

THE PRESBYTERIAN CHURCH IN
WESTFIELD

Staffing for Better Ministry

Written by the Organizational Structure Task Force

This report is presented to the Commission on Ministry of the Presbytery of Elizabeth as a comprehensive report and findings of the Task Force in recommending the Pastoral and Program Staffing Structure adopted by the Session of the Presbyterian Church in Westfield in a called Session Meeting on Sunday, January 26, 2020. The Session is seeking approval from the Commission on Ministry to elect two APNCs (each slate to be about 5 persons) to discern God's call with pastoral candidates for these positions, respectively.

2020 Presbyterian Church in Westfield Organizational Structure

Rationale and Objective

The pastoral and program staff model presented below allows The Presbyterian Church in Westfield (PCW) to build a more effective leadership team of called and installed pastors, key programmatic staff, and members of the office and supportive ministry teams. The key to this model is a collegial staffing model that fosters trust and in which the team holds all its members accountable and works to help each other live into their calling to lead this congregation in its ministry. The model also allows the church to live into the values and pillars¹, described below, that lie at the heart of its communal life, across all phases of life. The Session believes that this builds on the strength of the staff structure in recent use while improving the engagement of members who were less than fully represented in the past; in short, not acting in this way would prevent us from reaching our potential.

Since 2016 PCW experienced the loss of three full time pastors to personal, career and family moves. Interims have supported PCW over the last four years, however it is time to rebuild the staff with permanent dedicated and inspirational leadership. In September, Pastor Rev. Jeremy Jinkins, acting with the Personnel Commission, asked Session to charter a Task Force to assist in discerning the best organizational model for the future of PCW.

The Organizational Structure Task Force studied this matter deeply and reviewed multiple realistic models for best staffing. In its findings, the Task Force makes the case that PCW values impactful worship, fellowship, hands-on mission, and learning, the pillars of how this congregation practices faith in community. In addition, the church has long held that mission and outreach are core values, while recognizing that the congregation has struggled at times to make this visible in the community.² Finally, the congregation has a deep tradition of cross-generational ministries and has a deep desire to reclaim and further this strength.

The Pastoral and Program Staff Model

After deliberation of several staffing options, the three-pastor model has been validated with adjustments made to make the overall function of the pastoral and program team stronger. The Task Force uncovered ways of creating positions that would: (1) ensure that the gaps in care and ministry support that have existed in the past, often through the emergence of programmatic silos, are a thing of the past, and (2) provide expanded role scopes that would be more attractive to the most talented candidates, and give them a ministry setting in which they can thrive for years.

In developing the new organizational structure for PCW, the Task Force prioritized a structure that would foster intergenerational connections, active engagement of volunteers, and support for people during the full cycle of life. Further the team worked to lay the groundwork for a culture that fosters engagement in faith formation with a focus on enhanced mission & outreach.³

¹ Appendix 1, pg. 7

² Appendix 9, pg. 43

³ Appendix 7, slide 14, pg. 40

Central to the new definition of Job Roles, the Task Force and Rev. Jenkins called for all professional staff members to:

- Be actively engaged in worship; strong preaching and teaching abilities;
- Develop and train leaders, providing inspirational leadership to staff, officers and lay-leaders;
- Proactively play a key role in supporting our stewardship and funding efforts;
- Drive engagement in Mission & Outreach and cross-generational activities that foster transformational encounters with the divine.

The positions would cover the following areas:

- Pastor⁴ who serves the leadership and staff of the church, and who has a specific focus on the supportive ministries of the church that allow our programmatic ministries to thrive, along with worship leadership and preaching, vision-setting, and stewardship of our resources and core values.
- Associate Pastor to serve our children and youth, and their families from cradle to young adults returning from college, and serve as a connection with families in our larger community.
- Associate Pastor to serve life-long engagement with a particular focus on learning, fellowship, and the care of our adult members, from singles and empty-nesters to our senior members.

Key Roles Defined

The **Associate Pastor for Children, Youth, and Families (AP)**, leading with inspiration from the Holy Spirit and through spiritual practices, study and prayer, will be a teacher, as well as a leader, supporting the development and growth of the next generation of believers from birth through young adulthood. The AP will partner with the congregation to focus on the needs and challenges unique to people according to their stage of life by encouraging, mentoring and collaborating with staff and volunteers. Through opportunities including Sunday school, mid-week programs, vacation Bible camp, middle school and high school programs, Agape, inter-generational worship services, retreats and mission projects, the ministry will seek to connect across all age groups to weave together the entire PCW community in Christ. The AP will provide opportunities to both better support and more fully integrate the on-campus Presbyterian Nursery School and Kindergarten (PNS&K) and Time Out for Parents (TOPs) into the life and ministry of the church. Through this pastoral position, the church will be better positioned to provide comprehensive pastoral care for growing families, provide a common vision across age groups and facilitate the transition of members of the church family from one group to the next.

A role for **Director of Youth Ministry** was added in 2019, and an on-going search is in progress, which has been affirmed for future staffing as a critical support to the ministry to the youth and

⁴ N.B. It is important to note that the TF has chosen to use language in the descriptions at the moment that roughly correspond to Book of Order definitions, but that these leaders are interested in finding titles and language that suggest a priority to reflect greater collegiality and cooperation among the pastoral leadership. The titles as listed in the diagram organizational chart reflect titles currently used at the church, which are under review. See Appendix 7 for more depth on positions and structure, pp. 35-41.

families, not only of the congregation, but the broader community of Westfield and surrounding area.

Leading with a passion for connecting people and helping others engage their faith in new ways, the **Associate Pastor for Congregational Life** would be accountable for the overall vision, strategy and execution of congregational care, faith formation and fellowship in concert with the vision of PCW. A Pastor to adults during all of life stages, she or he fosters life-long learning in connection with Faith Formation and Mission. By further expanding a strong volunteer ministry of Deacons, Stephen Ministers, and other leaders this pastor will guide the implementation of our hospitality programs that welcome and encourage engagement and relationship building and mission endeavors as well as coordinating pastoral care with the other clergy colleagues across the congregation.

A new position, **Manager/Director of Communication**, has been recommended to personnel. This position elevates the support for this key function in the church and will promote integration and support across all ministries. Communication is paramount both in outreach to the larger community and congregation in today's society. Over the last couple of years this role was developed under the umbrella of Administrative services and the church welcomes the ability to now hire specifically for the skill sets that will carry PCW's mission and ministry forward.

Organizational Structure Task Force Rationale and Charter

In February of 2019, Rev Jinkins began his ministry at The Presbyterian Church in Westfield. During the next eight months, he spent concentrated time meeting with the PCW congregation, in many venues and formats. Using the Mission Study,⁵ developed for the search that called him, as a foundational outline, he set about to meet the congregation, to spend time with PCW leadership, and to understand and validate how the pillars described in the Mission Study: Worship, Fellowship, Mission and Learning were internalized and made to witness our faith in action. At the same time, Rev. Jinkins participated in many ministries and evaluated the strengths and weakness of the current staffing model.

In October 2019, the Organizational Structure Task Force was Chartered⁶ to research and discern, in concert with Rev. Jinkins, an organization structure that will best serve PCW today serving the Vision and Mission as articulated by Session. The Task Force would explore and consider the needs and desires of the congregation, access expert input on successful organization strategies for mainstream churches, and the market availability of pertinent skill sets.

Strategy and Process

Formation

A group of 8 active members,⁷ representing a cross section of our congregation, came together in October 2019 to assist Rev. Jinkins in his analysis and formation of a proposed staffing model. The group has met weekly from October through January, starting each meeting with devotion and prayer seeking to discern the Spirit's influence in revealing God's emerging future for PCW.

⁵ Appendix 1, pp. 8-24.

⁶ Appendix 2, pp. 25-27.

⁷ Appendix 10, pg. 44.

Research⁸

The team's research encompassed both internal and external input. The 2017 PCW Mission Study was the resource for the Task Force's assessment of core values and needs of the congregation. Early deliberations found members of the Task Force meeting with a broad representation of Church groups and individuals, to inform them of the plan and process, and to validate assumptions regarding the continued relevance of the Mission Study pillars in representing the current congregation's needs and objectives. The outcome was an endorsement of the pillars as accurately representing the current congregation as it spans all of the phases of life.

One clear outcome of this phase of the process was the approach of seeing the church community more holistically when compared to atomized age-and-stage sub communities; in the past, for example, Mission Studies would often divide the congregation into four separate groups with pastoral support favoring (without intent) one group over another. In this new model, there are largely two broad groups, described in the subsequent two paragraphs, which pastoral leaders will have primary responsibility for in terms of care and programming, but who are brought together through cross-generational engagement.

Adults: The PCW adult community includes active members with an expressed need for engaging worship, hands-on service, and continued Christian education and fellowship. Led by an Associate Pastor of Congregational Life⁹, these needs provide opportunities for members of the congregation and community to engage in a variety of worship services, small group learning, Bible studies, service to the local homeless community by providing housing and providing weekly meals to homeless outside of the Church doors. Service and fellowship continue past national borders with our relationship through service and fellowship with our sister church in Zambia. PCW is a fellowship and community hub of frequent gatherings, meals, social, and athletic groups. The combination of each of these offerings facilitates PCW's vision of invite, grow and serve across a variety of avenues. In addition, we recognize the growing challenges adults face as they move through the life stages: maturing adults, becoming parents, children caring for aging parents, and those joining the senior community. For this reason, and coordinated with strong Deacon and Elder teams, PCW allows for our community to grow via cross-generational opportunities such as facilitating children's programs, Sunday School, youth volunteer opportunities, and all-church lunches. Doing so strengthens the church's reach and continued identity as a pillar of faith in the community.

Children and Family Ministry: PCW's Children, Youth, and Family Ministries support the development and growth of the next generation of believers and their families from birth through 5th grade. A focused and committed Christian Education program that provides the groundwork for faith formation is central to this ministry. Our midweek Church on Wednesday program provides a cross-generational opportunity for music, Bible Study and fellowship for children and parents, and shared mealtime. Retreats for older elementary students pave the way for a smooth transition into youth ministry programs. Hands-on mission projects enable young children to learn how to

⁸ Appendices 3-9, pp. 28-43.

⁹ This is a provisional title as a future APNC may adjust in development of an MIF.

put their faith into action. A vibrant Vacation Bible School enables young believers to experience a week-long faith journey with friends. An accredited nursery school on our campus and a Time out for Parents program bring PCW's ministry to our own congregants as well as to members of the local community. This ministry now joins the youth ministry of this church to form a strong, unified presence of care and growth for all engaged in the program. The youth program has long incorporated leadership from all ages of adults, and continues to find strength from this area of leadership in programs as diverse as the weekly mission of AGAPE in Elizabeth, to summer mission trips, sponsors of the confirmation program, and a host of volunteers that make weekly and monthly gatherings possible. The ministry sees now a chance to grow into a deeper level of care for college students and young adults just launching into careers and life beyond education.

