
 DATE

Associate Pastor
 POSITION TO BE FILLED

LOCAL CHURCH PROFILE FOR LOCAL CHURCHES SEEKING NEW LEADERS

Local Church Statement of Consent

The covenantal relationship between a church and those called by that church to serve as pastors and teachers and in other ministerial positions is strengthened when vital information is openly shared by covenantal partners. To that end, we attest that, to the best of our abilities, we have provided information in this profile that accurately represents our church. We have not knowingly withheld any information that would be helpful to candidates. As the committee charged with the responsibility for identifying and recommending a suitable minister for our church, we have been authorized to share the information herein with potential candidates.

We understand that a candidate may wish to secure further knowledge, information, and opinion about our church. We encourage a candidate to do so, recognizing that an open exchange of relevant information builds the foundation for continuing and healthy relationships between calling bodies and persons seeking a ministry position.

 Joan E. Knapp, Search Committee Chairperson

Date:

Pastor Seeking Committee c/o Joan E. Knapp, Chairperson 4213 Amber Court SE Olympia, Washington 98501-4206 (360) 786-9346 JoanK16@comcast.net	The United Churches of Olympia 110 11 th Avenue SE Olympia, Washington 98501-2259 (360) 943-1210/FAX (360) 352-0897 General e-mail: info@theunitedchurches.org Website: www.theunitedchurches.org
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Please return the completed document to your conference or association office.

1. *Church:* The United Churches of Olympia
2. *Address:* 110 11th Avenue SE, Olympia, Washington 98501-2259
3. *Name of Search Committee Chairperson:* Joan E. Knapp
Address: 4213 Amber Court SE, Olympia, Washington 98501-4206
Telephone: (360) 786-9346
Fax: (360) 786-9327 *E-Mail:* JoanK16@comcast.net
4. *Conference association staff person assisting your church*
Name: Mark Miller, Transitional Interim Conference Minister
Address: 6218 Beacon Avenue South
City, State, and ZIP: Seattle, Washington 98108
Telephone: (206) 725-8383
Fax: (206) 725-8394 *E-mail:* markhmiller@pncucc.org

MEMBERSHIP INFORMATION

5. **Membership** (If information is not available, put N/A or estimate and put EST.)

	Last Year	5 Years Ago	10 Years Ago
a. Number of church members	387	416*	505
b. Average attendance at worship	219	215	247
c. Average participation of children/youth in CE	15	15	20
d. Average weekly participation in adult education	35	n/a	n/a
e. Number of members who are ordained clergy	20	n/a	n/a

* reflects an update of active membership rolls

6. Profile of Congregation

Estimate percentage of congregation. Each category should add up to 100%.

<p>a. Age: (from survey results plus records)</p> <p>3 % ages 0-5 14 % ages 6-18 3 % ages 19-34 10 % ages 35-49 25 % ages 50-64 25 % ages 65-74 20 % ages 75+</p>	<p>c. Family units: (from survey results)</p> <p>20 % couples with children at home* 45 % couples without children at home 25 % single 10 % single parent with children at home</p> <p>*The majority of this group does not attend church as a family.</p>
<p>b. Education level of adults</p> <p>1 % completed less than high school 10 % high school graduate 1 % vocational training 18 % some college 35 % college graduate 35 % graduate school</p>	<p>d. Occupation of adults</p> <p>10 % business 3 % clerical 0 % farmer/rancher 5 % homemaker 0 % laborer/manufacturing 75 % professional 5 % student 2 % tradesperson 0 % Other</p>
<p>e. Employment 45 % employed 5 % not currently employed 50 % retired</p>	
<p>f. Describe the racial-ethnic makeup of your congregation 98 % Caucasian 1 % Asian 1% African American and Hispanic</p>	

CHURCH FINANCES

	Last Year (2005)	5 Years Ago (2000)	10 Years Ago (1995)
7. Total Church Income			
a. Member's offering and pledges	\$402,570	\$331,693	\$331,876
b. Interest from investment or endowments	\$5,032	\$1,075	\$3,180
c. Principal reduction (endowment or investments)	0	0	0
d. Rentals	\$49,846	\$27,796	\$19,593
e. Special Fundraising (includes per capita)	\$59,217	\$25,000	\$15,000
f. Other – BEQUEST & CAPITAL	\$36,300	\$16,328	\$24,858

	Last Year (2005)	5 Years Ago (2000)	10 Years Ago (1995)
8. Total Operating Budget			
a. Our church's wider mission basic support	\$66,240	\$60,018	\$52,200
b. Our church's wider mission special support	\$25,010	\$20,556	\$17,400
c. Other gifts (Special Offerings only)	\$54,231	\$25,000	\$15,000
d. Current local expenses	\$368,502	\$300,248	\$276,413
e. Annual capital payment	0	0	\$13,804
f. Other debt	0	0	0

9. Identify special offerings the church has throughout the year and the amounts from last year.

2005 Special Offerings Report

The benevolence portion of the operating budget for 2005 was \$91,250 or 19.5% of total operating budget income of \$468,700. In addition to the benevolences in the operating budget, there were a number of special offerings taken for specific purposes. Contributions for special offerings equaled \$54,231 for 2005, which when added to the operating budget benevolences totaled \$145,481 or 31% of operating budget income*. Special offerings were particularly high in 2005 due to disaster relief and Bob Lehman's Memorial Heifer Ark. Details on the special offerings are:

Seasonal Special Offerings

Christmas (04)	\$3,173	
Easter	4,548	
Pentecost	730	
Peacemaking	<u>1,896</u>	
Sub Total		\$10,347

Special Causes

Sister Church (for Pastor)	\$6,000	
Food Bank	3,975	
Community Kitchen	431	
Bread and Roses	520	
Bread for the World	87	
2 Cents A Meal	223	
Disaster Relief**	12,513	
Bob's Lehman's Heifer Arc	<u>7,367</u>	
Sub Total		\$31,116

Pastors Fund	\$4,100
Per Capita Contributions	\$4,986
Alternate Giving Fair***	<u>\$3,682</u>
Grand Total	\$54,231

*If special offerings were added to budgeted income and divided into total benevolences the result would be 27.8% rather than 31%.

