

The following is a consolidated summary of the Restructuring process that took place between 2022 and 2023.

Recognizing that the existing model of governance, our decision processes, and bylaws no longer fit our current needs, the congregation convened a team to explore options and propose a new structure and bylaws.

In January 2023 the congregation adopted the new structure and bylaws, which created a unified Governing Board, Ministry Teams, and established a year long transition period to work through the changes.

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## Objective:

Align how we make ministry happen with our current needs and realities by improving our church governance,

SO THAT:

- Church leaders and congregants spend more time devoted to mission and ministry, and less time working on organization and administration;
- The decision-making processes are clear, transparent, simplified, and collaborative;
- Ministry teams are better integrated within the overall mission of the Church and not working as isolated groups;
- Fewer leadership positions require multi-year commitments.

We seek to remain God-centered in our organization so that we may embody the love of Christ in the world.

Approach: We acknowledge that change is challenging but it is also an opportunity. It is normal to have feelings of loss, doubt, and discomfort but by keeping positive and talking to each other about our wants and needs, we will make small steps and reach a model of governance that works for us - one that allows us to focus on our mission and values and to engage in ministries that bring each

of us joy and in a closer walk with our God. We want to hear from you so please contact us with any questions or comments you have as we go forward. Stay tuned, there is much more to come!

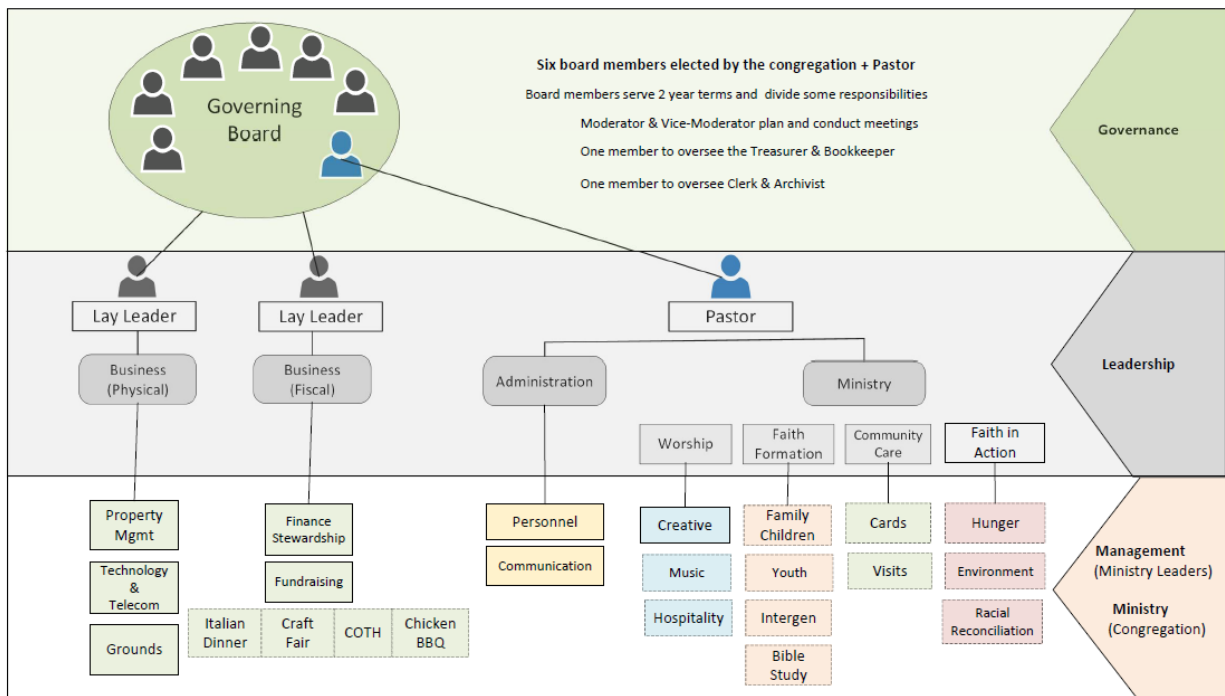
## Principles of Governance

*Based on your questions, concerns, and hopes; and our Core Values; we developed principles to guide us as we explore the possible sale of the parsonage and evaluate offers*