External experience and expertise in successful staffing models were solicited from 19 Pastors from across the country. The conversations sought to gain insight and wisdom other churches had garnered through their reorganizational journeys as well as the rationales and outcomes of various approaches.¹⁰

Stemming from this exercise the Task Force recognized the opportunity for a parallel challenge and strategy. In addition, to supporting the church's ministries across the pillars described in the newest mission study, the group recognized the significant challenge faced by churches in finding the right person to join and lead their community. The Task Force had articulated the desire to find inspiring leaders with a passion for these exciting ministries. In order to increase PCW's ability to find and attract the best staff, the Task Force sought to broaden the scope of new positions, giving fuller coverage of demographic segments, while providing opportunities for integration and cross-fertilization among the distinct ministries. It is expected that this strategy will increase "bench-strength" to develop stronger ministry across the congregation and ease support during times of transition, as well as increasing the attractiveness of positions, for more effective recruitment.¹¹

A database of the information from the interviews carried out by each member was created.¹² Each Task Force member was asked to conduct several interviews and prayerfully consider the research results and discussions from all the input, and to draft a model that would, in each person's mind, best position the congregation for its future. The draft models were then compared and contrasted to reach a model with full consensus of the team.¹³

Financial Summary supporting a three-pastor model.

The proposed staffing model is in alignment with the Session-approved 2020 budget for PCW including all components of PC (USA) compensation standards. The staffing level and positions fit within the foot-print that was already considered by Session even though the new model introduces changes in roles previously implemented.

¹⁰ Appendices 4 and 5, pp. 31-33.

¹¹ Appendix 8, pg. 42.

¹² Appendix 5, pp. 32-33.

¹³ Appendix 8, pg. 41.

APPENDIX of Supporting Documents

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1. Presbyterian Church in Westfield 2017 Mission Study Report

(All conclusions including the Mission and Vision, Objectives validated through congregational input over the course of 6 months in 2019)

During the months of February and March 2017, a series of three meetings were convened to discern the characteristics and calling for The Presbyterian Church in Westfield, NJ (PCW). Nearly 160 (>40% of) active participants joined in the process where attendees shared their thoughts, impressions, priorities, and visions for PCW in response to a set of questions, utilizing a process outlined in the methodology section (See Appendix). The findings from these sessions are summarized in the statement below.

Mission Study Summary

We, as the members of the body of Christ at PCW, seek to move beyond our secular lives and activities to embody the grace of Christ. We value building meaningful relationships with God through inspiring worship, bible study, and active prayer. We express our faith through an ongoing integrated combination of worship, Christian fellowship, hands-on service, teaching, and spiritual enrichment.

While we find ourselves in an ever-evolving environment, there is a consistency to our spiritual foundation as we embrace and accept change. As witnessed throughout our church's history, PCW has a rich tradition that helps us carry-out Jesus' call for living in God's grace, making disciples, welcoming all believers, worshiping the Lord, serving our neighbors, and growing in our faith as a community. Glimpses of new calls in response to the world in which we live are evident within our congregation, and we recognize God's call for transformational change. We feel callings to welcome the stranger, fostering acceptance among and for all, as we make new disciples; to improve the lives of the less fortunate in the world locally, regionally and globally; and to reinvigorate our engagement in prayer as we take risks in sharing our faith and God's love.

Who Are We

Our active and faithful congregation of believers brings a diverse collection of views and ideas that help us continue to thrive and evolve. PCW's Welcome Statement reminds us of Christ's charge to be open and accepting. While we express our Christian faith through a variety of programs, practices, and activities focused on our core values, we celebrate God's love in everyone and we understand that we each experience God's presence through our individual lens.

While we are a congregation of strong-willed and vocal advocates, we agree on a common set of values for exercising and evolving our faith. When faced with challenges, our ability to rely upon faith, grace, and forgiveness appears to often bring our members through challenges both in their own lives and within the life of the church. We achieve success or accept failures while adhering to core Presbyterian theologies of reforming and transforming with God's help. Introduction of new worship approaches, hands-on mission work, outreach efforts, and spiritual development programs are examples of how we have evolved and represent our

continued desire to grow. This all presents an environment where many strong and effective spiritual leaders have thrived.

Context and Enabling Capabilities

We are surrounded by an increasingly diverse population with a broad base of interests, affiliations, backgrounds, and needs representing both challenges and opportunities. Additionally, consistent with national trends for mainline protestant congregations, we are experiencing declines in church membership, attendance, and contributions.

While we recognize that we are facing changes greater than previously witnessed, we are blessed with significant resources to aid us as we respond to God's call. Top on this list are our active, motivated, and faithful core membership; our talented and dedicated staff; and financial assets in support of our mission. Our members tend to be well educated, upwardly mobile, and career-oriented. We are highly focused on development of children and youth as future disciples of Christ, hands-on mission experiences, worship, fellowship, and learning. We are capable and willing to engage as spiritual leaders. However, we recognize that we are distracted and challenged by secular goals and ambitions.

The Vision & Mission Statements of The Presbyterian Church in Westfield (PCW)

The Presbyterian Church in Westfield is an inclusive community grounded in the gospel, living out the Christian commission to share the word of God and develop new disciples. Our Vision and Mission were crystallized in statements that were adopted around 2006. The findings from our new 2017 Mission Study reveal, uphold, and amplify these standing statements that are presented below.

PCW's Vision Statement

We are a fellowship of believers seeking to follow and spread the teachings of Jesus Christ in our personal lives, our community and beyond, through worship, mission and the proclamation of the Gospel. Since 1728, we have been a faith community, guided by the Holy Spirit, evolving in the eyes of God. The overwhelming love of God, our heritage and our beliefs compel us to serve, with joy and humility, through our individual lives and congregational ministries and programs.

Our Mission Statement

As a community rooted in grace, our mission is to:

- Invite people into a relationship with God
- Grow together as devoted followers of Christ, and
- Serve others through the power of the Holy Spirit.

Invite

We invite you to have a relationship with God through Jesus Christ. We want the Presbyterian Church in Westfield to be a safe community in which to search to know God and grow on your spiritual journey. We believe that a relationship with God changes

lives. God has the power to forgive, mend relationships, bring inner peace, lead us in a calling (work that serves God and neighbor), restore joy to our lives, and secure our future. Experience your heart being drawn toward God as we gather to worship. But don't stop there...

Grow

Find a place in the church where you can grow in faith and love. The Presbyterian Church in Westfield is a large church composed of many small groups and mid-sized fellowship groups where close bonds are developed and spiritual growth occurs. We encourage everyone who joins our church to also join a small group where you can question, study, learn, serve, receive support from and care for others. But don't stop there...

Serve

The Presbyterian Church in Westfield does not exist for the sake of its members, but for the sake of the world God loves in Jesus Christ. Being part of the Presbyterian Church in Westfield means being part of a mission that impacts lives through concrete service and sharing the gospel. God wants everyone to live in a happy and holy society at peace with God and others. Experience the joy that comes when you discover God using you to reach out with the love of Christ to others facing life's struggles. Discern your unique gifts for ministry. Explore how your work can be an avenue of service to God and others.

Further as a community in Christ we have adopted the following **Welcome Statement**:

We extend a warm welcome to all as a witness to Christ's embrace. As a congregation of Jesus Christ, Christ is at the center of our preaching, teaching, and worship. Clarity about our common center frees us from worrying about boundary issues that exclude people. Christ holds us together.

We are a congregation composed of children and youth, families, single and retired people. We come from many walks of life and hold different opinions about many issues. Only Christ could hold us all together, and we give thanks for how wonderfully he does this in the bonds of tender love. We also are grateful for the way he reveals his holy purposes for our lives and unites us in common mission.

When Christ calls us to be part of the life and mission of his church he accepts and embraces us as we are with all our full life experiences. We welcome everyone with the gifts and calling to serve in all church offices.

Approach to Developing the 2017 Mission Study – A Congregational Journey

Plan and Leadership

The Mission Study Taskforce (MST) set out to engage as many congregants as possible in a safe and interactive environment that would provide necessary information for our study as well as providing a meaningful journey for participants. Our goal was to enable a space for communication and reflection as well as an opportunity to cross-fertilize and validate inputs and thoughts from the distinct groups within our community. We designed input sessions to avoid the creation of a concrete strategy, and allow for broad understanding of whom we are and what glimpses we have, collectively, of God's calling for us. Our team of eight committee members, each well versed in the church and its programs were actively engaged in this process. We utilized "The Agile Church" and "The Sail Boat Church" as resources to frame and inspire the committee in its common goal of managing changes in a faith community. The MST devised a set of questions and exercises delivered in a three-part series with the congregation. Details of the process used can be found in APPENDIX 1.

1. Who We Are

Through a series of questions focused on what is most important and impactful to the faith journey of our participants, we were able to elucidate the primary drivers in our joining stories and in our on-going commitment to PCW. The results of our exercises are pictured in the bubble diagram below, Illustration 1. Friends and clergy have drawn members to our church through invitation; they have been drawn by the example of friends who are members and by virtue of their own legacy faith traditions. We join from a desire for Christian community and spiritual growth as well as the desire to teach our children the good news of Christ. We stay because we experience an open and welcoming Christian community that supports us in times of need, provides meaningful worship, and feeds our desire for spiritual growth. We recognize the place for alternative worship services in meeting the needs of our congregation and community. Opportunities to serve others were consistently ranked as one of the most important ways in which we play out our faith and share the love of God. Some of our current service initiatives include: a weekly soup kitchen, housing of homeless within our church campus, and both national and international mission opportunities for youth and adults. A desire for further commitment in this area is apparent.

Further analysis of responses led to the articulation of our core values. Our core values are those elements of the most impactful experiences that are considered to be fundamental to our faith experience. Participants clearly identified service, fellowship, worship and spiritual growth as representing the core values of our church family. Our community experiences God's presence in service, in those we serve and in those who serve. We see God through fellowship with others at PCW through their friendship, energy, support, faith, and constancy. God is present in our worship experiences through sermons, inspiring music and communal prayer. We experience God in our bible studies, in the word of God, in other participants, and in our spiritual leaders.

The following chart provides a visual overview of the findings that came from participant responses during sessions 1 and 2.