**This reflects \$6,078 raised for Tsunami relief in Southeast Asia, \$4,721 raised for Gulf Coast hurricane relief and \$1,714 for Pakistan earthquake relief. .

***Note this list does not include Fair Trade coffee fund receipts since goods are received for these contributions. However the Alternative Giving Fair is included since in most cases no tangible goods are received, e. g. giving on behalf of the Heifer Fund.

10. Name the most significant missions/ministries or agencies that were financially supported by your local church last year and the amount of support.

Name	Amount
1. Denominations, split evenly	\$ 66,240
2. Iglesia El Divino Salvador, our Sister Church in Costa Rica	\$ 9,600
3. Disaster Relief (see above for detail)	\$ 12,513
4. Pastors' Fund (Discretionary Aid for Community Members)	\$ 4,100

11. Indebtedness

a. *Total amount of capital debt:* \$ 0

b. *Total amount of other debt:* \$ 0

Describe:

c. *Are capital and other payments current?* yes _____ no

12. Capital Campaigns

a. *If the church has had capital campaigns in the last ten years, note goal and results:*

Goal: \$ 90,000

Outcome: \$ 85,000

Goal: \$

Outcome: \$

b. *If a capital campaign is underway or anticipated, describe it:*

Goal: \$ 20,000/yr

Beginning date: 2003

Purpose: This campaign was initiated to generate funds to remodel the social hall and better maintain the church facility. The goal for the first three years was \$30,000 each year (see a. above). It remains as an on-going campaign with a yearly goal of \$20,000, achieved through pledges. Generally goals are met without an extraordinary campaign.

13. Assets held by the church

a. *Reserves (savings):* \$ 90,000 estimated

b. *Endowments/Investments:* \$ 225,000

c. *Describe buildings and property of your church, except the parsonage:*

The property is approximately 5/8 of a city block, located on the corner across from the State Capitol Campus. The church has a sizeable parking lot, most of which is rented out

during the week to state employees. The building was constructed in 1951, and has had several additions and remodels through the years. A spire sits on top of the bell tower. Inside the chapel and sanctuary are beautiful stained glass windows; the chapel memorial windows were made in 1910, and brought over to the new location.

Total Square Footage	<i>Selected Room Sizes</i>					
	Upstairs			Downstairs		
	Sanctuary	Chapel	Library	Classrooms	Social Hall	Kitchen
24,050	4,802 s.f.	1,984 s.f.	448 s.f.	4,802 s.f.	2,077 s.f.	660 s.f.

- d. *If a building program is projected or underway, describe it, including the estimated date of completion:*

A renewal of the sanctuary is underway, which will replace the current lighting and flooring, and consider new seating. The congregation will be conducting a short-term experiment with the seating and flooring in the fall of 2006, to see if there is interest in replacing some of the pews with chairs, and replacing some or all of the carpeting with hard flooring. The project will be completed during spring and summer 2007, depending upon congregational and council decisions.

- e. *If the church owns a parsonage, describe it. N/A*

Address:

Number of rooms:

Number of bedrooms:

Number of bathrooms:

Description:

FINANCIAL SUPPORT OF MINISTERIAL LEADERS

14. If your conference has compensation guidelines, do you follow them?

_____yes no (*not at this time*)*

*Although we aren't able to follow the guidelines at this time, the church has done so in the past and aspires to in the not-too-distant future.

- a. *If the compensation package offered falls below conference guidelines, are you willing to have a pastor who is bi-vocational, having a part-time position to supplement income?*

yes* _____ no

*with Church Council approval and Personnel Ministry oversight. That job's requirements must take a secondary priority to the needs of the church and the hours must fit around the church's worship schedule, office hours, meeting schedules, church events, etc.

- b. *Are you willing to help bi-vocational candidates locate other employment?*

yes* _____ no

*at least some assistance through church member referrals.

15. Salary History

To provide a profile of salaries for the position you are seeking to fill, indicate salaries at the beginning and ending of the ministers' tenure. Do not include interim positions. If a parsonage is provided, insert the letter "P" in the space provided. Provide information for the last three leaders or the last 10 years.

	Start Date				End Date			
	Year	Salary/Benefits	Housing	Parsonage	Year	Salary/Benefits	Housing	Parsonage
a. Last*	2005	\$24,500/4,410		n/a	2006	\$24,563/\$5,119	\$12,000	n/a
b. Previous	1988	not available		n/a	1998	not available		n/a

* Salary figures are based on $\frac{3}{4}$ time position.

