

Field Organization Proposal

Proposed Name: Greater Pacific Northwest (USA)
Mission Center

Apostolic Field: Western Field

Proposed Effective Date: January 1, 2004

Section I – Background

A. Describe the current jurisdictional configurations (districts, stakes, regions, etc.).

- Pacific Northwest Region including Southern Oregon District, NW Oregon District, SW Washington District, and Alaska Church; Seattle Stake.

B. Provide current church demographics (# of congregations, total enrollment, etc.).

- The Greater Pacific NW, USA MC will be comprised of 36 congregations 8 mission congregations, total membership enrollment of 5958, general membership enrollment of 276, non-resident membership of 659 and unknown membership of 935.

C. Describe the assignments of current full-time personnel.

Field Ministers:

- Francine Inslee is a Field Minister assigned serving as a Congregational Consultant split between Seattle Stake (0.5 FTE) and the Pacific NW Region (0.5 FTE).
- Rob Borkowski is a Field Minister serving as Youth and Young Adult Minister for Seattle Stake.
- Barbara Borkowski is a Field Officer serving as President and Financial Officer for Seattle Stake.
- Bill McFarlin is a Field Officer serving as the Financial Officer for the Pacific NW Region.
- Kathy Bachman is a Field Minister serving as a Peace and Justice Minister split between the Pacific NW Region (0.5 FTE) and the World Church (0.5).

- Mike Bessonette is a 0.5 FTE Field Minister serving as a Congregational Consultant for the Pacific NW Region.
- Brad Shumate is a Field Officer serving as Regional Administrator for the Pacific NW Region.
- Christie Ostendorp is a 0.5 FTE Field Minister serving as a Youth minister in the Pacific NW Region.

Section II – Broad-based Participation Process

A. Describe the process undertaken.

- Field Officers and field staff designed a values-based process that was conducted by leadership teams in congregations of their respective jurisdictions which generated input from individual and/or clustered congregations. June 2002 – January 2003
- Values and principles considered crucial to the mission of the church, future ministries, and formation of the mission center were synthesized at a cross-jurisdictional meeting of leaders from Seattle Stake, the districts of the Pacific NW Region, and interested districts of Northern Plains and Prairie Provinces Region and West Central States Region. Boundaries for two mission centers were proposed. January 27-29, 2003
- Field leaders from both jurisdictions met to draft a preliminary proposal for the proposed NWC Mission Center to submit to a broad-based representative design team. March 10-11, 2003
- The representative design team (March 22, 2003; April 19, 2003) drafted a proposal. On May 1, 2003, this proposal was subsequently submitted to membership of the respective jurisdictions (stake/districts) that comprise the proposed mission center to generate feedback for consideration.
- Discussion and question sessions for the proposal occurred throughout the proposed mission center in stake congregations, regional/district reunions, region/district leadership meetings, stake high council, and stake evangelist meetings. June 2003 to August 2003.
- Boarder congregations of the proposed mission center held priesthood meetings, leadership discussions and congregational meetings, in coordination with regional and district leaders, to determine their mission center alignment. Completed by August 1, 2003
- Final proposal submitted to WCLC on August 15, 2003.

B. Who was included?

- Self-selected members and identified leaders of every congregation and existing jurisdictions participated in identifying values and ministries to carry forward into the mission center. Self-selected members submitted feedback for consideration during the process.

C. How did the process go?

- Because of the effort to include as many people in the process as possible, and due to the geography involved, the process moved slowly and intentionally being modified as needed and recommended by members.
- The complexity of the process was impacted significantly by the need to blend vastly different operating and administrative processes of stake and region/district structures as well as socio-cultural diversity.
- The final result of the process received broad support because of the efforts to be inclusive.

Section III – Key Learnings and Issues Raised

A. What was discovered or learned in that process?

- Maintaining ongoing, broad-based participation requires a great deal of time and effort by staff and volunteers.
- Seeking consensus and encouraging an on-going desire to work together for the future of the mission requires substantial work.
- Members of the Pacific NW and Seattle Stake highly value the sense of belonging and the importance of relationship, including access to larger gatherings.
- Members of the Pacific NW Region and the Seattle Stake deem the value of sharing diverse ministries and resources as a high priority for the success of the mission center.
- Members experienced resistance to change and the accompanying grief over the perceived loss of former identity.
- Consistent communication was difficult to provide uniformly throughout the various jurisdictions.
- Congregations experienced growing excitement and anticipation as they sensed there would be more focus upon congregations with a mission center format.