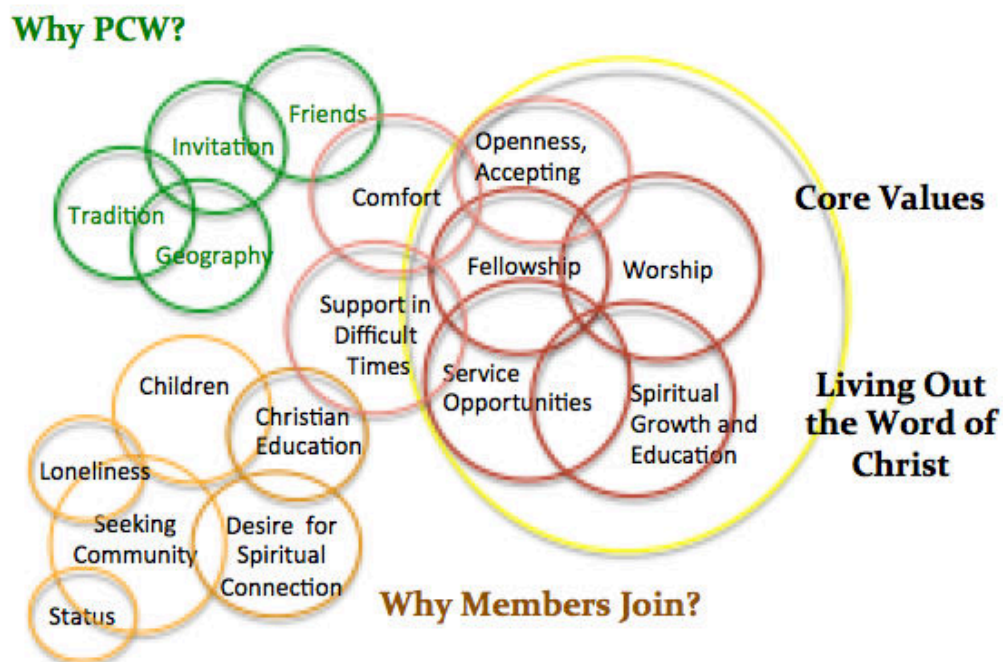


Illustration 1

2. Celebrating Change

From review and analysis of our Church timeline, starting with the 1960's through today, we recognize that change has always been present. (See APPENDIX 2) For example, we have always been dedicated to mission. However, our response to mission evolved from primarily supporting traditional missionaries to conducting hands-on mission as a more dominant element of our efforts. Likewise, we have seen evolution in how we experience worship, enable fellowship, and learn. While change has been constant in HOW we carry out our calling, it is evident from our study that the WHAT has remained relatively stable. We are dedicated to service, worship, fellowship and spiritual growth, and we are willing to grow in our expression of these elements to fit the communities that we serve.

In an analysis of how we as individuals participate in change, we find that we are richly supplied with the varying styles of leadership and support necessary to carry out change. We are blessed with a good representation of initiators, planners, implementers, and those who support and carry out our initiatives. (Graphical representation: APPENDIX 3).

3. Where are we on our faith journeys?

As part of our mission study discussion we asked ourselves how we were doing in following the basic teachings of Jesus. How are we living out the mission to love and serve our neighbors, live in Christian community, and most importantly worship and remembering Christ in our lives and practices? Congregants were asked to rate themselves from one to ten, where one was barely beginning and ten would represent a perfect Christian life. Likewise,

we asked ourselves how we felt our Church community, as a whole, was doing. The result of our input is below.

Ranking Our Adherence to Christ's Teachings: As Individuals and As a Church

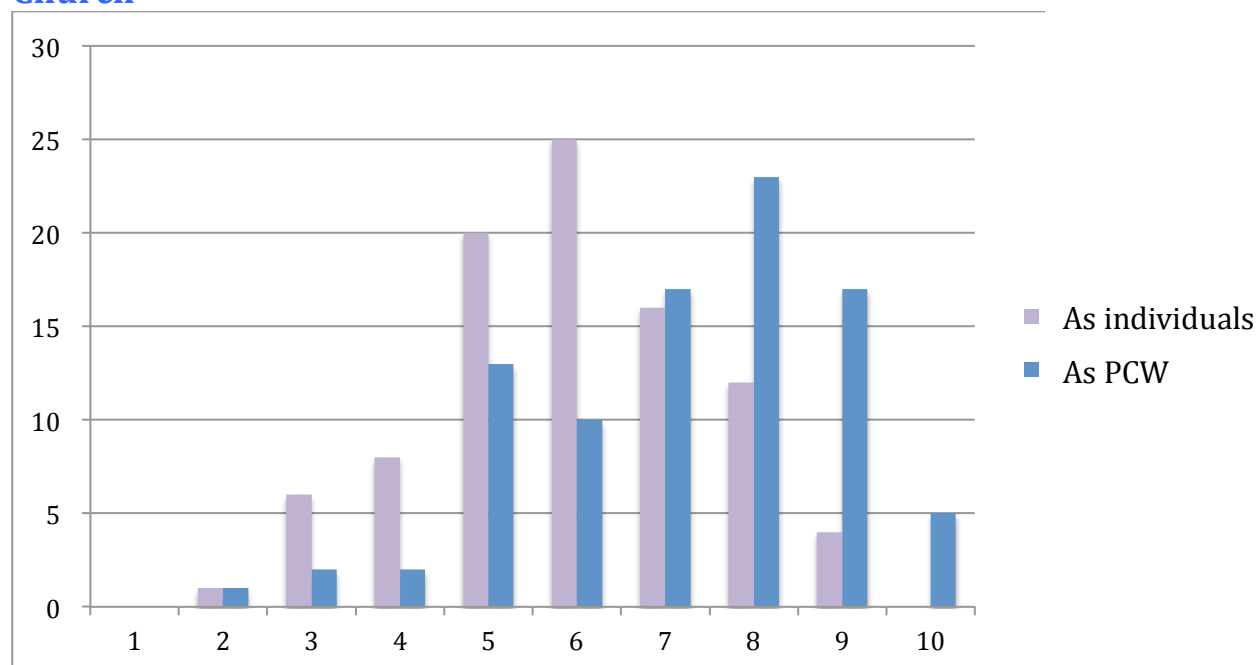


Illustration 2

As individuals the positioning of the bell curve confirmed that we have more to learn and to do in our faith journey. In rating our church community as further along in the journey we acknowledged that PCW is a place where we can learn and develop. There is humility in the way we view ourselves and there is room for growth for both as individuals and as a church community.

4. Challenging times and faithful resolution

As with all large groups of people dedicated to a valued institution, it goes without saying, that there will be times of disagreement or frustration. Our congregation is composed of active and faithful believers who bring a strong and diverse collection of views and ideas. Naturally, at times, views can be in conflict stemming from sincere desires on the part of all parties. As we prepare for the next step in our journey as a PCW community, we are aware that the changes ahead of us may well be greater than the evolution that we have experienced in the past. During our sessions, we explored how we experience, participate in, and manage change and the unavoidable conflicts that can arise. As a church family, we have seen how we are able to draw from the teachings of Christ in accepting diversity of ideas and showing grace for each other. We seek counsel and peace through prayer. We draw strength from the example of the faithful in our midst and we can rely on each other for comfort and counsel in times of difficulty. We also have repeated examples of individuals or groups of people actively stepping up and introduced change in times of need. We are a strong and dedicated congregation.

5. Glimpses of God's call to us

We see ourselves as part of a larger family of faith and mission. We recognize that we are part of the Reformed Tradition: reformed and always reforming while placing our hope in the changes God makes for us. Further, we accept the Mission of PC USA in our beliefs and in our desire to "Engage in the world and in seeking thoughtful solutions to the challenges of our time". Our strong interest and programs addressing hands-on service speaks directly to Christ's mission of teaching the truth, feeding the hungry, healing the broken, and welcoming the stranger. On the global front we feel a calling for Christians to be world citizens, bringing people together in peace. We feel called as Christians to share the good news of Christ in an increasingly secular world. We are moved to protect our planet and to ensure that basic needs are met for all.

Within our community we wish to be viewed as a shining light for Christ, reflecting God's love to the world as we make new disciples. We are called to welcome the stranger, foster acceptance among and for all. We are called to improve the lives of the less fortunate in the world locally, regionally and globally through hands-on service and other approaches. We are called to reinvigorate our engagement, as we perceive challenges and opportunities ahead of us.

We feel a strong call to continue inspiring and developing the spiritual life for youth, developing the next generation of disciples.

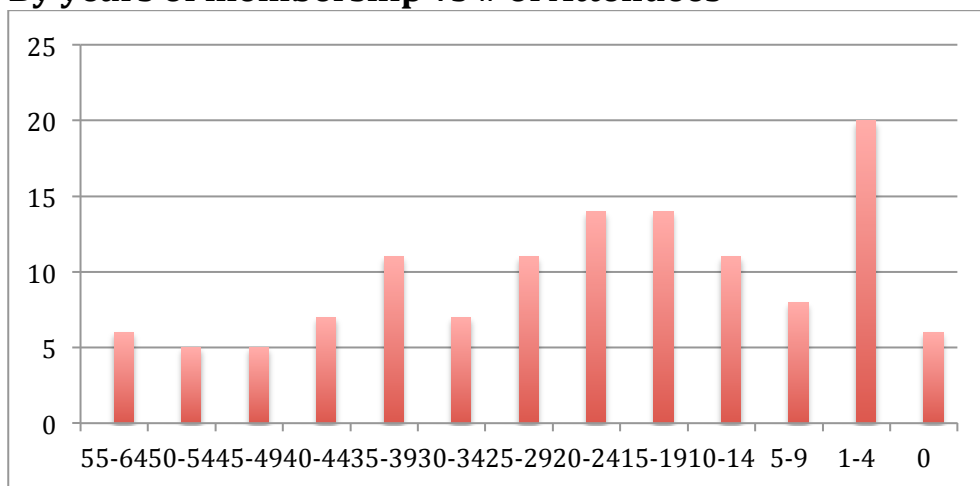
Personally, we feel glimpses of God calling us to pray more often and more passionately. We feel called to encourage and support developing personal relationships with God and our neighbors. We are called to extend grace and exercise forgiveness in our community of faith. We are moved to be sincere, to speak up and break taboos in conversation, taking risks in sharing our faith and God's love. Further within our church home, we are called to create a sustainable and united environment where we can all thrive.

6. Who Attended

A series of three meetings were held, repeating each individual meeting three to four times in order to provide ample opportunity for congregant attendance and input. In total, there were 279 attendees across the meetings, representing 156 unique attendees. Participation represents greater than 40% of our active membership with a strong representation across years of membership and ages, as well as across our traditional and contemporary worship communities. See illustrations 2 and 3.

Attendance Profile

By years of membership vs # of Attendees



By Age vs # of Attendees

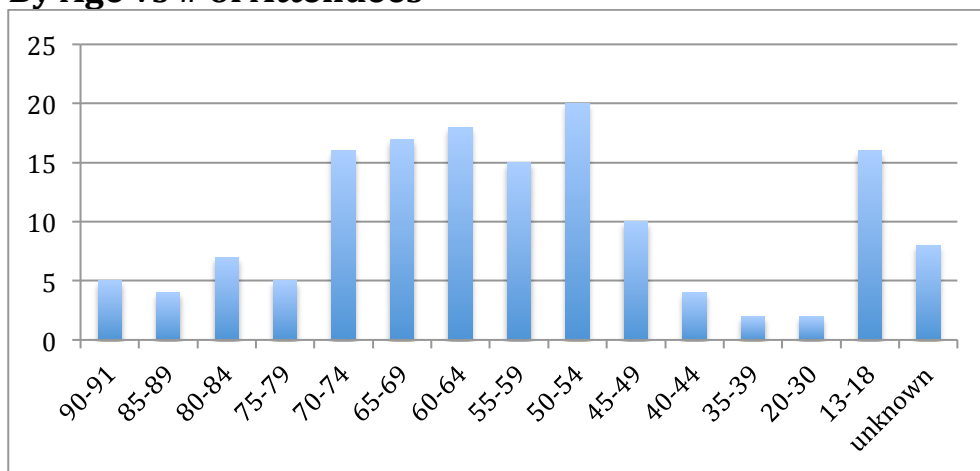


Illustration 4

7. Other Information

A summary of our area demographics, PCW church statistics, and finances are provided in APPENDIX 4, 5, and 6. The team of people that ran the Mission Study is listed in APPENDIX 7 and additional information and lists of web links and references are in APPENDIX 8.