16. During the above period, has your church failed to fulfill its financial obligations to its pastor? _____ yes no If yes, please comment:

17. Salary, Benefits, and Expenses Offered

a. *Cash salary offered:* \$40,000 - \$45,000

b. *Housing:*

Housing allowance only Parsonage only Would offer either
Housing allowance to be allocated from the cash salary, with the amount determined
by the Associate Pastor

c. *Customary benefits: (See conference guidelines, where available.)*

- Vacation: 4 weeks annually, accrued monthly.
- Maternity/paternity leave: consistent with the Family Medical Leave Act.
- UCC Retirement annuity: 14%, consistent with UCC recommendations.
- UCC life insurance plan: Yes
- UCC disability plan: Yes
- UCC health benefit plan: Yes
- UCC dental benefit: Yes
- Social Security & Medicare: Not paid by church
- Continuing educations funds: \$1000 annually
- Sabbatical leave: To be negotiated
- Books: No provision
- Other benefits: Sick Leave: 12 days/year, accrued monthly to a maximum of 240 hours. Paid Holidays: 9 per year.

d. *Travel reimbursement:* Non-commuting, job-related miles (2006 rate = .485/mile)

- e. *Meeting expense reimbursement*: Not budgeted; may be authorized on a case-by-case basis by Personnel Ministry or other ministry with budget re-allocation ability.

COMMUNITY CHARACTERISTICS

18. Population

- a. *Population of total city or town in which your church is located:*
 City of Olympia: 43,330 (2005)
 Olympia/Lacey/Tumwater and surrounding urban growth area: 140,380
 Thurston County: 224,100 (predicted 255,000 in 2010)
 Growth Rate 2004 - 2005: 2.6%, with 72% of growth due to in-migration
(Source: October 2005 Profile, Thurston Regional Planning Council)
- b. *Describe the population by racial-ethnic category and identify the source of the information:*
 Race:
 4% Asian
 2% American Indian
 2% Black
 1% Hawaiian/Pacific Islander
 5% Hispanic
 86% White
 1% Other
(total of 101% result of rounding)
 Age:
 Median Age = 37.63
 11.4% over 65 in 2000
 13.0% over 65 predicted for 2010
(Source: 2000 US Census as reported in October 2005 Profile, Thurston Regional Planning Council)

19. Economic Factors

Identify major sources of employment/income in your community:

- 39.4% government (includes federal, state, county and local governments and public schools)
- 23.3% service
- 19.8% retail/wholesale
- 4.8% manufacturing
- 4.4% construction

Thurston County unemployment rate was 5.2% (2004), below state and national averages.

(Source: October 2005 Profile, Thurston Regional Planning Council)

20. General Description

a. Describe three distinctive attributes of your community:

- i. We are located in the state capital and many government functions are centralized in and nearby. For instance, thirty-seven percent of “covered” workers (i.e., eligible for unemployment compensation) in Thurston County were employed by state and local government¹. Federal workers, particularly those that work for the U.S. Department of Defense at forts and other installations just north of Thurston County also contribute. In comparison, the industrial base has suffered within the last five years because of the closing of the Olympia Brewery. A concentration of medical facilities for the area provides another significant employment sector.
- ii. Olympia votes overwhelmingly Democratic, while the County as a whole votes slightly more Democratic than Republican. For instance, in the 2002 Presidential election Kerry carried the county with 55.5 against Bush’s 42.5 percent².
- iii. Quality of life is considered good in Olympia and the city is sometimes listed in national polls. Three distinctive attributes are:

1. **Unique geographical locale, and an interest in environmental issues.**

Olympia is located at the southernmost tip of Puget Sound, a body of water which connects to the Strait of Juan de Fuca and the Pacific Ocean. An hour’s drive west ends at ocean beaches and the Grays Harbor Estuary, a shorebird reserve site of hemispheric significance, while an hour’s drive east takes you to spectacular Mt. Rainier National Park, highest of several volcanoes in the Cascade Mountain Range and at 14,411 feet a stunning reminder of the glory of creation. Closer to home, Thurston County has a National Wildlife Refuge, two state parks, three county parks, dozens of city parks and miles of trails, and a public artesian well. Several non-profit environmental groups have headquarters in Olympia and there is an environmental clearinghouse for the area. The presence of The Evergreen State College, which is rated among the top liberal arts colleges, and recently completed construction of a new gold certified Leadership in Energy and Environmental Design seminar building, also strengthens ties to the environment.

2. **Community events bring people together.** Arts Walks, Procession of the Species, the Farmer’s Market, Music in the Park, Harbor Days, the

¹ Thurston Regional Planning Council website, January 29, 2006,
[“http://www.trpc.org/programs/estimates+and+forecasts/demographics/the+profile.htm”](http://www.trpc.org/programs/estimates+and+forecasts/demographics/the+profile.htm)

² Thurston County Auditor website, January 29, 2006,
[“http://www.co.thurston.wa.us/auditor/Elections/2004General/GeneralResult.html”](http://www.co.thurston.wa.us/auditor/Elections/2004General/GeneralResult.html)

Wooden Boat Festival, Olympia Film Festival, Super Saturday, Capital City Marathon, and Capital Lakefair are some of the major events that take place in Olympia, which highlight our talents and beautiful surroundings and draw visitors from the county, the state and beyond.

3. **The community works together to provide a social safety net.** The Thurston County Housing Task Force and CHOICE Regional Health Network, Safeplace Domestic Violence Resource Center, Rosie's Place (for youth), the Family Support Center, and Garden-Raised Bounty are just a few of the many dedicated groups working to strengthen the social safety net.

b. Identify major trends you envision in your community during the next five years.