B. What issues were raised for which further work will have to be done?

- Creation of clusters and/or cooperatives and satisfying the expressed need for large group gatherings.
- Following through to implement mc design with sensitivity to the cultural and operational differences and similarities.
- Maintaining effective communication that is user-friendly and serves all people throughout the mission center.
- Management of campgrounds and specialized ministries, e.g. camping, singles, older youth, etc.
- Staffing and funding of mission center needs.
- Provide an ongoing ministry of healing and reconciliation for individuals and congregations.
- Supporting congregations in learning to interact and be successful in this new church culture.

Section IV – Promotion of Mission

A. How will the new mission center actively promote the mission of the church including church expansion and church planting?

- Establishing covenant discipleship groups in every willing congregation.
- Appointing a Missionary Coordinator and establishing a missionary development team.
- Identifying and developing church planting opportunities through the missionary development team.
- Structuring small group ministries around shared needs and/or interests for the purpose of mission.
- Empowering priesthood and specifically elders to serve as ministers of mission.
- Empowering all members to share their witness.
- Encouraging congregations to establish outcomes in relation to the Sharing Goal and supporting congregations to achieve goals.

B. How will the new mission center structure align with the promotion of the “Sharing Goal?”

- Communicating effectively and regularly to the membership regarding the costs of mission center operations and the funding of specific ministries.
- Emphasizing the priority of “Each One Reach One” and “Honor God’s Call to Tithes” by all leaders at every level.
- Responding to congregational needs with resources to promote living the Sharing Goal effectively.
- Encouraging congregations to establish outcomes in relation to the Sharing Goal and supporting congregations to achieve goals.

Section V – Structural Recommendations

A. Describe the recommended new mission center – geographically and demographically.

Geographically: The NWC Mission Center will include all of the state of Alaska, western Oregon, including the Oregon communities of Redmond, Bend, and Klamath Falls along with western and central Washington.

Demographically: The mission center will include major metropolitan areas such as Portland OR, Seattle WA, Anchorage AK; and smaller cities such as Eugene OR, Medford OR, Olympia WA, Fairbanks AK, as well as small communities such as Montesano WA, Roseburg OR, Wasilla AK.

The proposed mission center will be composed of 36 congregations, 8 missions, and a total membership enrollment of 5958

B. What congregations will be included?

Former Jurisdiction	Congregational Number	Congregational Name	2002 Membership
Seattle Stake	312	Auburn	299
	313	Bellingham	47
	314	Bremerton	147
	315	Cedarcrest	139
	323	Crystal Springs	294
	325	Eastside	92
	316	Highland Park	162
	318	Puyallup	232
	319	Rainier Valley	94
	320	Renton	169
	324	Samish	109
	6025	Sequim	10
	321	University Place	248
	322	Woodland Park	186
Alaska	1165	Anchorage	323
	1166	Fairbanks	82
Northwest Oregon	773	Albany	91
	771	Lincoln City	28
	770	Portland	592
	775	Salem	170
	777	Seaside	23
	1560	Tuality CC	279
	776	Woodburn	117
	782	Bend	182
Southern Oregon	778	Cottage Grove	51
	783	Eugene	297
	779	Grants Pass	56
	784	Klamath Falls	37
	786	Medford	95
	785	Myrtle Point	84
	780	North Bend	41
	1742	Redmond	25
	787	Roseburg	57
Southwest Washington	811	Lacamas Heights	109
	814	Cowlitz Valley	154
	813	Montesano	49
	810	Neilton	21
	809	Olympia	71
	815	Southridge	190
	816	Garden Grove	134
Central Washington	788	Ellensburg	29
	796	East Wenatchee	160
	797	Yakima	133
	788	Selah	50
Totals			5958

C. Describe how staff will be assigned in the new mission center?

- The mission center president will assign staff as Congregational Support Ministers (CSM), to congregations based on geography, compatibility, and interests/specialties.
- Will the same number of staff members, more staff, or less staff be needed?
 - Based on current staffing levels, we've projected a ratio of congregational support ministers to congregations of 1:9. We are targeting a ratio of 1 CSM for every 4 congregations.
- How will additional staff (if any) be funded?
 - Mission center operations budget will fund additional staff.
 - World church will replace staff that was lost through reductions.
 - Self-sustaining CSMs who will be reimbursed for related ministerial expenses will be recruited.
 - Special fundraising efforts will be held as needed.