MISSION STUDY APPENDIX 1

The Mission Study Process – A Congregational Journey

Mission Study Congregational Meeting Process

1. The MST devised a set of questions focused on: Who we are (Core values), How we respond to change and What are our dreams. Committee members used PowerPoint presentations to introduce each question, provide context as needed, and facilitate participant engagement in the meeting. (See question outline below).
2. The MST hosted a series of three unique sessions over a six-week time frame. Each session was offered at least three times to enable broad participation. Over 150 individuals actively participated in the meeting series. This represents a greater than 40% participation rate, when compared with our active church participants.
3. The MST facilitated the meetings using a modification of the ‘Nominal Group Participation’ (NGT) techniques to encourage full and frank participation. NGT is a structured variation of small group participation that enables individuals to record their response in silence prior to hearing from others. Idea gathering is followed by clustering, discussion and as appropriate prioritization by voting. This process increases the number of ideas generated and avoids dominance of the conversation by any single individuals. Once responses were captured and posted on the walls for anonymous sharing, clustering, prioritization and small group discussion could occur.
 - a. Preparation: name tags provided at check in, room set-up round tables with a maximum of six chairs to ensure quality small group discussions, large Post-its and markers provided for individual input, and dots for prioritization voting.
 - b. Input is captured in large print, one idea per Post-it. Participants can provide as many input sheets as they like.
4. The MST actively promoted attendance through email, phone calls, announcements during Service and other personal outreach. Interim results were shared with attendees on participation, responses and demographics throughout the process.
 - a. Sent a series of email advertisements, made sign-up easy with on-line access, welcomed walk-ins and sent thank you notes to those who came and encouragement to ‘no shows’.
5. The MST maintained contact with the congregation regarding the process progress, next steps, assessments, and outputs.
 - a. Solicited input continually from the participants, to ensure people had an outlet to be heard and responded to.

Study Outline

	Who are we?	Readiness for new directions
MTG#1	1. What called us to PCW?	Clarify who we are...
	2. Why do we stay?	
	3. When and/or how do you feel God's presence? In your life and at PCW	...and how important our faith is
	4. How are we doing (personally and as a church) relative to Christ's teachings?	Showing opportunity for growth
MTG#2	Change and our Core Values	
	5. Introduction of our Timeline 6. Group input on Timeline	Timeline – showing our history of evolution and response to the culture around us. Change has always been with us.
	7. Which changes – represented by activities & programs have impacted us most significantly? 8. Pareto Vote on the impacts captured (dot vote)	
	9. What are our core values? Based on those activities called out as the most impactful, what are the underlying core values represented.	The "What" has stayed the same as the "How" has evolved.
	10. What role do you and others play in change? Initiator, Planner, Implementer, Supporter.	All the roles are required and celebrated.
MGT#3	Dealing with Challenges and Dreaming	
	11. What are some things that have frustrated or disappointed us?	Like any large group of individuals committed to a purpose there will be disagreement and frustrations – or difficult times.
	a. How has/does our faith and our faith community help us to get through transitions or frustrations at PCW?	
	b. How have we grown in our faith journey as a result of these challenges?	We are blessed with the resources of our faith teaching and community to support us through these times.
	12. Where do you see yourself and PCW in the PC USA mission statement?	We see our alignment with the broader Presbyterian Church focus and calling
	13. In today's world, what do we imagine we are called to address? a. As Christians globally?	Understand some of the top priorities and help the participants frame possible glimpses of God's calling for us as we move forward
	b. As PCW – globally and/or locally, What can you imagine our church being known for in 5-10 years?	
	c. What are you called to do personally?	We see that members are actively contemplating continued change as they look out into the future

MISSION STUDY APPENDIX 2

PCW Historical Time Line: These charts were used in exercises extracting those changes and activities that have been most impactful to us. The results of this analysis went on to inform our discussion of the core values that underpin the most impactful activities. The content is not intended to be an exhaustive historical time line, but more of a representative sample.

2010's

PC USA: 1. Ordination of gay elders and ministers left to local churches and Presbyteries. 2. Israel/Palestine, Church stands for human and democratic rights regardless of the solution.

PASTORS: Rev. Ray Roberts 2005-2015

- Zambia Congregational Partnership
- FISH – Homeless housing
- AGAPE – youth run soup kitchen
- Lunch bunch – Children's lunch mission

- Theology Groups
- Legacy Circle, Planned giving

- Unbinding the Bible - Church wide small groups

- Saturday Service #2
- W4W

2000's

PC USA: Clarity pursued regarding Israel and Palestine, favoring 2 state solution.

PASTORS: Rev. William Forbes 1989-2002, Rev. Ray Roberts 2005-2015

- Youth mission trips grow in size
- Adult Mission Trips
- Furniture Assist
- AGAPE – youth run soup kitchen
- Lunch bunch – Children's lunch mission

- Parish House renovation
- Recognition of cemetery historical status

- Bible distribution
- Theology Discussion Group
- Welcome Statement adopted
- COW – weekday children's program

- Blended Worship
- Saturday Service #1
- Senior Network
- Men's Fellowship
- Men's Retreat

1990's

PC USA: Discussion began regarding the nature of sexuality and family.

PASTORS: William Forbes 1989-2002

- | | | | |
|---|---|--|--|
| <ul style="list-style-type: none"> • Silver Snow Flake Sale - mission fundraiser • Building of Kikuyu Hospital in Kenya • Youth Mission Trips – National & International • AGAPE – youth run soup kitchen | <ul style="list-style-type: none"> • Sanctuary renovation • All Church Sunday school hour prior to worship changed to Christian Ed during worship | <ul style="list-style-type: none"> • LOGOS – weekday children's program • Stephen Ministry • Housing the Homeless | <ul style="list-style-type: none"> • Intinction introduced for communion • Small social groups |
|---|---|--|--|

1980's

PC USA: 1984 Reunion of Northern & Southern Churches (split 1840's). 1989 Confession of Faith includes: Woman's ordination and Care of the environment

PASTORS: Rev. Jeffrey Wampler 1982-1987, William Forbes 1989-2002

- | | | | |
|---|---|--|---|
| <ul style="list-style-type: none"> • Sponsoring missionaries | <ul style="list-style-type: none"> • Youth Program relaunched 1984, Sierra Azul, Mexico • Questers introduced | <ul style="list-style-type: none"> • Wednesday evening church classes for adult ed. • Woman's Friday morning bible study, lay leadership | <ul style="list-style-type: none"> • Art Show and Service • Woman's Retreat |
|---|---|--|---|

1970's

PC USA: Focus on race and gender equality

PASTORS: Rev. Fred Christian, Rev Theodore Sperduto 1975-1979

- | | | | |
|---|--|--|---|
| <ul style="list-style-type: none"> • Sponsoring missionaries | <ul style="list-style-type: none"> • Youth mission trips • Youth tutoring at Elizabethport | <ul style="list-style-type: none"> • Lay Ministry • Couples groups | <ul style="list-style-type: none"> • Creative/transformational worship service including liturgical dance, musicals. Open to movement of the spirit. |
|---|--|--|---|

Illustration 4

MISSION STUDY APPENDIX 3

The Roles We Play in Change

We are blessed with a good representation of initiators, planners, implementers and those who support and carry out our initiatives.

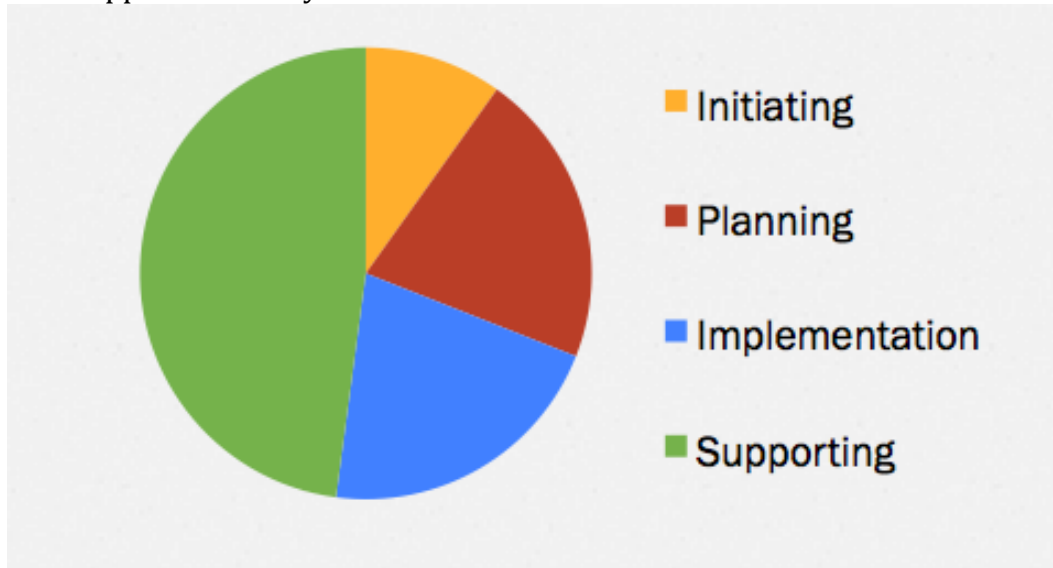


Illustration 5

MISSION STUDY APPENDIX 4

Overview of Demographics

Westfield, NJ presents challenges and opportunities for extending outreach

Our demographic analysis indicates that there are significant challenges and opportunities for extending outreach to a broad-based population with needs both within Westfield and from the surrounding communities. Westfield is a sizable suburban hub for surrounding towns, and thus is an attractive center from which to operate for servicing members, the community and our mission.

There is an active and vibrant downtown, with a movie theatre, diverse restaurants, and retail stores. As online shopping becomes popular, stores offering services, rather than goods, continue to populate downtown.

Westfield Demographic Analysis

<ul style="list-style-type: none">Population of 33K in Westfield and ~50K in surrounding townsLargely White (85%)Affluent – \$150K MedianEducated<ul style="list-style-type: none">67% BS +32% Graduate degreeMedian age 41; 39 in NJMarriage state (>15 Years of Age)<ul style="list-style-type: none">Never married 24%Now married 65%Divorced 5%Separated 1%	<ul style="list-style-type: none">~50% of couples both work; believe higher in Westfield12% foreign born (4% Europe; 3% Asia; 3% Latin America) (21% for all NJ)Retail stores closing..., increase in life-style establishments
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Illustration 6

Source: U.S. Census, 2015

Specific opportunities for outreach and service emerge from assessment of the mix of people comprising our local population. Three specific segments stand out: children (from young children through young adults), adults from 40-60, and a sizeable senior population.