- i. Most of the population is in North Thurston County, concentrated in the towns of Olympia, Lacey and Tumwater. This area, like many in the Puget Sound, is fast growing³.
- ii. Partially because of the growth in North Thurston County, cost of living, particularly housing costs, will make it increasingly difficult for low-income residents to maintain homes in the area.
- iii. This growth will strain already struggling community services⁴, particularly for health care and mental health, unemployment and under prepared young adults, affordable housing, childcare and youth programs.
- iv. The demographics for race and ethnicity for Thurston County is 86% White with Hispanic residents the largest minority group with 6% of the population. As in other places on the West Coast, that percentage is expected to rise. Thurston County is also home for the Nisqually and Chehalis tribes, two of the many Native American communities throughout Western Washington.
- v. As in all communities across the U.S., retirement or partial retirement of the baby-boomers will increase leisure time for that generation and probably increase availability of volunteer resources. Eventually, and within 20 years, the aging of that generation will cause the development of additional elderly services.

c. List three or four problem areas confronting your community that members feel your church should address:

The most frequent congregational responses to this question were:

- Homelessness
 - the subpopulation of homeless youth,

³ Thurston County website, January 29, 2006, "http://www.co.thurston.wa.us/tc_about.htm"

⁴ Thurston County United Way, "Compass 2003", Thurston County United Way website, January 29, 2006, "<http://www.unitedway-thurston.org/Docs/summary.pdf>"

- the mental health needs of the entire homeless population.
- Mental Illness
- Adequate and affordable housing
- Poverty and hunger

d. *Indicate mission activities:*

i. *In which your church participates as a part of its mission in the community:*

The United Churches of Olympia (TUCO) recently went through a discernment process to determine how we could best be involved in a pressing community issue. During the 2005 Facing Our Future Forum, members of the church invited leaders from the community to help us look at the following areas of need:

- Mental health issues caused by a failing social safety net for individuals with those problems, particularly for those who are homeless.
- Youth and families at risk, caused by fragmented families and the pressure of finding affordable housing and jobs that provide a “living wage.”

Of the problem areas discussed, the church council chose youth and families as the church’s emphasis. TOGETHER!, a youth violence and substance abuse prevention organization, was recently chosen to be the program partner, and the church has now launched “Strengthening Families”. Volunteers serve dinner, and then facilitate individual and family sessions for youth and adults to improve parenting skills and strengthen family dynamics.

Other mission activities include an active Stephen Ministry group which helps individuals in our congregation, as well as other congregations and members of the community. The Caring Friends group ministers to members who cannot attend on a regular basis. Once a month for the past eighteen years, members of our church cook and serve dinner at the soup kitchen. In the winter, our church opens its doors to the Interfaith Works overflow shelter program, providing a warm and dry facility, snacks and clean linens. Our church collects contributions and some members volunteer at The Little Red Schoolhouse which provides clothing and supplies to school aged children in need. At Christmas, the youth sponsor five “Moms and Kids” for single low-income mothers, and individual church members sign up to purchase the gifts they requested. The youth also hold fundraisers and donate half the proceeds to various charities. We collect donations for the food bank. Additionally, there are several organizations which the church supports through benevolent giving, and individual members volunteer time, such as Habitat for Humanity. Our community has a global dimension, in that The

United Churches of Olympia members supports Iglesia El Divino Salvador, our sister church in Costa Rica, through financial contributions and mutual biannual visits.

ii. *In which your church expects the leader you are now seeking to participate:* Stephen Ministry is an important mission for the leader we are now seeking to participate in, as well as the Strengthening Families program.

e. *Describe how your church building is now being used by the community:*

The church building is in downtown Olympia and across the street from the Washington State Capitol Campus. Because of this location, many political advocacy groups rent space at the church, especially during the legislative session. The Community for Interfaith Celebration, a UCC affiliated congregation, holds services and Sunday school in the building on Sunday evening. Also using the facility weekly are: Adult Children of Alcoholics, Alcoholics Anonymous, Gamblers Anonymous, Handicap Social Club, Narcotics Anonymous, Overeaters Anonymous, and a bridge club. The Social Hall has recently been refurbished and offers a large meeting space with kitchen facilities. We are one of two downtown churches which hosts Barb's Thanksgiving and Christmas dinners for our homeless and low-income neighbors. In addition, there are a constant variety of community groups which rent on an occasional basis, such as The Gleaner's Coalition, a group seeking to supplement food for low-income people, and The Hand's-On Children's Museum, located across the street, which use our classrooms as additional summer workshop space. Our sanctuary is considered to have fine acoustics, and in addition to numerous weddings, hosts concerts and recitals regularly.

f. *Indicate the number of school districts from which members of your church are drawn:*

___ one ___ two three or more

There are eight school districts in Thurston County; three of those school districts (i.e., North Thurston, Olympia and Tumwater) are the most likely districts for school-aged children attending the United Churches of Olympia. South Puget Sound Community College and The Evergreen State College, and Saint Martin's University also serve the community.

CONGREGATIONAL LIFE

21. Identify major trends you envision in your church in the next five years:

- i. ***Identifying Ourselves.*** There will be a greater effort to explain (in word and action) what it means for The United Churches to align itself with the

