

Community of Christ

May 1, 2003

Dear Presiding Officers,

On behalf of the mission center design team, we are providing you with our most detailed information to date regarding work of the team. Accompanying this letter is a packet of information detailing the following draft documents:

- Purpose of Mission Center Ministries
- Congregational Supporting Minister Job Description
- Mission Center Proposal to the World Church Leadership Council
- Budget Narrative and Explanation
- Proposed Budget
- Congregational Assessment Allocations
- Mission Center Conference Delegate Assignments

We desire that the work of the team be available to you as quickly as possible for your review and reflection with your congregation. Please share this information with members/friends so they have opportunity to provide input and feedback to your design team representatives. We are also planning to provide sessions during summer reunions to meet and discuss the information with members. Throughout this process we have also compiled a list of items yet to be addressed, e.g. camping programs, reunions, and specialized ministries.

Our work moves forward at a challenging pace, yet we find and encounter the blessings of God's Spirit in our deliberations. One of the newest developments from our efforts has been the identification of a name for our mission center. As Apostle Ken McLaughlin shared with us during a recent design team meeting on April 19th, the name of our mission center needs to provide some geographic sense of location. The team subsequently identified the name of, "The Greater Pacific Northwest Mission Center."

Another development of the design team's work has been the establishment of a Web site for the new mission center. The site is rather bare bones currently, however we wanted to provide you a means for directing your congregational members/friends to information accompanying this letter. We realize that disseminating the accompanying packet may challenge your time and congregational resources, so for those of your congregation having computers and means for accessing the Internet, the new Web site "www.CofChrist-gpnw.org" should prove useful.

A great deal of work has been accomplished in the short time since the design team was convened. Members of the team have worked diligently and with great care. Their prayerfulness on your behalf and on behalf of the future to which we are called in terms of "Sharing Our Witness" and "Sharing Our Resources" has been evident in the great abundance of God's Spirit that has attended our meetings and deliberations. We encourage your prayer on their behalf as well.

As always we welcome anyone's input and feedback to the process, please convey such things to your design team representatives as you have need.

Yours in Christ,

Barb Borkowski
President & Financial Officer
Seattle Stake

Brad Shumate
Regional Administrator
Pacific Northwest Region

Bill McFarlin
Region Financial Officer
Pacific Northwest Region

Field Organization Proposal Guidelines and Format

Proposed Name of Mission Center: **Greater Pacific Northwest (USA) Mission Center**

Apostolic Field: Western Field

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.).

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
Southern Oregon	776	Woodburn	117
	782	Bend	182
	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
Totals			5586

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

Field Ministers:

- Francine Wight is a Field Minister 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.

Administrative Support Staff:

- Nanette Sargeant is 1.0 FTE manager and executive assistant for Seattle Stake.
- Elva Eliason is 0.8 FTE serving as the executive assistant of the Pacific NW Region.
- Leanne Sowers is 0.8 FTE serving as the office assistant for Seattle Stake.
- Rich Sowers is 0.8 FTE serving as the bookkeeper for Seattle Stake.

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 that 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. This proposal was subsequently submitted to membership of the respective jurisdictions (stake/districts) that comprise the proposed mission center to generate feedback for consideration.
- Design team does final modification of NWC Mission Center proposal.
- Final proposal submitted to WCLC.

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 Tithe” 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 and western Washington bordered on the East by the Cascade Mountains including additionally the Oregon communities of Redmond, Bend, and Klamath Falls.

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.

- B. What congregations will be included?

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	315	Cedarcrest	139
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	813	Montesano	49
	810	Neilton	21
	809	Olympia	71
	815	Southridge	190
	816	Garden Grove	134
Totals			5586

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

The Western Field staff model as described in **Attachment 1**. The mission center president will assign Staff, 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. With staffing cuts impending, the ratio could potentially increase to 1 CSM for every 13 congregations. We need 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 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 will serve as counselors to the president.
- What will be the roles assumed by full-time staff members?
 - Mission Center President
 - 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
 - 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
 - Congregational Support Ministers – See **Attachment 1**
 - Administrative Assistant/Communications Coordinator
 - Missionary coordinator
 - 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? (See **Guidelines**)
- The mission center president will appoint 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 and leadership team 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? (See **Guidelines**)
- 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.)
- o 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? (See **Guidelines**)

- These plans may be somewhat tentative and are, of course, subject to appropriate conference actions which may be taken either before the mission center proposal is approved by the WCLC or after such action.
 - o 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**)
 - o East and west areas of the present Pacific NW Region will roll forward an appropriate portion of existing funds into respective mission centers.
 - o District/Stake funds on hand at the close of 2003 will roll forward to the mission center.
 - o Congregation assets and liabilities will remain the stewardship of the congregation.
 - o Congregational debts owed to the existing mid-level jurisdiction will be carried forward and paid to the mission center.
 - o 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.
- What if it is impractical to hold conferences in the mission center?
 - o It is practical to hold conferences in the mission center.
- Will it be a delegate or a member conference? If a delegate conference, how and on what basis will the delegates be selected?
 - o Conferences will be delegate representation 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?