Westfield Age Distribution Analysis

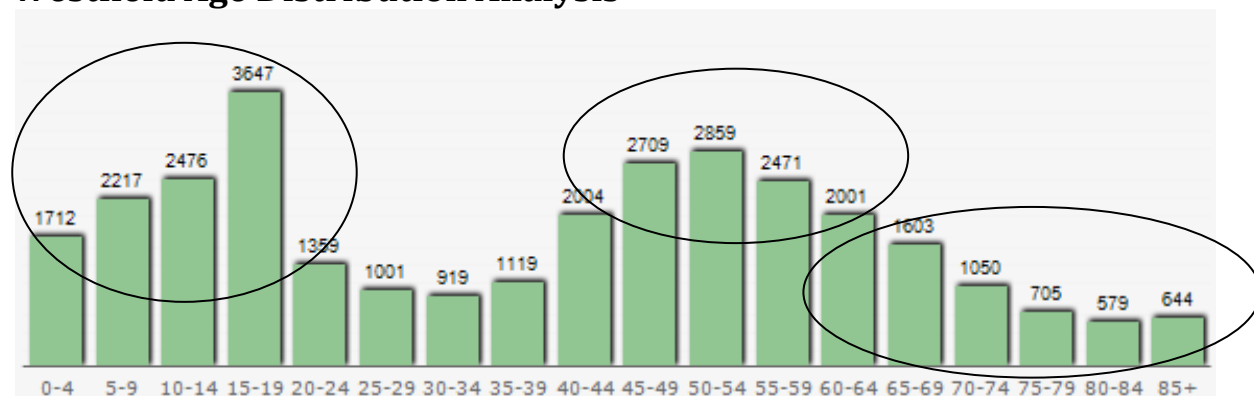


Illustration 7

Source: U.S. Census, 2010

Additional research shows changes in religious affiliations among the population of Union County (the county in which Westfield resides). The primary findings from this research include the rapid growth of those reporting no religious affiliation, a.k.a “nones” and the growth of people identifying with Evangelicals. We believe that these presents a possible opportunity for PCW to reach beyond its walls to spread Christ’s message within our surrounding communities.

Religious Affiliations for Union County Residents

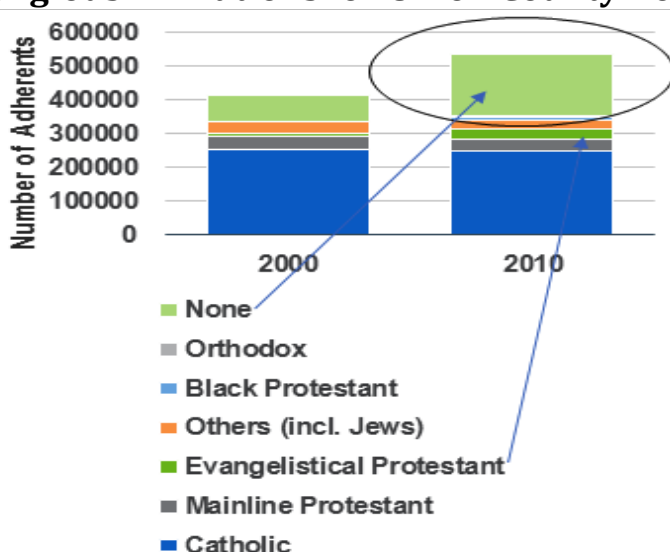


Illustration 8

Source: *Religious Census, Clifford Grammich, et. al., Religious Congregation and Membership Study, Assoc. of Statisticians of American Religious Bodies*

MISSION STUDY APPENDIX 5

PCW Church Statistics

Membership and attendance, while on decline, are consistent with national and local trends. Current membership is 1,220 and has declined at an average annual rate of 3 percent per year over the last 10 years, while attendance has declined 1 percent per year.

PCW hosts 4 different services offerings: a traditional service with a large and talented choir, a vibrant contemporary service (Wired 4 Worship), an intimate chapel service at 8AM and a Saturday evening service.

Our peak attendance occurs on Easter and Christmas (max of ~1,500) while weekly attendance across all services ranges between 350 and 400. This disparity in attendance provides an opportunity for reaching out to members and participants who have faith needs that may be underserved, as well as indicates the continuing need for church facilities that can expand to fulfill needs for peak periods.

APPENDIX 6

PCW Financials

The financials for PCW are reasonably healthy, although they show signs of some challenges.

- Revenues exhibit some variability with declines in Pledge and Plate donations and variability in Gifts and Bequests. Investment Income fluctuation are subject to the portfolio size and market conditions
- Expenses exhibit more stable with a few exceptions (e.g., large capital improvement some years)
- We are blessed with an endowment approaching \$10MM and without debt

PCW GAAP Income Statement Summary

\$(000)	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Revenues and Capital Inflows											
Pledge and Plate	1,222	1,281	1,310	1,195	1,099	1,111	1,009	1,057	1,031	999	944
Gifts and Bequests	574	1,052	564	92	596	245	2	509	758	100	139
Investment Income	610	272	175	192	212	146	672	1,454	1,415	(62)	710
Total Revenue	<u>2,406</u>	<u>2,605</u>	<u>2,049</u>	<u>1,479</u>	<u>1,907</u>	<u>1,502</u>	<u>1,683</u>	<u>3,020</u>	<u>3,204</u>	<u>1,037</u>	<u>1,793</u>
Expenses											
Mission	349	386	464	319	315	303	257	254	305	303	298
Office & Property	350	323	325	295	309	316	289	336	422	363	338
Personnel	879	909	945	952	940	918	930	894	892	867	1,010
Other Programs	178	180	181	155	148	139	122	131	149	149	154
Capital	74	419	159	76	124	81	268	527	192	207	0
Wired 4 Worship	0	0	0	0	0	0	0	0	0	44	49
Total Expenses	<u>1,830</u>	<u>2,217</u>	<u>2,074</u>	<u>1,797</u>	<u>1,836</u>	<u>1,757</u>	<u>1,866</u>	<u>2,142</u>	<u>1,960</u>	<u>1,933</u>	<u>1,849</u>
Net Income	<u>576</u>	<u>388</u>	<u>(25)</u>	<u>(318)</u>	<u>71</u>	<u>(255)</u>	<u>(183)</u>	<u>878</u>	<u>1,244</u>	<u>(896)</u>	<u>(56)</u>
Cumulative Surplus/Deficit	<u>576</u>	<u>964</u>	<u>939</u>	<u>621</u>	<u>692</u>	<u>437</u>	<u>254</u>	<u>1,132</u>	<u>2,376</u>	<u>1,480</u>	<u>1,424</u>
Total Endowment	5,825	6,958	5,634	6,358	6,747	6,737	7,026	8,221	8,896	8,582	9,529

Illustration 9

MISSION STUDY APPENDIX 7

Seven active church members made up the 2017 Mission Study Task Force: Lisa Dumont, Jim Hewitt, Martha Kieczkowski*, Martha Mobley, John McCauley, Alan Smith*, Bill Tittle, and Gary Zanfagna. Sam Henderson, the interim Senior Pastor, advised us. This task force worked from January to May 2017 to complete the assigned work.

* *Co-Heads*

MISSION STUDY APPENDIX 8

Web Links for More Information

1. Presbyterian Church USA: <https://www.pcusa.org/>
2. The Presbyterian Church in Westfield: www.westfieldpc.org/
3. Wired 4 Worship: <http://wired4worship.com/>
4. Niche website: <https://www.niche.com/places-to-live/westfield-union-nj/>
5. Westfield School's: www.westfieldnj.k12.org.
6. Downtown Westfield's: <http://www.westfieldtoday.com/>
7. Nominal Group Participation
 - a. <https://www.projectmanagement.com/wikis/233070/Nominal-Group-Technique>
 - b. Delbecq, A. L.; VandeVen, A. H (1971). "A Group Process Model for Problem Identification and Program Planning". *Journal Of Applied Behavioral Science*. 7: 466–91.
[doi:10.1177/002188637100700404](https://doi.org/10.1177/002188637100700404).

2. Presbyterian Church in Westfield

Team Charter for the Organizational Structure Task Force

Team Purpose – To research and recommend, in concert with the Head of Staff, an organization structure that will best serve PCW today serving the Vision and Mission as articulated by Session. The recommendation will explore and consider: expert input, the market availability of pertinent skill sets, as well as, the needs and desires of our congregation.

Scope (in scope / out of scope) – The organizational model will focus on the pastoral and program staff. Information garnered during the life of the project potentially helpful to the Personnel Commission and Session regarding office staff, commission functions and processes may be captured for future insights.

Governance – The Head of Staff will recommend the staffing model, as formulated in concert with the committee that he is prepared to implement. Session will be asked to approve the recommendation with the supporting budget recommendation by Personnel.

Desired End Result

The Task Force members will work to engage the Spirit in helping to discern God's will for PCW. In doing so, the team will produce a recommended staffing model that will strive to serve the priorities of our congregation and community, leveraging our available financial resources and the skill sets of our staff and member volunteers. The goal of the new model will be to enable the congregation of the Presbyterian Church in Westfield to live out our purpose, which is to be a transformational community of faith for our neighbors.

Deliverables

1. Presentation by the Head of Staff introducing the proposed organizational model and a Committee summary report. The presentation will include examples and insights found in the committee's summary final report.
2. A summary final report, available to session for their information, will capture multiple possible staffing models considered for our church, along with an analysis of identified strengths and weaknesses. Of these, an agreed on "best" fit model will be named, along with an organizational chart to clearly delineate staff work assignments, all to be delivered to Session.
3. A budget will be developed and presented by the Personnel Commission in support of the recommended staffing model.

Duration and Time Commitment – The group is charged to complete the period of research and proposal development for recommendation to Session by the Senior Pastor by the January Session meeting. This team will meet and/or connect at least weekly October thru delivery, excluding major holidays, in order to ensure that the project stays on schedule. The pace, and commitment of hours, will alter based on the phase of the project.

Committee Structure

Members

Howard Adams Audrey Chen Gregg Gorman Martha Kieczkowski (Co-Chair) Debbie Lorenzetti	Brooke May Craig Miller Charlie Monzella Alan Smith (Co-Chair)
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The Head of Staff will work with the Co-Chairs in setting the committee strategy. The Head of Staff will provide his experience and expertise with church organizational structures to be incorporated in the team effort. As the ultimate “owner” of the structure to be proposed, the Head of Staff will share his own preferences based on his particular management style.

- Co-Chairs will share the committee meeting coordination (agenda generation, facilitation) and other project management duties. Co-Chairs will also function as committee members.
- Research and report generation will be shared among all committee members.
- Personnel Team committee members will develop the budget model for staffing models under serious consideration, for the purpose of comparison and validation.

Committee Governance

Committee decision-making. In the course of research, model evolution and ultimately model recommendation a variety of decisions may be made. In the course of developing the project recommendation, decisions may be made by simple majority. The Committee will work to reach consensus on the final project recommendation.