- “progressive” wing of Protestant Christianity, as this characterization is currently emerging in the wider church. The forces necessitating such effort, and which arguably may cause United Churches to emerge as a “niche” church in our wider religious community, include the attractions of (a) large Evangelical/Fundamentalist Churches, (b) Mainline congregations which now enjoy significant growth in young family membership, and (c) theologies competing with liberal churches like our own, as may be found in Unitarian Universalist and Society of Friends congregations. To these attractions may be added other offerings in the spiritual market place which see no need for an institutional church component.
- ii. ***Denominational Prospects.*** In our federated church, the United Church of Christ congregation is likely to experience a greater rate of growth than its Presbyterian counterpart, due to the presence of other Presbyterian churches in the community and affected somewhat by current denominational theological controversies. At the same time, some new members, without a history of denominational affiliation, may decline formal affiliation with either of the two denominations as is permitted under the church’s procedures. Decreasing denominational loyalty, particularly among those with no previous affiliation, will continue as a fact of life. Still others who participate regularly in worship and other areas of congregational life will choose not to become church members, a trend noted in many other churches.
 - iii. ***Mission and Ministry Programs.*** We anticipate building significantly upon ministry and mission strengths in worship, through innovation in music and arts offerings; in Christian Education; and in social service and social justice outreach. The catalysts for changes and innovations in program will increasingly lie with lay members, whether or not in formal leadership positions in the church, with enabling support from the clergy.
 - iv. ***Ecumenical and Interfaith Cooperation.*** The challenges for our church and other downtown congregations, whose membership from residents within the city core is negligible at best, will continue to be addressed, in part, by collaborative efforts in ministry with other congregations, partnering in mission with social service agencies, and providing extensive weekday use of the facilities for community groups.
 - v. ***Demographic Change within the Church.*** Forty-five percent of the congregation’s members are 65 years of age or older. Together with others in the congregation born before 1946 (the “pre-boomers”), this part of our congregation will continue to increase; many will become even less active in our congregational life, outside of worship. The church will lose members who have made substantial

financial contributions to our operating and capital budgets; there is no assurance that others will take their place. As more of the members in the Baby Boom generation approach or enter retirement (with their children reaching adulthood), there will be uncertainty about the interest of persons in this special generation either in continuing in formal church leadership or in other time and stewardship commitments to the church, in contrast to their felt calls to other causes and pursuits. The needs and the possible attraction of the church for members of Generation X (singles and families, traditional or less traditional) and the Millennials will become an unavoidable focus for a more searching evaluation of our current mission and ministries and the identification of a ‘target population’ for sustainable growth in the church.

- vi. **Introspection.** The exercise in Discernment, regarding the nature and quality of its congregational life in which the church has engaged in recent years, is likely to continue into the future, thus allowing timely reflection upon some of the overarching challenges referred to earlier and, in addition, reflection upon the significance of the impending retirement of the church’s long-time senior pastor toward the conclusion of the church’s next five year period.

22. Planning

a. *All churches do planning. How would you characterize the way planning is done in your church?*

On an annual basis, the Ministries of the church and the church’s budget committee (on which all of the church’s ministries are represented) plan the specifics of the church’s mission. The church has no standing committee for planning and some members expressed a need for a long-range plan. It was also felt that the lack of continuity in Council makes long-range planning difficult. Over the past twenty-five years, “planning” for mission and ministry has reflected a number of processes.

- (i) Extended “Long-range planning” efforts for the church led by specially constituted committees during 1981-1982 (“Revised Statement of Mission and Proposed Goals”) and in 1991 (“Vision of 2005 for The United Churches of Olympia”).
- (ii) A collaborative clergy and church council ministry directive presented to the congregation in 1994, entitled “The Focus of The United Churches of Olympia”.
- (iii) In 1997-1998, two inquiries and dialogues with significant congregational involvement (“A Congregation Conversation” and “Trends in the [wider] Church”, intended as resources for the further development of the church’s ministry.

- (iv) In more recent years, and as more fully described in response to Question # 23 b, the church has engaged in a process of Discernment of “what might be in God’s heart” for the mission and ministry of the church. The results of the process, expressed as “spiritual” movements, currently provide the focus for congregational witness.

b. What expectations do you have of the person you are seeking in relation to the planning that takes place?

The associate pastor, as a member of staff, will be expected to participate in collaborative lay-clergy planning, but will also be encouraged to provide insights into the planning process gained from her or his previous experience.

23. Reflections on Congregational life

Comment on the following with what you believe to be the generally held responses of the congregation. (If more space is needed, use additional pages.)

a. Identify the three most important events in the history of your church and the year:

Event	Year
(i) Formation of The United Churches federation by the First Presbyterian and First Congregational Churches of Olympia.	1916
(ii) Construction of the present church facility and decision to remain in the current downtown Olympia location across from the State Capitol.	c. 1951, 1968
(iii) Deliberation and decisions regarding the membership and election to ordained positions for gay, lesbian and bisexual persons in a federated church. (Note: Congregational decisions taken in 1992 resulted in the federated church openly affirming church membership for all persons regardless of sexual orientation and the qualification of all UCC members for ordained positions of leadership. At present, Presbyterian polity places certain constraints upon Presbyterian members for ordained leadership positions by reason of their sexual orientation.)	1992

b. Identify the most challenging event in the life of your church in the last three years and what the church learned from it:

Over the past four years, the leadership of the church has schooled itself, and more generally the congregation, in the Discernment process of introspection and decision-making which has been increasingly advocated as a way of life for churches, when

matters of significant substance for a church's life are to be taken up. Thus, during the period, the church has devoted itself to articulating and placing before the congregation directions and innovations for its ministries, as well as the question of whether to call a second pastor.

In addition to what has been brought forth from this, and entitled "Spiritual Movements" (a series of explicit directions for the work of the church's ministries), the discernment process has more recently been employed in what we have called a "Facing Our Future" deliberation which has identified a particular mission – that of teaching and mentoring families – in which a wider segment of the congregation might engage.