D. Describe the structure of the mission center leadership team?

- **Counselors:** The mission center council, comprised of 7 appointed and sustained members, will serve as counselors to the president, financial officer, and missionary coordinator.
- **What will be the roles assumed by full-time staff members?**
 - Mission Center President (Proposed staff member: Barbara Borkowski)
 - Leadership and Administration of Mission Center
 - Chief Ministerial Officer
 - Pastor to all congregational pastors
 - Timely communication throughout mission center
 - Facilitation of mediation ministries as necessary
 - Organization/coordination of specialized ministries/events
 - Mission Center Financial Officer (Proposed staff member: Bill McFarlin)
 - Oblation
 - Day-to-day financial disbursement
 - Risk management
 - Real Estate
 - Aaronic Ministries
 - Disciples Generous Response
 - Annual audit of mission center financial operations
 - Congregational audits
 - Congregational Financial Officers appointment and training
 - MIS/Shelby training and oversight; accessing MIS authority

- Mission Center Missionary Coordinator (Proposed staff member: Rob Borkowski)
 - Promote and implement A Witnessing Community as applicable
 - Promote and train others in use of missionary skills
 - Identify, recruit, train and mentor other missionaries
 - Network with and support for congregation MC
 - Focus on Sharing Goal
 - Participate in mission center leadership team
 - Be involved in strategic planning/evaluation
 - Coordinate role of seventy, missionary elders and others implementing MC missionary plan
 - Provide support for church planting initiative in mission center.
- Congregational Support Ministers (Proposed staff members: Kathy Bachman, Francine Inslee, Brad Shumate, Christie Ostendorp, Mike Bessonette, Rob Borkowski)

Congregational Support Minister (CSM) % of time spent:

 - 60-75% - Specialized Ministry (area of passion)
 - Youth, YA, Singles Ministry
 - Peace & Justice
 - Congregational Goal Achievement
 - Church Planting
 - Pastor (1 or 2 congregations)
 - 10% - Pastor Support & Consultation
 - 10-20% - Professional Development
 - 5-10% - MC & WC Assignments
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NOTE: Congregation Supporting Ministers (CSM) – is a Western Field staff model arising from dialogue among staff as to how best to support congregational empowerment in Mission Centers.

- supervisor of pastor(s) – NO
- assistant pastor – NO
- sustained by MC Conference – NO
- authority to spend line item from congregation budget – YES

Utilization of volunteers to support this staffing model would include professional accountability and support (expenses, education, professional development.)

- **How will checks and balances between administrative and financial functions be provided for?**
 - Mission center Financial Officer will manage administration of day-to-day finances authorizing all expenditures and check disbursements.

- A bookkeeper will write all checks and maintain all bank accounts.
- Mission Center Financial Officer with assistance of the bookkeeper will present quarterly reports of the general ledger to the mission center leadership council and annually to the mission center conference.
- Mission Center will observe and adhere to procedures in the Presiding Bishopric's "Internal Control Procedures Required for Mission Centers."

E. How will the mission center provide networking and grouping of congregations to provide for appropriate fellowship opportunities?

- Mission Center will encourage and support grouping of congregations by geography, compatibility, common interests/purposes, and/or by CSMs.
- Mission Center will allocate funds related to leadership development, spiritual growth, evangelism, youth and camping ministries, Spectacular, reunions, and other specialized events/ministries supporting the sharing goal.

F. How will the mission center council be structured?

- The mission center president will appoint 7 council members. Appointments will be sustained by vote of the delegates of the mission center conference.
- Council will serve as an advisory body to the mission center president, financial officer, and missionary coordinator on matters affecting the core functions of the mission center.
- Seven council members appointed by the mission center president will be initially as follows: Three members each from Oregon and Washington and one from Alaska.

G. What role, if any, will existing national churches play in areas that span more than one nation?

- Not applicable

H. What will be the management arrangements for current campgrounds?

- What is the governance arrangement?
 - Each campground has established management boards to oversee their operations, bylaws, and financial affairs.
- Are any changes anticipated? If so, what?
 - Campground Associations will be created. Campground Associations are comprised of Community of Christ congregations who support through equity and investment, the management of Community of Christ Campground Boards. Each Association and Board is part of and accountable to their jurisdictional Mission

Center. Mission Center officers are ex officio/voting members of all Campground Associations and Boards of which a Congregation within the Mission Center is a constituent. Campground Boards are tasked with the development and management of campgrounds owned by Community of Christ. All campgrounds mentioned in this document are denominationally owned by the Community of Christ. The campground's primary mission is to support the camping ministries of the Community of Christ. Mission Center Officers are responsible for all scheduling and ministry of all campgrounds.