Supporting Resources and Links

The Senior Pastor, Personnel Commission, the hiring committee for the Director of Youth Ministry, and the church Session all have a vested interest in giving this team resources and partnering with them during this project. In addition to these resources, certain members of office staff and will be offering support. Fuller Seminary’s Youth Institute will be interviewed, along with a consultant with Ministry Architects (a consulting firm). Other such groups will likely be identified and used as well.

OSTF Strategy and Project Plan

Phase and Objectives	Schedule
1. Discovery	Completed
1.1. Collect and update existing representations of the current PCW organizational model. Capture representations of historic PCW organizational models.	mid Nov
1.2. Research org model options that have been put in place by Churches.	Early Dec
Create a list of Churches to be interviewed	
Create an interview guide	
Assign Churches to be contacted to committee members	
Create and manage a data sheet for the capture and analysis of data captured.	
Collection of data	
1.3. Extract a clear articulation of “who we are” based on previous congregational (Mission Statement) and PNC committee work.	Early Dec
1.4. Create a prioritized list of critical functions to be supported based on who we are and who we hope to be in the future (referencing PCW Vision and Mission)	Early Dec
2. Communication: direct feedback of information throughout the project for both Session and the congregation at large	End Nov
2.1. Develop a communication plan	
2.2. Session updates	
2.3. Engagement of the congregation.	
3. Analysis and Solution generation	Dec
4. Presentation development, Org Structure recommendation and support budget information	Dec/Jan
5. Presentation to Session	Jan 2020

3. PCW Congregational Needs Assessments: November 2019

Age & Stage	Specific Critical needs of each group – see PCW Pillars, 2017 Mission Study Meaningful worship, learning opportunities, hands on mission and fellowship are foundational for all groups along with Pastoring for life events	Current resources and programs: Green Lay, Blue programs	Ideal to cover NEEDS: Ordained? Skilled? What skills?
Parents of children, thru 5 th grade	<ol style="list-style-type: none"> 1. Foundational practices for family faith – education, childhood and family development 2. Peer support 3. Seminars – life phase learning/support 4. Social opportunities 5. Mentoring of lay groups/leaders 6. Inspirational leadership 7. Communication about curriculum and events and HOW TO develop faith 8. Links with practice — service & mission 9. Build awareness and engagement of parents in process of CE 10. Outreach to community 11. Teacher: training, resources, mentoring 	Circles, F/F, volunteers, COW, Sunday School, speakers series, family retreats Staff: CE Director, Pastors	<ol style="list-style-type: none"> 1. Communication with adults 2. Communication – specific to developmental stages in children 3. Relates to adults and children – can form connections with both groups 4. A vision for faith development with children, families, and our community 5. Teacher recruitment, management and training – strong organizational skills; strong ability to bring to life the aims of the programs and curriculum 6. Leadership: Passionate and inspiring for CE 7. Able to develop a spiritual message for parents, children and volunteers
Children thru 5 th grade	<ol style="list-style-type: none"> 1. Love, Acceptance 2. Habit formation — strong links with service and mission 3. Sense of family/connection/security 4. Narrative – stories embodied in curriculum and programs 5. Inner generational engagement that has meaning and purpose 	F/F Staff: CE Director Volunteer teachers COW, Sunday School, Camp Johnsonburg family retreats	

Parents of 11-21	<ol style="list-style-type: none"> 1. Expert guidance for this age range, one on one minister support 2. Seminars – life phase/faith formation learning/support 3. Connection with church, peers 4. Community outreach 5. Mentoring for lay groups 6. Inspirational leadership – including development of parents’ faith 7. Communication – curriculum and program strategy 8. Community outreach 	Volunteers ie: Lay leaders, Youth Commission, Agape team, Staff: Pastors	<ol style="list-style-type: none"> 1. Pastoral support – specific expertise to this stage of life for parents and youth 2. Some training in counseling/SW with teens and their families 3. A vision for faith development among teens, families and our community 4. Passion for faith development and worship 5. Communication – Able to communicate with adults and teenagers 6. Teacher/volunteer recruitment, management and training 7. Passion and inspiring for youth 8. Relate to adults and teenagers 9. Inspirational leader – community outreach 10. Highly organized Outreach manager
Teens - 21	<ol style="list-style-type: none"> 9. An environment that provides a safe space, love and acceptance – enabling growth of self-worth through God’s love 10. Guidance of experts in teenage developmental needs and spiritual growth 11. Connection with adult leaders 12. Peer connection 13. Faith develop and foundations for the future 14. Hands on Missions that provide encounters with grace 15. Mentoring of lay leaders – inspirational professional leadership 16. Intergenerational mode 	Youth Commission, Agape t Volunteers ie: Lay leaders, SUNDAY SCHOOL, YOUTH FELLOWSHIP, BREAKFAST CLUB, MISSION TRIPS, MONTREAT CONFERENCE Staff: Pastors	

Adults-mid life	<ol style="list-style-type: none"> 1. Strong relationships with fellow believers — a sense of belonging, connection, and purpose 2. Inspiration and encouragement to engage, improve, participate 3. Pastoral support 4. Peer support 5. Hands on Missions that provide encounters with grace 6. Mentoring of individuals and lay support groups 7. Faith development 8. Inner generational links that build a sense of meaning, purpose, usefulness 	Stephen Ministry, Circles, Couples Clubs, Yoga group, Adult Ed/bible studies, small groups, retreats Staff: Pastors	<ol style="list-style-type: none"> 1. Vision and experience for ministering and developing the faith of people in these life situations 2. Strong preaching and teaching skills 3. Strong pastoral skills — presence, counseling, etc 4. Ability to identify, develop and work with lay leaders 5. Ability to manage large numbers of lay leaders and programs 6. Highly organized Outreach manager (I don't know what the quality requirements for this are) 7. Abilities to effectively engage in the community and bring relevance of Christ's message
Working adults, parenting & Care-giving (could overlap with parents of teens -20's)	<ol style="list-style-type: none"> 1. Specific life event support resources — empty nesters, caring for aging children with mental health concerns, caring for aging parents and family members, etc 2. Targeted Peer Support groups 3. Mentoring of lay groups 4. Ministerial presence and accessibility 		Significant overlap with Adults-mid life

Seniors	<ol style="list-style-type: none"> 1. Ministerial presence and accessibility, 2. Sense of continued value — service opportunities 3. A place for joy and grief. Targeted programing 4. Mentoring of lay support groups 5. Home visits 6. Many other points which overlap with Adults in general 	Stephen Ministry, Circles, Senior Network, Caring Friends Staff: Pastors	Same as Adults above.
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4. Interview Guide for Speaking with Leading Pastors from around PC USA

Introduction:

I am calling on behalf of our church, the Presbyterian Church in Westfield, NJ. You may recall that some others from our recent PNC team spoke with you about our search. We have concluded that search with the calling of Jeremy Jinkins. We greatly appreciate the role you played in moving us in the Spirit in this calling.

Now we are pulling together as a task force to consider possible organizational structures and staffing models to help us live into the Spirit and the calling we sense for the congregation that assembles here in Westfield. [See Appendix 1 for a description of PCW]. Would you be willing to spend some time speaking with me and sharing some of your thoughts and wisdom? Your input will only be used for internal purposes and will be kept confidentially.

Questions for Active Pastors:

1. Please start by sharing a bit about your background: where you are serving now, how long you have been at it, how large of a church are you serving, the staffing structure you currently are working with.
2. How familiar are you with PCW? Would it benefit our conversation to provide a brief overview and some responses to your questions about us?
3. Please describe the changes to your organizational structure that have occurred over the past 3-5 years; and the efforts and approaches to bring about further changes.
4. What are the primary areas of need that you see as critical to the organizational structure that your are deploying or considering?
 - a. Probe further into specific areas such as worship, mission, key constituents (e.g.: youth, seniors, local community), Christian Ed, and fellowship should these not come up in the conversation
 - b. Or — when you think of your church's primary needs, what are the top three priorities that come to mind?
5. How have you addressed these various needs via a staffing model or organizational structure? Roles for pastors, maybe use of directors, etc.
 - a. When you assess the church's needs, do you have any approaches you use for considering organizational models?
6. What innovations in staffing have you deployed or considered as a means to achieve your organizational objectives?
 - a. Different use of called Pastors vs use of Directors with focused programs or ministries; mix of full time and part time staff; retired pastors seeking a continued calling; use of "residencies" like done in the medical profession
7. What processes have you used to arrive at your organizational structure and staffing? Use of outside experts; a member task force, etc.
 - a. And how did you engage the broader congregation in the process and outcome?
8. What pitfalls or obstacles have you encountered as you have implemented org changes that might be relevant to us in our efforts?
9. Are there recommendations that you would like to share with us as we work on our organizational structure and staffing model?
10. Are there other topics or areas of interest that you would like to discuss?
11. Are there additional contacts whom we should contact for our process?

Thank you for participating in this conversation. Your input, time and expertise are greatly appreciated.

5. Interview Notes

Interview Notes: Quotes from Interviews with Pastors from Other Churches

1. Structure and Staff Size
 - a. Design the structure based on where you want to go. The number of full-time program employees (including pastors, music, Christian Ed) is more important than the number of pastors. Five seems right for a church our size.
 - b. 3 pastors and a retired pastor care position plus several directors on key programs would be the recommendation for your staffing given your size. PCW are running way too lean given the flow of funds we have.
 - c. Model of 1 pastor to 500 members; 1 director to 250 members – this infers for PCW 2 Pastors and 4 Directors.
 - d. Decision was made that budget couldn't continue to support 3 Associate Pastors. Now only have two. It has not been ideal. This really stretches the staff and wishes we had an Executive Pastor.
 - e. Don't pay others to be your church; motivate laity to get engaged in key roles; don't presume all will attend worship.
 - f. Focus for staffing is on segments vs the 4 pillars of ministry. They get covered on a team basis.
 - g. Worship coverage needs to be factored in — get another preaching pastor to cover two concurrent services — just bite off a decision to separate the services that overlap in time (change everything so no favorite services; be really careful of the timing btw).
 - h. Keep in mind that there are fewer volunteers available to handle coordination of activities than there once were.
2. Children and Youth Ministries
 - a. Youth
 - i. My view of the tradition “youth programs” at PCW make it a “youth hub” church that must be considered in context and for your study.
 - ii. Don't be anxious about Youth Director vacancy. Need right match in there.
 - iii. Don't be afraid to fail or make mistakes.
 - iv. You can always go back and fix things.
 - v. Staff for growth, staff to thrive. Our church eliminated its youth pastor position 15 years ago, and the youth ministry suffered in both spiritual depth and in numbers.
 - vi. The Youth Program struggled with having a Director rather than Pastor. We recruited from seminaries. These folks only lasted a year before wanting to become ordained. High turnover and program instability. I believe we have hit on the best staffing model for youth ministries. We recruited part time staff from local school districts, one each for high school, middle school and elementary school.
 - vii. Lost an after-school teen program due to budget cuts. Tremendous fallout from this. There is never enough staff due to budgetary restrictions. Every cut in a program sends some people out the door.
 - viii. Congregation struggled with having Youth Directors instead of an Associate Pastor.
 - ix. Non-ordained youth directors stay longer and cost less.
 - b. Children to Youth Ministries
 - i. ‘Next gen ministry’ — Birth to High School – merge it together. One pastor and one director with the director focused on one (youth or kids).
 - ii. Look at children's age span in family ministries. It's changing as family models are changing.
 - c. Nursery School
 - i. Realign nursery school into a proper ministry. Make ministries to children and youth work as a team with a common objective and goal.
 - ii. Treat your Nursery School as an asset to your ministries not as an add on.
 - iii. The school is integrated into the church's mission.