From this experience, the church has learned that for some of the more important questions about its congregational life, Discernment in discussion and decision-making, if done properly and faithfully, will most often be a preferable alternative to the more conventional process of debate, resolutions by up-or-down majority vote and other Roberts Rules procedures, which can sometimes frustrate and interdict more positive outcomes for matters under advisement. We have also come to understand Discernment as a continuing process which leadership and other congregants must fully appreciate and integrate into our corporate life.

c. Identify what the Congregation intends to accomplish during the next three years:

With the hoped-for assurance of the Holy Spirit, our congregation will continue to seek out the deeper fellowship and closer community that is captured in the meaning of Koinonia. We believe Koinonia, as understood by the early church, is to be a congregation united in purpose and one whose members live in harmony with, and serve alongside, one another. For us, this search is the significance of the discernment process, which we describe in our response to Question 23b. In the next three years and beyond, we are committed to this process as we further consider our purpose in mission and our ministries.

We will move beyond "intellectualizing" the vision of a *transformational* church, which has been held out before us by our clergy as the need and opportunity for such a church in our individual lives and for the lives of others we seek to reach. Such movement will inevitably mean greater allegiance on the part of all to the true mission of the Church and movement which is not confined only to measured improvement in what we are already doing.

We affirm the structures and ministries of a church as instruments of Koinonia. Accordingly, what our congregation intends to accomplish in the next three years, as described below, is framed in terms of such instruments.

- ***In worship.*** “Praise of God” (always central in our worship experience) will continue to underline our faithfulness to the Reformed tradition. So, too, will our worship challenge us to apply the biblical texts to our daily lives. To complement the strong preaching and the ways it speaks to church and world, we will bring innovation in worship and in other parts of our congregational life through music, dance and drama. We will continue our monthly, evolving “Family Worship” service and the creative, thematic preparations by families for their participation.
- ***In service and outreach.*** We will become a still more visible presence in the community, particularly in its downtown core. Partnerships with other churches and other organizations for social justice will become more frequent.

This greater presence, informed and inspired by the meaning of the Good News, will involve seeking out those who, in their spiritual quests, search for meaningful community, but who may be uncertain, even skeptical, about affiliation with the institutional church. An example of such outreach can include greater attention to the offering of the small group experience and an offering of a variety of opportunities for social service and social justice actions in concert with others in the church and elsewhere in our wider community.

Mindful of the demographic forces at work in our community, we must consider how the mission and ministry of the church may be attractive for singles, couples without children, and the less traditional family units. At the same time, we must address issues which involve the opportunities and limitations for a church in our situation for achieving ethnic diversity and a greater presence of young families. Deliberate efforts to draw to the church those who actually reside in the downtown environs offer another example of such outreach.

- ***In fellowship.*** We will urge upon ourselves the less tangible demonstration of fellowship and care which will add to the formal and more visible activities of gathering for congregational events and the extension of care offered by our Stephen Ministers and Caring Friends. We will accept that our other such actions of personal and increased commitment to one another will often be unseen and acknowledged – the ways in which we receive the strangers at our doors, the ways in which we attend to each other in times of crisis and joy.

We will continue with annual, celebratory events in our congregational fellowship, including church retreats. In particular, we will begin planning a meaningful memorialization of the federated church’s centennial in 2016.

- ***In Christian Education.*** Spiritual “Formation”, more than “Information” will be the primary focus for adult and also children and youth Christian education. Because “education” need not cease with the end of formal schooling, we will strive to draw more adults into adult education offerings which present opportunities for greater spiritual growth than participation in worship alone.

As this church seeks to define itself as a faith community in an increasingly pluralistic society, our educational offerings will expose us to the stirrings in the contemporary church scene and in what ways God may be further speaking to us. Written commentaries on the “progressive” church, the “practicing” congregation and the “emerging church” typify these resources.

The further development of the new Theology, Natural Sciences and Continuing Creation Ministry will bring an added dimension to the church’s education effort by, among other things, providing a forum for confronting the ethical issues which emerge from the concept of a continuing creation.

The creative leadership of the two persons now charged with leadership in children and youth education will present opportunities for growth outside the classroom in the formative experiences of serving those, not a part of the church, but for whom the church is called to serve.

- ***In Church Administration.*** The church will continue upon, and complete, renewal of the sanctuary which will feature new lighting and flooring. *See also Question 13d, (page 6).*

d. *Describe how the church expects the person you are seeking to help your church reach those goals:*

The involvement of the associate pastor in the efforts of the congregation to attain these goals will, of course, be a direct function of the pastor’s position description, which is fully set out in response to Question 34a (page 32). Because the position description is comprehensive, while identifying certain areas of emphasis for the pastor’s initiatives, the Senior Pastor as head of staff will work with the associate pastor on a continuing and collegial basis to identify priorities and to develop specific content for his or her work, always within the context of the goals to be sought as identified above. More general and periodic oversight and guidance in this process will be provided by the church Council and the church’s Personnel Ministry.

e. *Choose the statement that most accurately describes the theological/faith stance of your church. You may check more than one.*

- We tend to be theologically conservative.
- We tend to be theologically moderate to conservative.
- We tend to be theologically moderate.
- We tend to be theologically moderate to liberal.
- We tend to be theologically liberal.
- We tend to be quite diverse theologically.
- Other

Comment: These were the two consistent responses from the congregation.

f. *Describe the educational program of your church:*

At The United Churches of Olympia Christian Education exists to be an agent of formation and transformation in which we become the body of Christ for each other and the people of God in the world. What we actually do is in a state of transition as we live into the understanding of being “formed and transformed.” Currently, on Sunday mornings, there are classes for kids K-12 and extensive adult education opportunities. Additionally, because we see our youth as integral to the whole church community, there are “middler” and senior high youth groups, a junior church pull out program, and a fledgling chime/bell choir for grades 3-12. The monthly Family Worship Experience aids in bringing children and youth into active participants in worship. Finally, Wednesday Soup Suppers provide community and education for all ages.