- For the 2004 World Conference, delegates will be elected from existing jurisdictions.
- 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.

Suggested Timeline

Proposals for the creation of mission centers will be developed through a broad-based participation process. Proposals may be submitted when they have been approved by the field apostle concerned and are ready for the consideration of the World Church Leadership Council.

*There are four possible submission/consideration timeframes. Proposals may be submitted for review and approval **at any one** of the following times:*

Deadline for Submission

Consideration by WCLC During:

November 15, 2002

December, 2002 Sessions

April 15, 2003

May, 2003 Sessions

August 15, 2003

September, 2003 Sessions

November 15, 2003

December, 2003 Sessions

- **The deadline for field organization implementation is July 1, 2004.**

CAMPGROUND PRINCIPLES FOR MISSION CENTER DEVELOPMENT

1. Programs and ministry of our church campgrounds should support the Mission of the church.
2. Congregations presently supporting a campground may become “a Multi Jurisdictional Association” for campground purposes as called for in the bylaws VI 1.
3. Campground management boards should be selected by and accountable to conference(s) of campground owners. Mission Center officers shall have ex-officio status on the board with voice and vote.
4. Campground bylaws should clearly define for the campground association the areas of membership, affiliations, representation, board composition and responsibilities, finances and dissolution.
5. Any jurisdictions wishing to join or depart an existing campground association needs to agree with the financial criteria (i.e. debt, assessment and ownership) established by the campground board.
6. If a campground is sold, the conference(s) of campground owners shall determine the disposition of the remaining assets of the campgrounds in line with World Church policies and prudent financial management.
7. Campgrounds should comply with existing codes and standards of the municipalities, state/province and national associations.
8. The financial operations of campgrounds should have revenues equal to or exceeding expenses which include funding for deferred maintenance.

FINANCIAL PRINCIPLES FOR MISSION CENTER IMPLEMENTATION

1. A Mission Center exists to support congregations, facilitate church expansion, and provide linkages between World Church ministries and congregations.
2. Mission Center design should be completed before final financial decisions are implemented.
3. A Mission Center's budget, which is determined by a Mission Center conference, should be funded based on the level of ministry, service needed by the congregations.
4. In Mission Centers where the Mission Center President and Financial Officer are the same person appropriate internal accountability should be identified and established.
5. Existing debt needs to be acknowledged and payment provisions agreed to before final formation of a Mission Center.
6. Flexibility should be used when making financial determinations.
7. Providing resources for the new Mission Center vision and operations is important.
8. Existing jurisdictional funding boards and their associated financial assets need to be integrated into the Mission Center organization within an agreed upon period of time.
9. The World Church Fund Utilization Policy states that when funds are available as a result of a discontinued congregation, the funds are made available to the mid-level jurisdictions for capital and/or program ministry. Where existing mid-level jurisdictional funds are traceable to a discontinued congregation, the remaining funds should be distributed to the new mission center for capital and/or program ministry.
10. Determining the disposition of existing funds of current mid level jurisdictions (i.e. Districts, Regions, Stakes, Mission Center pilots) is the responsibility of that mid-level jurisdiction but should be done in support of mission.

Priesthood Guidelines

Aaronic Priesthood and Office of Elder

1. Initiated by congregational pastor or other appropriate administrative officer (mission center president, field apostle) in special cases
2. Administrative approval by mission center president (or by field apostle if initiated by mission center president)
3. Presentation and acceptance by the candidate
4. Approval by a congregational conference

High Priesthood

1. Initiated by mission center president or field apostle
2. Administrative approval by field apostle, director of field ministries, and First Presidency
3. High Council approval by the Traveling High Council (FP & C-12)
4. Presentation and acceptance by candidate
5. Approval by mission center conference or World Conference

Evangelist

1. Initiated by field apostle
2. Approval by the Council of Twelve
3. Administrative Approval by the First Presidency
4. Approval by Traveling High Council if a High Priest call is also involved
5. Presentation and acceptance by candidate
6. Approval by mission center conference or World Conference

Bishop

1. Initiated by the First Presidency
2. Approval by the Traveling High Council
3. Presentation and acceptance by candidate
4. Approval by mission center conference or World Conference

Seventy

1. Approved by the Council of Presidents of Seventy
2. Approval by the field apostle concerned
3. Approval by the First Presidency and the Traveling High Council
4. Presentation and acceptance by candidate
5. Approval by mission center conference or World Conference

Mission Center Council Guidelines

1. Mission center councils are advisory in nature and assist the mission center leaders in the development of the ministries of the mission center.
2. The composition of the mission center council is determined by the mission center involved and should be broadly representative of the membership and congregations of the mission center.
3. In order for the mission center council to serve effectively in advising mission center leaders there should be careful consideration of the composition of the council relative to including mature and experienced members of the priesthood. However, there is no absolute requirement that mission center council members must be members of the priesthood.
4. The mission center president following consultation with appropriate mission center leaders appoints the mission center council members. They serve at the pleasure of the mission center president and should be sustained annually at the mission center conference.
5. The Mission center council gives programmatic, leadership, and spiritual advice to the mission center leadership. In exceptional circumstances a mission center council may be delegated limited administrative functions by the mission center president or the mission center conference.