3. Adult Ministries
 - a. Older adults need someone — target a retired pastor – 20-30 hours per week.
4. Communications
 - a. Adding a Director of Communications about 4 years ago has been huge impact.
5. Pastor Searching Process
 - a. Don't just fill gaps. Think about what is needed. Take the necessary time.
 - b. Be prepared and staffed to be flexible to do it all: "thriving churches are thriving, very small churches and declining congregations continue to decline".
 - c. Finding talent that provides the right fit as well as the skills is very difficult.
 - d. Be careful not to ask your senior pastor to do too many things. The last thing you need is to have Jeremy decide in a few years he does not want to stay. Decide what things are most important, e.g., preaching, vision, leadership of the staff.
 - e. Anyone we call to a position should serve as a complement to Jeremy: skills, enjoyments, personality traits, etc. that will enable Jeremy to truly excel in his calling as conceived.
 - f. Take advantage of Jeremy's skills, passions to the fullest extent possible via leverage.
6. What's Critical for Ministries
 - a. Where lives are changed is in worship, in conversations, in engagement with pastors is where real church happens. Have to have strong worship, congregational care, mission, education, youth at our size.
 - b. Five core values: Relationships, Openness and Inclusiveness, Faith in Action, Spiritual Growth, and Risk-taking.
7. Stewardship
 - a. The Senior Pastor has a large role in the stewardship campaigns, and finds it very helpful that he knows how much each member gives.
 - b. My church decided 5 years ago to let me know the amounts of contributions from each member, and it has been very helpful.
 - c. Use narrative budgeting to help drive the top line — 'because of the dollars that have been invested, this is how it has impacted the lives of ____'.

Conclusions from "Church by the Numbers" Assessment

We asked each church for demographic and financial information such as church size, worship attendance, budgets. From this input we conclude the following:

- a. Our funded staffing model (with 3 Pastors and 5 Directors) is in line with the staffing models for the churches interviewed
- b. Many churches have endowments and nursery schools; ours are significantly larger than most and thus making PCW more complex for overall management
- c. Our number of worship services is comparable (3 vs 2.5 on avg.)
- d. Our membership and worship attendance are lower than the average of the churches in our sample
- e. Our financial size per Pastor are running significantly higher which would imply that our Pastors are accountable for managing larger ministries. This leads us to question inconsistencies between churches regarding use of endowments and nursery schools; and reinforces the notion that PCW has a more complex ministry mix and leadership challenge

Approach

Each member of the task force conducted at least 2 interviews. Many of the contact names came from the 2018 PNC process and were vetted by Jeremy Jinkins and the task force. There were 2 major objectives for interviewing these pastors: 1) for each member to gain personal insights and expertise from professionals engaged in the church leadership as this is not part of the members' experience base; and 2) for the team to gain insights and advise from outside PCW's internal experience base. The team found that the process met our objectives, and was very rewarding and helpful in focusing our discussions.

6. Process, Research, Strategies and Principles Guiding the Design of PCW's Proposed Organizational Model

PCW Organizational Structure Task Force (OSTF)

Process and Research:

After three and one half months of study and deliberation including:

1. Review to validate the direction set by our 2017 mission study. Process; using the June and July 2019 Meet and Greet gatherings with Jeremy, TF member conversations with PCW commissions and affinity groups, and the 2019 Session retreat: to confirm who are we and what are we called to do.
2. Conversations with 19 churches with similar aspirations and varied solutions.
3. Individual team member analysis and processing of data collected, followed by creation and group analysis of possible organizational structure proposals.

We are recommending a 3-pastor (ordained) model in order to successfully carry out the call we have heard for sharing God's love in this community and the world. The costs should be maintained within or below the current approved budget levels.

Decision Strategies and Objectives for Proposed Changes:

Supporting this recommendation are a number of core strategies and objectives important to meet the calling of PCW.

1. Ensure coverage of each major pillars from PCW's Mission Study (Worship, Service, Learning and Fellowship) as well as meeting the goals for each major demographic segment (e.g., children, youth, parents, adults, seniors)
2. Implement Pastoral positions with broad strategic scope, giving fuller pastoral coverage of each demographic and providing opportunity for integration and cross-fertilization at the strategic level. This should in turn increase the attractiveness of positions, for more effective recruitment.
3. Prioritize a structure that assumes that Mission and Outreach are core responsibilities of all staff members while providing appropriate support resources and oversight. Create a collegial environment and culture that brings together mission, outreach, and faith formation in a manner that enhances our ability to achieve our vision of "Inviting, Serving and Growing"
4. Prioritize a structure that will support and make use of intergenerational connections.
5. Elevate the importance of effective COMMUNICATION within our church and in our greater community through appropriate resourcing.
6. Maintain flexibility in our role definitions in order to capitalize on the skills and passions of candidates as we transition to the plan we envision.

7. OSTF Summary Report Slide Show



Presbyterian Church in Westfield Organizational Structure Task Force Report

Committee On Ministry Report
February 6, 2020

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1



OSTF REPORT: Research Phase

1. Mission Study validation – Establish the Four Pillars defined by the congregation as the primary objectives for our Organizational Structure

- ✧ Impactful Worship
- ✧ Fellowship
- ✧ Hands-on Mission
- ✧ Learning

Across our entire congregation, including all phases of life

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2



OSTF REPORT: Research Phase

2. Seeking expert input

1. Interviews with 19 Pastors to learn from their experiences
 - What were your goals?
 - What worked?
 - What challenges did you encounter?
2. The team's interview script and a summary of feedback is available in our formal report

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3



OSTF REPORT: Organizational Objectives

1. To implement the Mission Study Pillars across all phases of life
 - With cross-generational opportunities valued
 - Focus on integration of core values across PCW
2. To ensure that pastoral spiritual leadership and support staff are available to all congregants and the programs

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4



OSTF REPORT: Organizational Objectives

3. To provide skilled support for our programs, enabling pastors to:
 1. Focus on the vision and goals of PCW
 2. Form relationships with the congregation
 3. Integrate efforts across existing silos
4. Recognize the role of “communication” in the success of growing churches and the role it will play in our own community

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5



OSTF REPORT: Strategic Outcomes

Interview input: Candidates need to be passionate and skilled in the roles they are filling. Finding the right candidate is a significant challenge

- To better support all facets of our congregation we have expanded the scope of pastoral roles
- Opportunity: expanded roles will
 - Enable us to attract the talented, passionate candidates we need for our success
 - Allow pastors to live into the role for years

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6



OSTF Report: Strategic Outcomes Cont.

Expanded pastoral scope definitions will address family life cycle transitions with a more consistent message and vision

- Create consistency in vision, familiarity and comfort for transition ages (4th-6th grades)
- Extend support to PNSK and TOPS
- Provide support for families across childhood and adolescence

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7



Underpinnings – Requirements

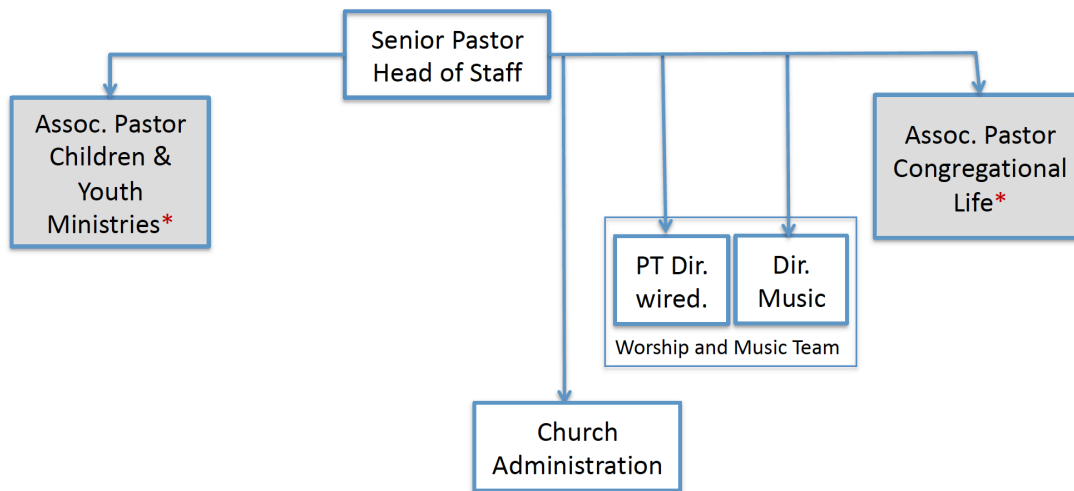
Overall Job Role for All Professional Staff Members

- Active engagement in worship – strong preaching and teaching abilities
- Develop and train leaders – providing inspirational leadership to staff, officers and lay-leaders
- Proactively play a key role in supporting our stewardship and funding efforts
- Drive engagement in Mission & Outreach and inter-(cross-) generational activities

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8

A Three Pastor Structure

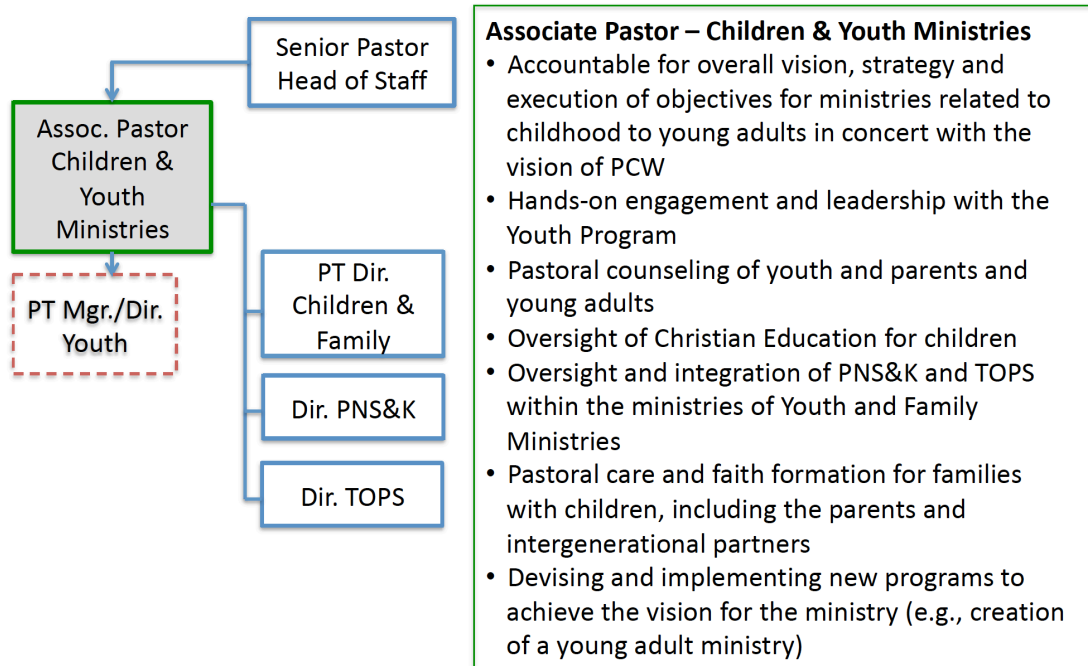


* alternate functional titles to be considered

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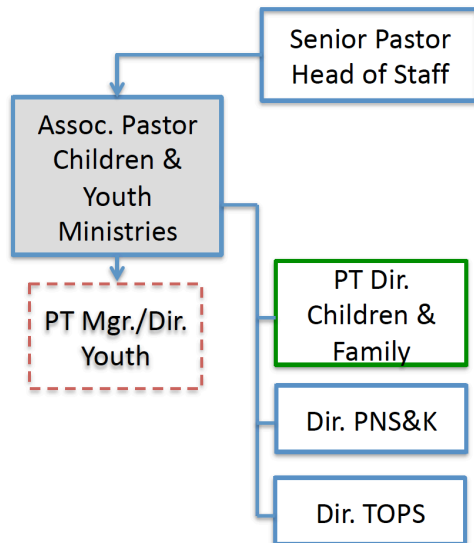
Proposed Organizational Structure