1. Identify the curriculum used in your church school and the person or committee responsible for selection of curriculum:

With guidance from Christian Education Ministry, the Director of Children’s Ministries has responsibility for the K-12 curriculum, *Seasons of the Spirit*, which is augmented with past *Bible Quest* materials. The Adult Ed Committee, under CE Ministry and with great help from the pastors, creates classes that fall into five learning themes: Theology, Biblical Content, Ethics/Justice, Practical Living, and Spiritual Practice. Classes in each of these themes, as well as a survey class incorporating all of the themes, are offered each year.

2. Indicate resources used for confirmation and the person or committee responsible for the selection of these resources:

The Director of Youth Ministries is responsible for confirmation and uses resources developed in conjunction with UCC Youth Ministers in the area.

g. Describe how the church expects the person you are seeking to participate in the Congregation's educational programs:

In keeping with the job description (*see Question 34a on page 32*), we expect the new pastor to participate in formation and transformation with all those involved in education in the church. Specifically, the person will work closely with the Directors of Children's and Youth Ministries, with the lay leaders and teachers involved in the CE arena, will teach and/or staff the adult education classes, and will work with us in visioning "formation and transformation" for the future.

h. Describe how programs or ministries of your church are evaluated:

There is no standard process for evaluation of the ministries except in the context of regularly conducted reviews of the work of clergy and other staff. Otherwise, evaluations will be *ad hoc*, relying at times on the very ministries and program personnel responsible for their implementation. In addition, however, and as explained above, our use of the Discernment process has been an occasion for review of existing ministries, either directly or implicitly. The work of programs and ministries will also come up for scrutiny, from time to time, by staff and the church's Council, but with no formal, preset times for review.

i. Describe the strengths or positive qualities of your church:

Our Worship Life

- Quality in preaching, faithful to our Reformed traditions, different styles by two pastors who are "comfortable in their own skins", not afraid to be vulnerable or otherwise to speak deeply of their own personal experiences.
- Liturgy is well-integrated (*e.g.*, words of the hymns are "in synch" with the lectionary, the spoken word).
- Clergy and worship ministry willing to vary the liturgy in positive ways, introduce contemporary music; maintain openness to innovation in worship services.
- Weekly, three services offering different forms of worship, while on special occasions drawing all participants into a time of "festival" worship.
- Monthly, a Family Worship Experience which actively includes children, youth, and families in its leadership, liturgy and music is held as a culmination of the previous three weeks of Sunday school. It strives to be creative, evolving, and responsive to the expressed interests and needs of the participants.

- A Taize'-style service is held every fifth Saturday, and, in conjunction with other area churches, on Good Friday.

Our Congregation and its Congregational Life

- A church, perhaps unique in our community in terms of its proclaimed openness (*e.g.*, welcoming of persons without regard to sexual orientation). Openness to theological diversity, nevertheless Christ-Centered, a church congregation with a strong social consciousness, and significant level of intellectual energy.
- Lay person (as well as clergy) initiatives in introducing new programs, at the outset beyond the structures of existing ministries, *e.g.*, Stephen Ministry and Caring Friends, Arts Task Force, Small groups.
- Large number (20) of retired ministers whose presence in the life of the congregation is not intrusive, and whose participation in the life of the church is like that of other lay members, but whose gifts are positively extended in areas of worship and Christian education.
- Significant, formal, layperson congregational care through the Stephen Ministry program and its adjunct, Caring Friends.
- In stewardship, while membership numbers have been stable, per capita giving continues to go up.
- Congregation fully endorses use of facilities by outside organizations and causes.

Service and Community Involvement

- Collaborative involvement of members in community causes, *e.g.*, Habitat for Humanity, Little Red Schoolhouse, Catholic Community Services/Salvation Army Soup Kitchen. Recent partnership with TOGETHER! in addressing family issues; advocacy and encouragement for involvement in environmental and justice causes (*e.g.*, Fair Trade issues).
- Unheralded commitments by members to other community social service efforts.
- Leadership initiative among faith communities in area's new ConneXions program (*described in Question 28a, on page 27*).
- Continuing support for sister church in San Juan, Costa Rica.
- Long-term leadership role, clergy and laypersons, in ecumenical and interfaith organizations.
- In stewardship, an above the norm percentage of budget allocated to benevolences. Special offering appeals (*e.g.*, disaster relief) generously responded to.

- Respected in both the local religious and secular communities.
- Facility highly used by diverse community groups.

Christian Education

- In adult education, a developed, comprehensive and balanced curriculum, which as one commentator describes in dietary terms, contains the right mix of main courses (Scriptural study, theology, spiritual practices, ethics) and side dishes (e.g., current social and political issues).
- In children and youth educational ministry, use of teaching materials and other instructive opportunities – children’s sermons, service projects for youth, etc. – enhanced by enthusiastic commitment of staff members and dedicated volunteers. Periodic worship services for children, drawing in parents as well.

24. Indicate major boards, committees, groups, and organizations that are a part of your church, the frequency of meetings (monthly, weekly, etc.) and expectations for leadership. For leadership role use: 1 = pastor takes primary initiative and responsibility; 2 = pastor and laity share responsibility; 3 = laity take primary initiative and responsibility.