BYLAW SECTIONS PERTINENT TO FIELD ORGANIZATION

Article III –

Section 3. Priesthood Calls. The basic principles pertaining to priesthood calls are that all calls shall be initiated by appropriate administrative officers, shall receive necessary administrative approvals, shall be presented to the candidate for acceptance, and shall be approved by an appropriate conference of members. **Specific procedures are established by the First Presidency.**

Section 6. Legislative Functions. Legislation is considered and enacted in World Conference, mission center conferences, and in congregational conferences. These conferences meet at the call of the responsible administrative officers, at times and places determined by the bodies concerned, or without such provisions at times and places set by the responsible administrative officers.

- a. **Authority of Conferences.** Each conference has authority to legislate for those it represents, insofar as it does not usurp rights lawfully centered elsewhere. Accordingly, no congregational conference can legislate for its mission center, such as requiring certain acts on the part of mission center leaders and no congregational or mission center conference can enact binding legislation on matters of World Church importance.
- c. **Right to Nominate.** It is the right of all members to make nominations in filling elective offices in the jurisdictions of the church, but this action in no sense denies the right of presiding officers to present concurrent nominations for the filling of such elective offices nor does it suppose that every office should be filled by election. Often program assistants are appointed by presiding officers and sustained by the appropriate conference.

Article IV –

Section 1. Conferences. Conferences are the legislative bodies of the church. They may be regular or special. Generally, regular conferences shall be held annually or otherwise as agreed upon by those who constitute their membership. They may represent the church at large, a mission center, or a congregation. They are subject to the jurisdiction of the First Presidency, members of the Council of Twelve, and appropriate mission center presidents or congregational pastors.

Section 2 b. Delegates to the World Conference. Mission centers are authorized to elect delegates to the World Conference.

Section 2 c. Basis of Representation. . . . Each mission center shall be entitled to two delegates. Additional delegates, in a number adequate to bring the total to approximately 2,800, shall be apportioned among the mission centers according to their membership enrollment.

Section 3. Field Jurisdiction Conferences. . . . Mission centers have the option of providing for delegate conferences. In such cases the mission center conference is authorized to determine the basis for representation.

Section 4. Special Conferences. Special conferences may be called . . . by the mission center president for mission center conferences. . . In emergencies special conferences may also be called by the supervising administrative officer having jurisdiction. The call for special conferences shall specify the purpose of the conference and only business mentioned in the call of the conference may be transacted.

Article VI - Mission Centers

Section 1. Purpose. Mission centers exist to support congregations, facilitate church expansion, and provide linkage between World Church ministries and congregations. Mission centers may vary in size and composition and may be organized on the basis of contiguous congregations, congregations within the same political boundary, congregations that share similar cultural or social identities, or such other

criteria as may be determined by the World Church Leadership Council. Key functions include, but are not limited to:

- pastoral support of congregational leaders;
- leadership skill development;
- congregational consultant ministries;
- missionary ministries;
- church planting;
- congregational crisis support;
- financial resource development and support;
- specialized ministries (e.g., children, youth, young adult, singles);
- coordination of periodic celebration events (e.g., reunions, camps, conferences, etc.);
- technical assistance to congregations (e.g., legal, risk management, real estate, etc.);
- human resources; and
- essential administrative functions (e.g., implementation of World Church policies, priesthood administration, pastoral supervision, etc.)

Mission centers shall provide for the networking and grouping of congregations to encourage mutual support, foster church identity, pursuit of common causes, and to provide fellowship, leadership development, and celebration opportunities (e.g., reunions, camps, retreats, and leadership development programs).

Mission centers are responsible for coordinating the management, creation, maintenance, and disposition of campgrounds, administrative offices, and other ancillary facilities and entities that exist within the scope of the mission center's responsibility. Multi-jurisdictional associations may exist for these purposes as well.

Section 2. Formation of Mission Centers. Mission centers are formed by the approval of the World Church Leadership Council with appropriate consultation. Factors to be considered when determining the configuration of mission centers shall include, but not be limited to:

- former jurisdictional ties (e.g., district, stake, and regional configurations);
- shared congregational interests, styles, and concerns; and
- geographic proximity.

Section 3. Mission Center Organization. Mission center organization should be kept as simple as possible. The primary purpose is to support the ministry of congregations and promote the expansion of the church. Therefore, the mission center's focus should be on ministry and witness rather than on administration. In areas of relatively high membership density, leadership availability, and financial capacity, it may be necessary for mission centers to be more highly structured. Such a decision should be made with the concurrence of the field apostle. The principles of stake and district organization as described in various sections of the Doctrine and Covenants may serve, where helpful, in guiding mission center organization.