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Proposed Org. Structure: CE Focus



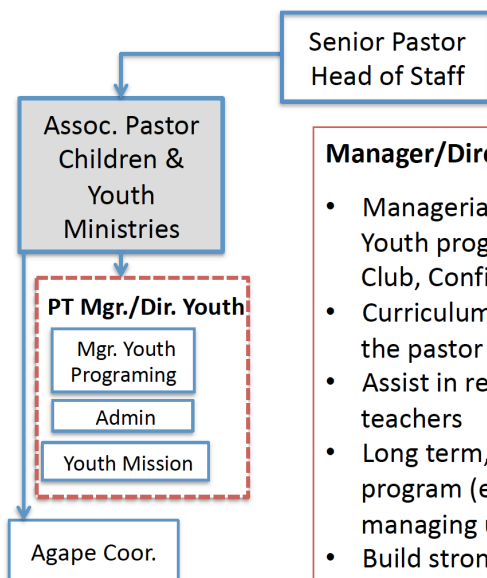
Director, Christian Education (Part Time)

- Accountable for execution of the CE program (Sunday School, COW, etc.)
- Curriculum development or selection in concert with the pastor
- Recruit, train and coordinate volunteers and teachers
- Run parent faith formation workshops, Bible studies and fellowship times
- Engage in direct teaching of children
- Build strong relationships with parents and help develop leaders and volunteers for this ministry

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Proposed Org. Structure: Youth Focus



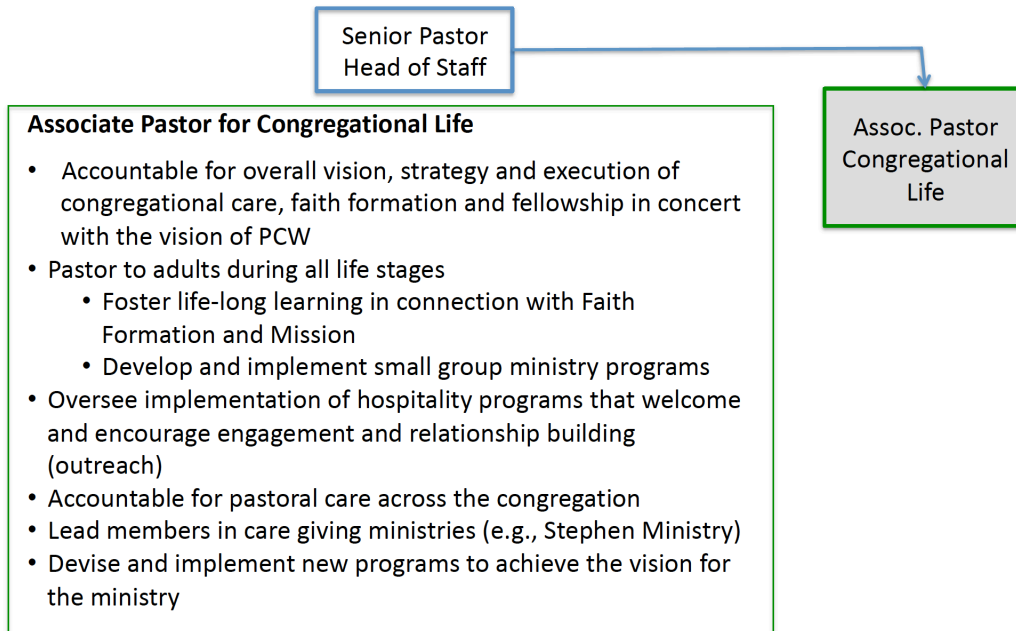
Manager/Director Youth Programs (Full or Part Time)

- Managerial and administration responsibilities for Youth programs (Fellowship, Sunday School, Breakfast Club, Confirmation, Mission Trips, etc.)
- Curriculum development or selection in concert with the pastor
- Assist in recruiting, training and coordinating advisors/teachers
- Long term, assume management duties for the Agape program (e.g., fund raising, managing volunteers, managing use of facilities, etc.)
- Build strong relationships with parents and help develop leaders and volunteers for this ministry

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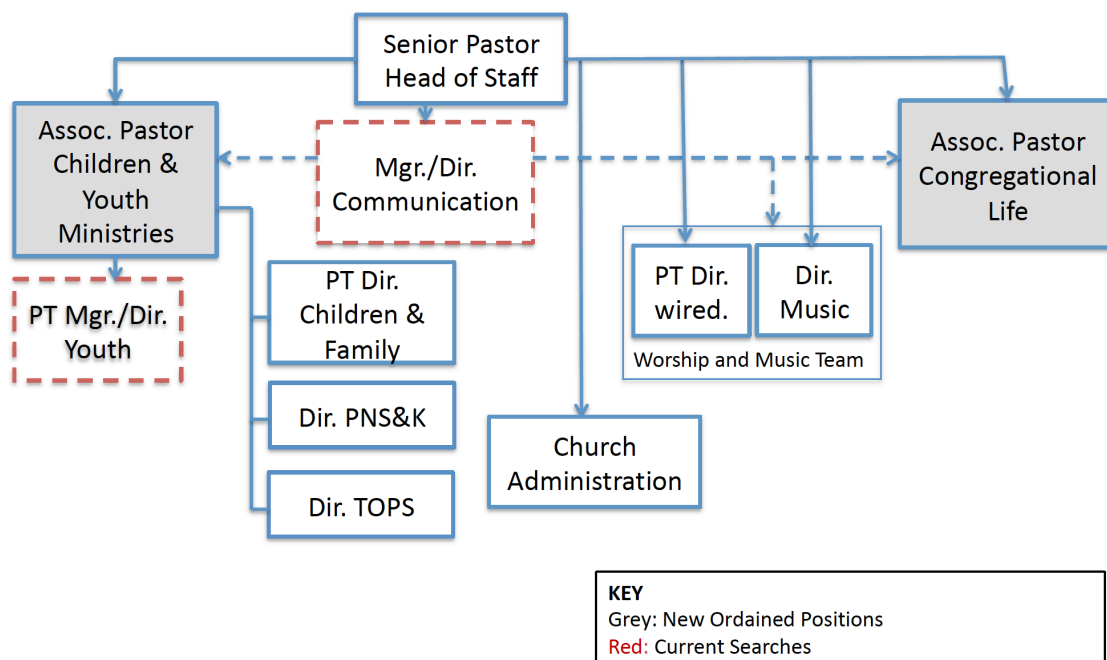
Proposed Organizational Structure



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Proposed Organizational Structure



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8. Organizational Design Strategies and Approaches

The Organizational Structure Task Force integrated the work from the needs assessments and the interviews with pastors from around PC USA to create a set of principles to guide the design of an organizational model to address the needs we felt the Spirit was leading directing us toward.

- Ensure coverage for the ‘pillars’ articulated in PCW’s Mission Study (Worship, Service, Learning and Fellowship) as well as recognition of our demographic segments
- Broaden scope for pastoral positions, giving fuller coverage of demographic segments, providing opportunities for integration and cross-fertilization at the strategic level
 - Increase the attractiveness of positions, for more effective recruitment
 - Increase our staffing “bench-strength” to meet needs across the congregation and through transitions
- Maintain flexibility in role definitions; capitalize on the skills & passions of candidates and enable response to changes as we transition and evolve
- Elevate the importance of an effective “communications” function, promoting integration with and support of all ministries
- Prioritize a structure that assumes that Mission and Outreach are core responsibilities of all staff members
- Prioritize a structure that fosters intergenerational connections, active engagement of volunteers and support for people during the full cycle of life
- Create a culture that fosters engagement in faith formation with a focus on enhanced mission & outreach
- Create more synergies with PNS&K and TOPS

9. Clarity around Mission and Outreach and their implementation.

The OSTF ran several working sessions to more clearly define what was meant by an increased focus and emphasis on our call to go beyond the walls of the church at the corner of Mountain Avenue and Broad Street. The following is the result of our efforts.

Mission

- Christian principles of serving the widow, orphan, sick and lonely
 - ACTIVELY love your neighbor
- Our service to those that struggle. Physically and financially helping others in need
- Mission is a component of each and all staff member's roles and not a specific job on its own
- The Communications position supports these efforts

Outreach

- The Great Commission
- Evangelizing through living out the Good News of the love of God, as Jesus has taught us
- To focus our congregation's attention, beyond our 4 walls, to the larger community so that we may live our lives for the sake of others
- Outreach is a component of each and all staff member's roles and not a specific job on its own
- The Communications position supports these efforts

Key Authors and Contributors

Task Force Members

Howard Adams: Session, Personnel, Task Force

Audrey Chen: Personnel, Task Force

Gregg Gorman: Youth Council, Director of Youth Ministry Search Committee, AGAPE, Mission Commission, Task Force

Martha Kieczkowski: Session, Mission Study Team, Mission Trip Coordinator, Task Force

Debbie Lorenzetti: Deacons, Task Force

Brooke May: Nursery School Board, Communications Commission, Presbyterian Women, Task Force

Charlie Monzella: Lunch and a Movie Coordinator, Senior Network, Task Force

Alan Smith: Church Treasurer, Mission Study, PNC, Choir, Stewardship Commission, Adult Education, Task Force

Co-Contributors from Ministry Teams

Lisa Black: Session, Faith Formation, Wired Worship Band, Youth Commission

Pam Shaw: Session, PNC, Faith Formation, Worship, Commission

Nancy Smith: Session, Faith Formation, Worship, Presbyterian Women

While this list of contributors is not exhaustive (countless people helped form the work expressed in the appendices) nor is their involvement in the church, the Session and Organizational Structure Task Force is grateful for the direct contributions of those listed above in giving the final report its current, final shape.