Campground Boards are responsible for financial reporting to constituent Associations as well as the Mission Center. The Association shall call for a financial audit in consultation with the Mission Center Financial Officer.

Campground Associations shall be created to include Congregations that are currently invested in, and supporting the campgrounds of Samish Island, Lewis River, and Camp Remote. Association business shall be conducted during Mission Center Conferences, or at the request of the Mission Center President.

The Campground Associations are empowered to:

1. Approve and modify Campground Board bylaws. (Subject to approval by Mission Center Officers and Field Apostle.)
2. Elect Campground Board members, per bylaws.
3. Approve Campground capital development and improvement projects.
4. Approve incoming and outgoing Congregations to the Association.
5. Approve assessments to member Congregations, above and beyond Mission Center allocation amounts. (Campground assessments shall be managed by the Mission Center Financial Officer.)
6. Comprehensive review of each campground's master plan and bylaws will be completed every five years.

I. What is the plan for funding the mission center?

- Direct contributions, gifts, investment income, congregation assessments (computed pursuant to a weighted formula) and income from mission center endowment will fund mission center operations.
- How will existing jurisdictional reserves and endowment funds be handled? (See Guidelines)

- East and west areas of the present Pacific NW Region will roll forward an appropriate portion of existing funds into respective mission centers.
- District/Stake funds on hand at the close of 2003 will roll forward to the mission center.
- Congregation assets and liabilities will remain the stewardship of the congregation.
- Congregational debts owed to the existing mid-level jurisdiction will be carried forward and paid to the mission center.
- Congregations in the stake will be positioned to assume responsibility for their assets/liabilities. Stake operating reserves will be re-distributed to congregations to assist with future responsibilities in the mission center.

J. Will there be a mission center conference on an annual basis?

- Yes, conferences will be held at least annually.
- Will it be a delegate or a member conference? If a delegate conference, how and on what basis will the delegates be selected?
 - Conferences will be delegate representation (222) based on the following:
 - Category A (congregations fewer than 60) will have two delegates.
 - Category B (congregations 60 to 119) will have four delegates.
 - Category C (congregations 120 to 239) will have six delegates.
 - Category D (congregations 240 to 479) will have eight delegates.
 - Category E (congregations 480 and above) will have ten delegates.
 - Mission center field ministers (CSMs), Mission Center Council, and Mission Center Officers are ex officio/voting delegates.
- What will be the selection process for World Conference Delegates?
 - Delegates will be elected for the 2004 World Conference from existing jurisdictional conferences prior to the organization of the mission center on January 1, 2004.
 - World Conference delegates, after 2004, will be selected from self-identified candidates submitted to the mission center conference. The mission center conference will elect delegates and alternates.

K. Are there other issues specific to this mission center of which the World Church Leadership Council should be aware?

- Combination of two jurisdictions with different administrative, operations, and financial structures.
- Isolation of some congregations in Alaska and Southern Oregon
- Pending sale of closed campgrounds in Alaska dependent on securing unrestricted title from Federal Bureau of Land Management.

Section VI – Headquarters Support Services

A. What services and resources will be most needed from headquarters by the mission center in attempting to support congregations?

- Training for mission center staff who will serve as CSMs
- Reinstatement of positions lost through staffing reductions.
- Training resources especially adaptable for use in small congregations.
- Improved user-friendly reporting from MIS for congregational users.
- Continued development of, or referral to, quality resources for worship, youth ministries, adult church school materials, etc.
- Seminary and field staff trainers available for ministry within the Mission Center

B. What services and resources will be most needed from headquarters by the mission center in attempting to respond to the “Sharing Goal?”

- Class materials and personal use resources for both aspects of the sharing goal.
- More training for personal outreach, particularly for ministers of mission, i.e. elders.
- Conflict Resolution training

Section VII – On-going Evaluation

A. How will on-going evaluation and necessary adjustments in the structure of the mission center be considered?

- Mission center council will review the mission center 6 months following the implementation date and annually thereafter using evaluations from congregations.
- Mission center council will annually evaluate goals, objectives and structure.
- Mission center’s ability to provide help with congregational needs will be assessed annually.

Congregational progress toward sharing goals will be assessed annually by the congregation with assistance from the mission center.