- Live out our values, honor one another, act in love, practice justice, and display fairness.
- Do what is best for the church and our ministry.
- Fulfill our legal fiduciary duty and duty of care as a nonprofit by using our assets to support and further our mission to the best of our ability.
- Be transparent regarding the process while respecting and maintaining confidentiality for the current tenants and potential bidders.
- Be respectful of all voices.
- Proceed in such a manner that all feel honored, respected, and treated fairly through the process no matter the outcome.

## FCCW’s Adopted model of Governance

Draft FCCW Governance Model



Note 1: Dotted lines represent ministries that are not permanent, but may be formed or reformed at any time.

Note 2: Management for each box is provided by the leader of that area or ministry. These are not elected positions and can change at any time.

Note 3: Teams, groups and ministries will evolve based on needs of the congregation. They are representative of how we might organize existing teams in the new structure

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## Governing Board Model

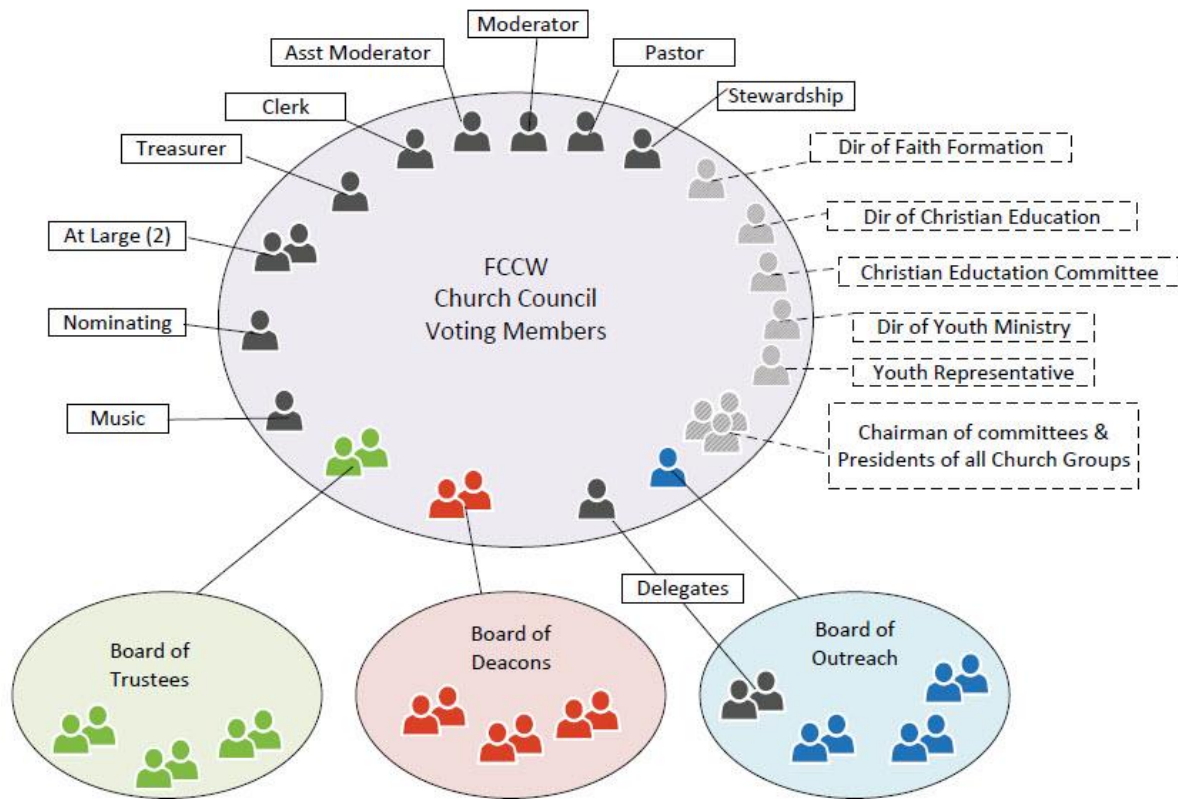
- Stewards the mission to which God calls the church;
- Makes policy, not decisions;
- Exercises visionary and fiduciary oversight of church resources;
- Engages in strategic planning and regular evaluation; and
- Tends to the overall well-being of the church.