- a. Mission Center President.** Mission center presidents are appointed by the World Church through procedures established by the First Presidency. They are sustained by the Mission Center Conference and are supervised by the field apostle. The mission center president is the primary representative of the World Church to the congregations that compose the mission center. The mission center president is entrusted with the care and direction of the center's congregations through the properly selected pastors of these congregations and of the nonresident members of the mission center directly or through a nonresident pastor. It is the responsibility of the mission center president to plan the extension and development of the work of the church within the mission center. Mission center staff members and congregational pastors report to and are supervised by the mission center president.
- b. Mission Center Financial Officer.** Mission center financial officers are appointed by the World Church through procedures established by the First Presidency. They are sustained by the Mission Center Conference and are supervised by the mission center president. Mission center financial officers have specific trustee responsibilities in which they are subject to the direction and counsel of the Presiding Bishopric. They are responsible for such trusteeship to

the appropriate conference and to the president of the mission center according to the provisions of the related budget.

Section 4. Mission Center Councils. Each mission center shall establish a mission center council, a standing body whose primary purpose is to advise mission center officers and staff on matters affecting the core functions of the mission center. Mission center councils shall be established **according to World Church guidelines.**

Section 5. Mission Center Conferences. Ideally, mission centers should convene conferences at least annually. . . . Enactments of a mission center conference are confined to matters of concern to the mission center, including the approval of mission center budgets, the election of World Conference delegates, and the approval of legislation to be proposed for World Conference consideration. . . . Mission centers may convene special conferences as needed. If in the determination of the mission center president in consultation with the field apostle, the mission center is unable to convene a mission center conference at least annually (e.g., geographic distance, prohibitive cost, etc.), then the mission center council shall be responsible for establishing procedures through which necessary conference decisions shall be made subject to the approval of the field apostle within World Church guidelines and policies.

Mission centers have the option of providing for delegate conferences. In such cases the mission center conference is authorized to determine the basis for representation.

Western Field Staff Model

- ❑ **Mission Center President 1 FTE**
Job Description per Mission Center Bylaws
- ❑ **Mission Center Financial Officer 1 FTE**
Job Description per Mission Center Bylaws
- ❑ **Mission Center Missionary Coordinator** volunteer position
Job Description per WCLC, could be a volunteer position.
- ❑ **Congregation Supporting Ministers**

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

100% Sharing Goal

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.)

Congregational Supporting Minister

The supporting minister is a colleague and partner of the congregation in all tasks below.

What Gives Life in this sphere of influence?

- People of all ages/needs/interests actively receiving/benefiting from congregation's ministry
- Competent, growing leadership
- Worship
- Vision—what are we for; why do we matter, how do we make it happen?
- Connection to and/or ministry with the neighboring community, nearby communities of Christ, world, missed people and missed communities
- New growth

Responsibilities

People of all ages/needs/interests actively receiving and benefiting from the congregation's ministries, for example:

- Youth Ministry
 - Weekly study/fellowship
 - Quarterly retreats
 - Summer camps
 - Periodic gathering with mission center
 - Promotion of youth-friendly/youth-connected congregations
 - Solid Rock Cafe
 - SPEC
- Addictions Recovery Ministry
 - Weekly Biblically based Twelve Step Support Group Meetings
 - Interface with public service and healthcare agencies
 - Networking/supporting housing that promotes chemically free lifestyle
 - Educating congregation to support/promote the overall recovery lifestyle
 - Educating congregation to promote personal responsibility and avoid enabling behaviors.

Leadership

- Identify new leaders for the congregation
 - Make opportunities for leaders to emerge/practice/be identified by community
 - Advocate for development of new leaders
 - Mentor/teach
- Care for current leaders
- Assist in processing priesthood calls at congregational level

Worship

- Advocate/model/teach
 - Good preaching
 - Scriptural soundness
 - Quality worship

Vision

- Identify/track the gifts and direction of congregations
- Plan for future developments
- Promote opportunities to share with neighbors
- Promote opportunities to remove or shift boundaries

Connection

- Link congregations in ministry with
 - the neighboring community
 - nearby Communities of Christ
 - missed people and missed communities
 - the world
- Develop peace and justice awareness/competencies
- Seek/train for opportunities for reconciliation

New growth

- Determine gaps for where new Communities of Christ should establish
- Assist/enable church planters

Delegate Formula

Membership < 60 = 2

Membership between 60 and 119 = 4

Membership between 120 and 239 = 6

Membership between 240 and 480 = 8

Membership > 480 = 10

MC Council & Field Officers = 9

Field Minister & Vol CSMs = 9

Greater PNW Mission Center Congregations	2002 Membership	MC Delegates
Albany	91	4
Anchorage	323	8
Auburn	299	8
Bellingham	47	2
Bend	182	6
Bremerton	147	6
Cedarcrest	139	6
Cottage Grove	51	2
Cowlitz Valley	154	6
Crystal Springs	294	8
Eastside	92	4
Eugene	297	8
Fairbanks	82	4
Garden Grove	134	6
Grants Pass	56	2
Highland Park	162	6
Klamath Falls	37	2
Lacamas Heights	109	4
Lincoln City	28	2
Medford	95	4
Montesano	49	2
Myrtle Point	84	4
Neilton	21	2
North Bend	41	2
Olympia	71	4
Portland	592	10
Puyallup	232	6
Rainier Valley	94	4
Redmond	25	2
Renton	169	6
Roseburg	57	2
Salem	170	6
Samish	109	4
Seaside	23	2
Southridge	190	6
Tacoma	248	8
Tuality CC	279	8
Woodburn	117	4
Woodland Park	186	6
MC Council & Officers		9
MC Field Ministers		9
Total	5576	204

The Purpose of Mission Center Ministries

Support the members and congregations of the Greater Pacific Northwest with services that may be efficiently provided.

