **CLT and DLT Training.** After Annual Conference 2020, the Assistant to the Bishop will engage the services of a resource person to design and lead an organizational retreat for the new Conference Leadership Team (CLT). During this fall 2020 retreat, CLT members will focus on building relationships, identifying strategies, and assigning responsibilities. On or before 2023, District Leadership Teams (DLTs) will also be re-trained to consistently reflect the purpose, practice, and strategies of the CLT, and to extend the work of the CLT into the Districts.

- **Conference Property Task Force.** After Annual Conference 2020, the Conference Leadership Team (CLT) will create a Conference Property Task Force to begin detailed studies to consider selling or leasing the current Conference office, selling the Episcopal residence, and leasing or purchasing Conference office space further north within the Greater Houston area; and to consider the feasibility of maintaining all Conference properties. The Conference Property Task Force will include representatives of the CLT and the Board of Trustees (BOT), and work under the direction of the Director of the Center for Connectional Resources. By spring 2021, the Task Force will report on their progress to the CLT and BOT, and prepare a progress report for Annual Conference 2021.

- **Continuous Accountability.** Each year during Annual Conference meetings, the CLT will make progress reports detailing steps taken to implement this proposal and steps taken to continue cultivating
growing, vibrant, missional congregations; forming transforming lay and clergy leaders; and investing in the young. The CLT will also be responsible for scheduling an external “Ministry Audit” every two years. During this “Ministry Audit,” an outside professional will be engaged to review Conference progress toward implementing this proposal and accomplishing its strategic foci; help the CLT articulate measurable outcomes and set clear benchmarks; and then make a full report to the CLT and to the Annual Conference. As implementation continues, if questions or concerns arise, all Conference delegates should feel free to contact District Superintendents, Center Directors, or the Assistant to the Bishop. Although we do not anticipate the Strategic Mapping Team remaining intact after Annual Conference 2020, Conference leaders will continue to respond to questions in person, by phone, or via email through discipling@txcumc.org.