THROUGH ITS POLICIES, THE GOVERNING BOARD:

- Delegates to ministry teams the authority, power, and resources to carry out the work of the church; and
- Partners with ministry leaders.

All leaders practice transparent decision-making, healthy conflict management, and mutual support.

## FCCW's Model prior to Reorganization



## Questions and Concerns

Q: Is the Restructuring Team making a recommendation that we change the structure of our current way of governing, and if so why?

A: Yes we do feel that it is time for FCCW to make a change for these reasons:

We no longer are a “big” church. From 1980 to the current time, our attendance has gone from an average Sunday attendance of 150 to 40;

Our current governance structure calls for 30 elected positions (not including the pastor), and when committees are added in, it is 82 positions in all.

Largely due to this structure we spend more time on administration and organization than we do on ministry;

Leadership positions require too many multi-year commitments;

Decision making process needs to be simplified, transparent and collaborative.

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Q: Would the entire congregation vote on whether this or another model is accepted?

A: Yes, absolutely. Any changes of this magnitude will require approval at a congregational meeting.

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Q: In our current system Church Council, everyone in the congregation is invited to attend even if they can't vote. Would this be the same with the new board?

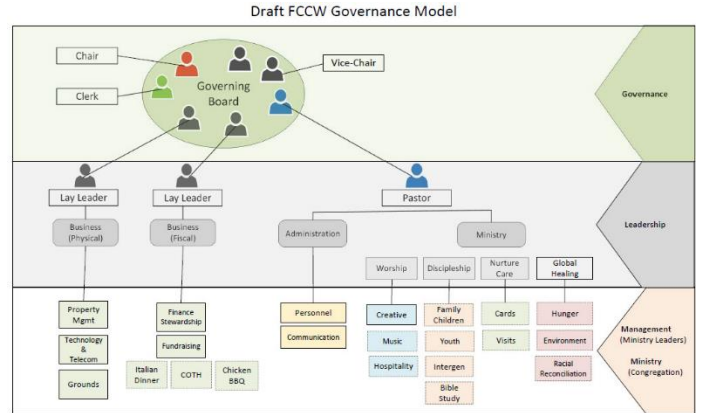
A: That would be up to the board. Very likely the board would encourage this.

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Q: What are some of the key aspects of the new governance model the Restructuring Team is developing? What might our new structure look like?

## Restructuring Communications 2022 – 2023

A. We propose a unified Governing Board of 7 people (6 elected by the congregation and the pastor). The primary role of the Governing Board is to provide policies that empower ministry teams, encourage collaboration, and establish a framework for decision making. The Governing Board will not be engaged in day to day operational or ministry decisions. (click image to the right for a larger, printable version).



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Note 3: Teams, groups and ministries will evolve based on needs of the congregation. They are representative of how we might organize existing teams in the new structure.

Rev23-9/8/23

Within this framework, we envision a small number of leaders who will provide guidance, coordination and advice to empowered teams. Teams will be formed based on the needs and interests of congregants, some who will continue to steward our property and grounds, others to manage our finances and stewardship, as well as ministry teams for areas such as worship, care, discipleship, and service.

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Q: The Lay Leader level looks like they would have a lot on their plate. Are they only giving direction or are they making decisions as well?

A: The lay leaders shown in the Leadership Section provide leadership, guidance, and advice for the various teams in their respective areas. They will facilitate periodic conversations among various teams and individuals to develop plans, address challenges, and come to consensus for decisions about items that impact the overall area and/or multiple teams and ministries.

**Governing Board guiding principles will inform discussions and planning including:**

- empowering teams to make day-to-day decisions that affect their operational/ministry area;
- centering decision making within the team(s) / level who are accountable and/or responsible; collaborative, team-based ministry;
- consultation of impacted areas and people; and consensus decision making among those who share accountability and/or responsibility.