Leadership support	<ul style="list-style-type: none"> • Provide ministry to congregational leaders • Support congregational officers, including selection, training, and supervision • Support Congregational Support Ministers (CSM), including selection, training, and supervision • Support the priesthood, including calling, training, and offering retreats • Identify and train future leaders
Congregation Support	<ul style="list-style-type: none"> • Help congregations to build effective programs of ministry for worship, outreach, community improvement, education, fellowship, and peace and justice concerns • Provide opportunity for specialized ministry for youth, young adult, singles, older adults, camps and retreats, Spectacular, and International Youth Forum • Provide continuing education of all members through Temple School promotion and coordination • Manage real estate, including property purchases, real estate taxes, new building programs, and property maintenance • Manage risk, including insuring properties, program, and events against loss and liability, and identifying appropriate activities • Protect members and the church from ministerial misconduct, by training, supervision, youth worker registration, and appropriate response if misconduct occurs • Provide management of financial affairs at the mission center-level, oblation aid, and accounting for World Church funds • Provide central logistical support, including clerical tasks, daytime telephone contact, and records retention • Provide annual conferences where mission center business may be conducted • Schedule visiting preaching ministry • Provide a directory of all members and a calendar of activities • Manage and update the mission center website • Manage the member database
Camps and Retreats	<ul style="list-style-type: none"> • Support the planning and execution of camps and retreats, including identification and supervision of leadership, and financial management • Manage Samish Island Campgrounds, Lewis River Campgrounds and Camp Remote, through participation on the campgrounds committee/board, including finances, development, risk management, and supervision of caretakers
Links to Others	<ul style="list-style-type: none"> • Link the mission center with other organizations which recognize the worth of persons and act out the Gospel, including the Institute for Ecumenical Theological Studies, Outreach International, and other denominations and inter-faith groups. • Collect and communicate information of interest to the mission center • Communicate and interpret the policies of the church • Provide ministry to all those who call and inquire about Community of Christ.

Greater Pacific Northwest Mission Center

Draft Budget Explanation v 3.2 April 2003

The budget is divided into five broad categories: Ministerial Support, Office Support, Office Admin, Ministry Support and Congregational Allocation Subsidy. It is based on services received by congregations and the associated cost of those services.

Ministerial Support (41% of the total budget)

- We will be using the Western Field Staff model in our mission center, with every congregation in our mission center having an assigned Congregational Support Minister (CSM). We will be spreading the expense of all of our ministers throughout the mission center. While a congregation will primarily associate with their assigned CSM, the expertise and varied skill set of our ministers will be available to all congregations of the mission center, and thus it is appropriate that we all share in the cost for ministry.
- Our goal is to create a ratio of ministers to congregations of no more than 1:6. To meet that ratio, we recognize that we will need to hire ministers willing to work for expenses. These volunteer CSMs would be part of the mission center staff and would be subject to the same review and educational requirements as field ministers.
- Our mission center currently has 9 field ministers. Four of those ministers are split funded; part of their salary is paid by a local jurisdiction and part is paid by World Church. This budget (v 3.2) recognizes the reduction of staff effective May 1.
 - World Church funding was eliminated for our Alaska position. This budget (v 3.2) does not include hiring or funding a minister who lives in Alaska.
 - The World Church portion (.25) of a half-time youth minister position for SW Washington and NW Oregon has been eliminated. This budget (v 3.2) maintains this position as a half-time (0.5) CSM funded through the mission center.
- All field ministers will have home/electronic offices and expenses related to those offices.

Office Support (23% of the total budget)

- A half-time bookkeeper will be needed for general ledger entries in MIS including payroll, accounts receivable and accounts payable.
- A full time Communication Coordinator and Executive Assistant position will include publication and support of all mission center communication and event coordination.

Office Admin (18% of the total budget)

- These expenses reflect cost estimates for the administrative expenses of the mission center. Communication is the primary administrative expense. Newsletters, directories, mission center camp and reunion brochures, event coordination and publicity, tracking and maintaining Youth Worker Registrations. A dedicated phone and answering machine, along with an internet line will be provided to the bookkeeper, MC Coordinator position, and MC Officers for their home offices. Home/electronic offices greatly reduce administrative service costs.

Ministry Support (14% of the total budget)

- These ministries are currently supported in our stake and districts. We want to continue those ministries and traditions. Camper support for Samish, Lewis River, and Remote is intended as activity support for youth camping and retreats.

NOTE: Due to costly travel expenses, Alaska congregations would not benefit as readily from these services. Thus, their allocations are reduced by 14%.

Congregational Allocation Subsidy (4% of the total budget)

- Throughout the mission center there is a shared concern for smaller congregations that may not be able to meet their allocations. This support is a subsidy designed to supplement amounts that small congregations may not be able to pay. This service is intended to honor and sustain our smaller congregations by re-distributing resources where they are most needed. We encourage all members to expand their giving so that the dependence on this subsidy is lessened and that we may find ourselves at a time in the near future when we are able to expand our Mission Center ministerial staff as a result of that generosity.

DRAFT Budget for Greater Pacific Northwest Mission Center FY2004

% of Total

Ministerial Support

Field Ministers (split funded)	\$	65,000.00	
Home Office/phone support Est 2000 @ X 7	\$	16,000.00	
Volunteer CSM @ 3000/year X 5	\$	15,000.00	
Totals		\$96,000.00	40.87%

Office Support

Bookkeeper Half time = .5	\$	16,000.00	
MC Coordinator/Assistant to MC Pres Full time	\$	38,000.00	
Totals		\$54,000.00	22.99%

Office Admin

Audit	\$	2,500.00	
Phone (4 dedicatec lines, 4 hs internet)	\$	5,000.00	
Copy	\$	15,000.00	
Supplies	\$	3,000.00	
Equipment	\$	2,500.00	
Postage	\$	7,000.00	
Maintenance - Risograph	\$	1,500.00	
Misc (copy right)	\$	5,000.00	
Totals		\$41,500.00	17.67%

Copy costs:	6500	newsletter/communication
	5000	camp/renuion/event brochure
	3500	directories

Ministry Support

Programs			
SPEC	\$	8,000.00	
Samish Camper Support	\$	5,000.00	
Lewis R Camper Support	\$	5,000.00	
Remote Camper Support	\$	5,000.00	
Caravan	\$	1,000.00	
Solid Rock	\$	2,400.00	
Leadership Develop	\$	2,000.00	
Missionary	\$	2,000.00	
Activity Assistance	\$	1,000.00	
Interfaith Commitments	\$	2,000.00	
IETS			
Greater Council of Ch			
Gr Vancouver Interfaith Assoc			
TRIM, Assoc. Ministries of Thurston County,etc			
Totals		\$33,400.00	14.22%

Congregational Allocation Subsidy

\$10,000.00 4.26%

2004 Total Budget

	\$234,900.00	100.00%
Spend down 3%-excl op endow	\$ 10,680.00	
Int income 3%	\$ 17,100.00	
Congregational Allocation	\$207,120.00	

Estimated Pooled Account Bal 4/15/03	
NW Oregon	\$ 150,000.00
NW OR Notes Rec	\$ 54,000.00
S Oregon	\$ 5,000.00
SW Washington	\$ 37,000.00
Seattle Stake	\$ 300,000.00
Region	\$ 24,000.00
Alaska	\$ -
Total	\$ 570,000.00

Pooled Account Funds \$570,000.00

Greater Pacific Northwest Mission Center

Operating Fund Income = total gifts to Congregational Operating fund in a Cal Yr.

Contributor Units = # of people contributing more than \$100.00 to the Operating Fund for a Cal Yr. A husband and wife count as one contributor.

Mem = # of people on congregational membership roles

Combines Operating Fund Avg, Contributor Unit Avg, Total Giving - Building Avg, Membership