**Restructuring Communications**  
**2022 – 2023**

Q: Are you saying that the Governing Board does not make decisions? I also am concerned that someone could make decisions based on more autonomy than they really have. How can that be avoided?

A: This model is built on the concepts of team-based ministry, consensus decision making, and mutual accountability.

The Governing Board will make governance and policy decisions that affect all ministries and teams; have a major impact on the congregation or budget; and/or fall outside existing policies. The primary role of the Board is to establish policies that empower and set limits for decision making. The Board's acts on behalf of the congregation between congregational meetings. The Board and is accountable to the congregation, who grants sets the Board's authority through the bylaws that the congregation approves.

Leaders will provide guidance to teams to help teams collaborate in ways that honor our Core Values, support of vision and mission, and are consistent with decision making policies.

In addition to the bylaws, the Restructuring Team recommends that as part of the transition to the new model, all existing and future teams, committees, groups, and ministries describe their:

- purpose;
- roles and responsibilities;
- expectations, accountability, and decision process/authorities with respect to the new model.

This activity was introduced to council in April of 2021 as the Community Framework and approved by Council the following month.

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Q: It seems like we are just rearranging the deck chairs. It does not seem based on this model that we are actually using less leadership.

A: Although it may appear to be the case, the new model creates greater focus. What is different is the focus of roles and responsibilities as well as where and how decisions are made.

A single unified governing board will focus on governance.

Leaders will provide guidance and facilitate collaborative planning and decision making; and the day to day ministry activities.

## Restructuring Communications 2022 – 2023

Ministry teams will be freed to work together to coordinate, plan and evolve specific areas of ministry. And operational/administrative teams will focus on the day to day decision making necessary to maintain our facilities and stewards our financial resources.

Congregants will be freed to serve as they feel called. Ministries and teams will come and go based on the interests and passions of congregants. And only the six lay members of the board are elected by the congregation to specific multi-year commitments (TBD).

Importantly, a number of the stories congregants shared as part of the values process indicate that the current model is not well understood, is not sustainable, and that there is confusion regarding accountabilities and responsibilities. Also, congregants say the current bylaws and structure are not clear about when the congregation, Council, staff or others should be consulted or informed of activities, opportunities, and decisions.

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Q: If we are looking at ministries being run for smaller amounts of time are we worried about de-stabilizing the congregation?

A: We are moving from a model that fills seats to a model that invites people to participate in ministry based on their interests, gifts, passions, and availability. Individuals could participate in a ministry for a season, to explore their gifts, or for many years if the ministry is a way that fulfills their sense of calling.

The desire to put more flexibility into individual mission formation (and dissolution) is to allow members to work in areas for which they have a passion and not feel obligated to maintain activities that members do not support. We feel that it is okay to let missions end if there are not enough interested members to keep them going.

Members should not be required to fill positions just for the sake of filling positions.

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Q: The organization chart shows lines from the Governing Board to two lay leaders. Are they members of the board?

A: They could be members of the Board, or they could be under oversight from members of the board. That is one of the things we are still considering.

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Q: Who is the 7<sup>th</sup> person on the GB that is not titled?

A: That could be the Treasurer or a Board member without specific title. Again, there are still details to be sorted out.

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Q: Will we still have a Treasurer for the church in this model?

A: Yes. Our current thinking is that the Board will be given the option to either appoint one of its voting members as Treasurer or it could appoint someone outside the board to perform that function under the direction of a Board member.

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Q: In this model, where does Diaconate fall?

A: The Diaconate’s role in the new structure has not yet been defined. We will be seeking consultation with the current Diaconate to help answer that question. It is possible that the Diaconate refines its focus to a ministry to include Care, or that the deacons become leaders of ministry teams and sub-teams.

It is also possible that the move to ministry teams means that the Diaconate as a defined group may cease.

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Q: What is next?

A: We will continue to seek questions and suggestions. One of the next things we have to do is to begin writing changes to the By Laws that would be affected by the **changes and to meet individually with current boards and committees.**