40% = Operating Fund

20% = Contributor Units

20% = 2002 Membership

20% = Total Gifts - Building

*Anchorage, Alaska membership reduced by 50%

		Operating Fund Income				40% of Alloc	Contributor Units				20% of Alloc	2002 Mem	% of Total	20% of Alloc	All Other Giving (minus Bldg Fund)				20% of Alloc	2004 Total
		2,001	2,002	Avg	%		2001	2002	Avg	%					2,001	2,002	Avg	%		
SEA	Auburn	31,035	34,652	32,843	5.87%	4,866	26	24	25.0	3.64%	1,506	299	5.52%	2,288	51,185	50,375	50,780	6.95%	2,880	11,539
	Bellingham	8,377	7,314	7,846	1.40%	1,162	14	15	14.5	2.11%	874	47	0.87%	360	17,550	13,844	15,697	2.15%	890	3,286
	Bremerton	12,662	15,033	13,847	2.48%	2,051	18	19	18.5	2.69%	1,115	147	2.72%	1,125	23,254	25,395	24,325	3.33%	1,379	5,670
	Cedarcrest	12,744	12,997	12,870	2.30%	1,907	13	12	12.5	1.82%	753	139	2.57%	1,064	23,118	13,190	18,154	2.49%	1,029	4,753
	Crystal Springs	25,642	24,877	25,260	4.52%	3,742	22	20	21.0	3.05%	1,265	294	5.43%	2,249	53,655	41,028	47,342	6.48%	2,685	9,941
	Eastside	14,760	13,996	14,378	2.57%	2,130	16	15	15.5	2.25%	934	92	1.70%	704	32,024	32,649	32,337	4.43%	1,834	5,602
	Highland Park	12,463	17,455	14,959	2.67%	2,216	15	17	16.0	2.33%	964	162	2.99%	1,240	32,476	28,573	30,525	4.18%	1,731	6,151
	Puyallup	22,078	25,467	23,773	4.25%	3,522	20	15	17.5	2.55%	1,054	232	4.29%	1,775	39,568	38,969	39,268	5.38%	2,227	8,578
	Rainier Valley	10,318	9,761	10,039	1.80%	1,487	13	15	14.0	2.04%	844	94	1.74%	719	13,749	10,539	12,144	1.66%	689	3,739
	Renton	20,493	22,467	21,480	3.84%	3,182	23	26	24.5	3.56%	1,476	169	3.12%	1,293	37,002	37,581	37,292	5.10%	2,115	8,066
	Samish	19,485	17,291	18,388	3.29%	2,724	21	19	20.0	2.91%	1,205	109	2.01%	834	51,219	52,055	51,637	7.07%	2,928	7,691
	Tacoma	21,799	24,504	23,152	4.14%	3,430	22	24	23.0	3.35%	1,386	248	4.58%	1,898	43,169	41,738	42,454	5.81%	2,407	9,121
	Woodland Park	25,046	26,003	25,524	4.56%	3,781	20	21	20.5	2.98%	1,235	186	3.44%	1,423	26,090	27,027	26,558	3.64%	1,506	7,946
AK	Anchorage	22,240	15,956	19,098	3.42%	2,829	23	23	23.0	3.35%	1,386	161	2.97%	1,232	32,615	18,498	25,556	3.50%	1,449	6,896
	Fairbanks	14,468	13,704	14,086	2.52%	2,087	12	13	12.5	1.82%	753	82	1.51%	627	14,459	9,842	12,150	1.66%	689	4,156
NW OR	Albany	12,118	12,641	12,379	2.21%	1,834	16	17	16.5	2.40%	994	91	1.68%	696	11,349	11,741	11,545	1.58%	655	4,179
	Lincoln City	4,713	5,706	5,210	0.93%	772	8	8	8.0	1.16%	482	28	0.52%	214	3,324	3,384	3,354	0.46%	190	1,658
	Portland	27,383	26,960	27,172	4.86%	4,025	50	57	53.5	7.78%	3,224	592	10.93%	4,530	38,903	31,915	35,409	4.85%	2,008	13,786
	Salem	19,545	21,741	20,643	3.69%	3,058	22	23	22.5	3.27%	1,356	170	3.14%	1,301	21,067	19,704	20,385	2.79%	1,156	6,871
	Seaside	2,165	2,343	2,254	0.40%	334	3	3	3.0	0.44%	181	23	0.42%	176	1,770	1,359	1,564	0.21%	89	779
	Tuality CC	26,188	27,972	27,080	4.84%	4,012	36	36	36.0	5.24%	2,169	279	5.15%	2,135	36,701	34,677	35,689	4.89%	2,024	10,339
	Woodburn	9,656	9,097	9,377	1.68%	1,389	17	15	16.0	2.33%	964	117	2.16%	895	5,438	4,918	5,178	0.71%	294	3,542
S OR	Bend	17,596	14,414	16,005	2.86%	2,371	29	26	27.5	4.00%	1,657	182	3.36%	1,393	17,520	15,059	16,290	2.23%	924	6,344
	Cottage Grove	3,505	4,516	4,010	0.72%	594	8	10	9.0	1.31%	542	51	0.94%	390	1,655	1,076	1,365	0.19%	77	1,604
	Eugene	52,862	38,556	45,709	8.17%	6,772	45	47	46.0	6.69%	2,772	297	5.49%	2,272	32,973	15,671	24,322	3.33%	1,379	13,195
	Grants Pass	11,187	11,897	11,542	2.06%	1,710	11	13	12.0	1.75%	723	56	1.03%	428	4,157	3,255	3,706	0.51%	210	3,072
	Klamath Falls	4,845	4,553	4,699	0.84%	696	6	6	6.0	0.87%	362	37	0.68%	283	3,018	4,142	3,580	0.49%	203	1,544
	Medford	12,537	14,060	13,299	2.38%	1,970	15	15	15.0	2.18%	904	95	1.75%	727	8,516	9,102	8,809	1.21%	500	4,100
	Myrtle Point	5,176	4,597	4,887	0.87%	724	8	7	7.5	1.09%	452	84	1.55%	643	2,684	2,506	2,595	0.36%	147	1,966
	North Bend	4,198	4,358	4,278	0.76%	634	8	6	7.0	1.02%	422	41	0.76%	314	4,861	4,443	4,652	0.64%	264	1,633
	Redmond	-	8,335	4,168	0.75%	617	0	10	5.0	0.73%	301	25	0.46%	191	-	5,654	2,827	0.39%	160	1,270
	Roseburg	2,095	1,728	1,912	0.34%	283	5	5	5.0	0.73%	301	57	1.05%	436	272	487	379	0.05%	22	1,042
SW WA	Lacamas Heights	6,805	7,692	7,249	1.30%	1,074	14	11	12.5	1.82%	753	109	2.01%	834	9,840	5,712	7,776	1.06%	441	3,102
	Cowlitz Valley	7,899	8,637	8,268	1.48%	1,225	15	17	16.0	2.33%	964	154	2.84%	1,178	7,206	5,542	6,374	0.87%	361	3,729
	Montesano	3,237	3,724	3,481	0.62%	516	7	8	7.5	1.09%	452	49	0.91%	375	2,394	2,765	2,579	0.35%	146	1,489
	Neilton	-	-	-	0.00%	-	3	3	3.0	0.44%	181	21	0.39%	161	1,457	1,520	1,489	0.20%	84	426
	Olympia	6,080	6,036	6,058	1.08%	897	10	10	10.0	1.45%	603	71	1.31%	543	1,122	988	1,055	0.14%	60	2,103
	Southridge	23,287	27,047	25,167	4.50%	3,728	36	34	35.0	5.09%	2,109	190	3.51%	1,454	50,502	44,057	47,280	6.47%	2,681	9,972
	Garden Grove	16,786	16,914	16,850	3.01%	2,496	30	30	30.0	4.36%	1,808	134	2.48%	1,025	16,719	15,440	16,079	2.20%	912	6,241
				559,236	100.00%				687.5	100.00%		5414					730,499	100.00%		207,120

**Greater Pacific Northwest
Mission Center**

Allocation Formula for Greater Pacific Northwest Mission Center

		2003 Allocation	2003 Alloc w/o subsidy	2004 Total	Alaska 14% Reduction	2004 Allocation
Seattle Stake	Auburn	\$ 15,903		\$ 11,539		\$ 11,637
92,081.79	Bellingham	\$ 5,438		\$ 3,286		\$ 3,313
	Bremerton	\$ 7,091		\$ 5,670		\$ 5,718
	Cedarcrest	\$ 7,888		\$ 4,753		\$ 4,793
	Crystal Springs	\$ 12,687		\$ 9,941		\$ 10,025
	Eastside	\$ 7,733		\$ 5,602		\$ 5,649
	Highland Park	\$ 8,230		\$ 6,151		\$ 6,203
	Puyallup	\$ 12,461		\$ 8,578		\$ 8,651
	Rainier Valley	\$ 6,829		\$ 3,739		\$ 3,770
	Renton	\$ 12,211		\$ 8,066		\$ 8,134
	Samish	\$ 10,458		\$ 7,691		\$ 7,756
	Tacoma	\$ 11,479		\$ 9,121		\$ 9,198
	Woodland Park	\$ 12,840		\$ 7,946		\$ 8,013
Alaska	Anchorage	\$ 2,313		\$ 6,896	\$ 1,034	\$ 5,862
\$ 1,657.88	Fairbanks	\$ 652		\$ 4,156	\$ 623	\$ 3,533
Northwest Oregon	Albany	\$ 1,135	\$ 4,175	\$ 4,179		\$ 4,214
\$ 41,154.92	Lincoln City	\$ 389	\$ 1,396	\$ 1,658		\$ 1,672
	Portland	\$ 4,540	\$ 16,577	\$ 13,786		\$ 13,903
	Salem	\$ 1,946	\$ 6,980	\$ 6,871		\$ 6,929
	Seaside	\$ 259	\$ 960	\$ 779		\$ 786
	Tuality CC	\$ 2,757	\$ 10,034	\$ 10,339		\$ 10,427
	Woodburn	\$ 973	\$ 3,534	\$ 3,542		\$ 3,572
Southern Oregon	Bend	\$ 2,760		\$ 6,344		\$ 6,398
\$ 35,769.70	Cottage Grove	\$ 858		\$ 1,604		\$ 1,618
	Eugene	\$ 5,557		\$ 13,195		\$ 13,306
	Grants Pass	\$ 1,063		\$ 3,072		\$ 3,098
	Klamath Falls	\$ 690		\$ 1,544		\$ 1,557
	Medford	\$ 1,772		\$ 4,100		\$ 4,135
	Myrtle Point	\$ 1,622		\$ 1,966		\$ 1,982
	North Bend	\$ 783		\$ 1,633		\$ 1,647
	Redmond	\$ 1,101		\$ 1,270		\$ 1,281
	Roseburg	\$ 1,044		\$ 1,042		\$ 1,051
Southwest Washington	Lacamas Heights	\$ 2,032		\$ 3,102		\$ 3,128
\$ 27,061.08	Cowlitz Valley	\$ 2,864		\$ 3,729		\$ 3,760
	Montesano	\$ 1,016		\$ 1,489		\$ 1,501
	Neilton	\$ 832		\$ 426		\$ 429
	Olympia	\$ 1,109		\$ 2,103		\$ 2,121
	Southridge	\$ 5,544		\$ 9,972		\$ 10,056
	Garden Grove	\$ 5,451		\$ 6,241		\$ 6,294
TOTALS		\$ 182,309	\$ 43,656	\$ 207,120		\$ 207,120

2004 Total Budget	\$ 234,900
Spend down 3%-exclude op endow	\$ 10,680
Int income 3%	\$ 17,100
Congregational Allocation	\$ 207,120
Pooled Account Funds	\$ 570,000

Includes:
 No offices
 2 - Support Staff Positions
 4 - Field Ministers; 5 - Volunteer Field Ministers
 Alaska 15% Reduction
 Allocation Subsidy of \$10,000