Please note: in regard to the following eight Ministries, each has 6 elected members who serve 3-year staggered terms, plus volunteer members who are non-voting (number determined by function of the Ministry).

GROUP	PURPOSE	# MEMBERS	FREQUENCY	ROLE
The Council	Coordinate programs and activities of the ministries, policy making, overall vision of the church, and spiritual nurture of the congregation. (Made up of moderator, ministry chairpersons, representative of each denomination and pastors.)	14	Monthly	2
Administration Ministry	Provide administrative oversight of business affairs of the church including maintenance of properties, finance and budget.	10	Monthly	2
Christian Education Ministry	Facilitate growth in areas of spirituality, personal relations, communication skills and understanding of our Biblical heritage and Christian values. (For all ages including a significant adult education program, children's program, middler's group and senior high group.)	6	Monthly	2

Congregational Life Ministry	Promote strong family life and sense of community. Coordinate fellowship, pastoral care, and hospitality.	9	Monthly	2
Mission, Peace and Justice Ministry	Present mission needs, recommend mission budget, foster ecumenical relations with other churches, and identify issues for action of social, moral, environmental and ethical concerns.	8	Monthly	2
Personnel Ministry	Develop and review staff positions, annual review of staff performance and compensation, recruit non-called staff, promote professional development of staff and manage grievances and complaints	6	Monthly	2
Stewardship Ministry	Educate, promote and coordinate giving (year-round stewardship, including missions and Outreach).	8	Monthly	2
Theology, Natural Sciences and the Continuing Creation Ministry	Promote awareness and provide opportunities for education and discussion regarding the disciplines of theology, the natural sciences and the continuing creation.	6	Monthly	2
Worship Ministry	Give overall guidance to worship life of the congregation, including an understanding and appreciation of the theological and liturgical traditions.	16	Monthly	2
Budget Committee	Prepare budget proposal for upcoming calendar along with priorities for use of additional funds if they become available.	9	3-4 times Sept-Nov	2
Memorial Committee	Coordinate memorial service arrangements. Make decisions regarding memorial donation funds.	4	As needed	2
Church Scholarship Review Committee	Award higher education scholarships to qualifying candidates.	3	3-4 times April	3
Nominating Committee	Select nominees for: Council Moderator, members of the Ministries (representing each denomination equally) with 2 designated as Trustee, and a member to Church Endowment Fund Management Board. Presented to congregation late November.	13	3-4 times Sept-Nov	3
Creative Spiritual Growth Endowment Fund Management Board	Accept/receive gifts, bequests or devises, and provide money from earnings for spiritual growth (off-budget projects, events and activities for staff and church leaders).	6	Quarterly	3
Church Endowment Fund Management Board	Invest and manage gifts, bequests and devises, and any resulting income.	5	Quarterly	3
Board of Trustees	Serve as property-holding body to transact	6	As needed	3

	business referred to them by the council or respective denominations.			
United Church of Christ Board of Deacons	Carry out all business specific to UCC denomination within the Federation, as well as attend to conference and national issues. Choose representative to Conference.	20 +/-	Quarterly	2
The Presbyterian Session	Carry out all business specific to the Presbyterian Church; represent Presbyterian authority in the Federation. Choose representative to Presbytery.	20 +/-	2-3 times annually	1
Pairs and Spares	Promote sense of community among senior members by meeting for lunch and program (attendance 45-60).	5	Monthly	3
Stephen Ministry	Trained parishioners provide one-to-one care to those in our congregation and community experiencing various life needs.	20	Bi-monthly	2
Caring Friends	Trained parishioners implement the church's program of lay visitation to congregation members and friends.	12	Monthly	2
Facing Our Future Forum	Develop congregational opportunities for meeting local community needs, collaborating with TOGETHER! to implement Strengthening Families program, support church's commitment as ConneXions referral site, provide follow-up leadership with Thurston County on cooperative ventures.	10	Monthly	3
Music and Arts Task Force	Provide recommendations to Council to increase and diversify music and arts in the church's ministry; provide leadership to implement ideas.	14	Monthly	3

25. Conflict

Most churches experience conflict at various times. Characterize your church's experience with conflict give the following possibilities. Indicate the extent to which each statement describes our church: C = closely, S = somewhat, N = not at all

- C** As a church, we respect and listen to each other and work things through without generating divisiveness.
- S** As a church, we try to respect and listen to each other, but it is not uncommon for differences of opinion to be a problem and for some people to choose sides.
- C** Some have left our church because of conflict.

- Conflict hurts our sense of unity, but we tend not to talk about it.
- Painful experience with conflict has been present, but it has been worked through, and we have learned from the experience.
- We have had some painful experiences with conflict, and they linger in the background.
- Open conflict is present, and we need a minister who can help us deal with it.

Other, specify:

Comment:

26. Worship

a. *Identify how worship is planned on a regular basis in your church:*

- by a worship committee
- by the pastor
- by the pastor in consultation with the church musician(s) and other staff*
- other. Specify:

*Other appropriate Ministries including CE and Worship are involved as needed.

b. *Describe the style and content of preaching valued by your congregation:*

Straightforward, sincere, Biblically based and inspirational preaching is valued over an approach which is condemning. Our preaching is guided by the use of the Lectionary, and is faithful to the Reformed tradition by which we are called to service in the larger community and aided in living our daily lives.

c. *Describe the role in worship of the person you are seeking:*

Currently the two pastors share preaching and all other worship responsibilities. This would continue with the current senior pastor.

d. *What hymnal(s) are currently used by your congregation in worship?*

We use both The Presbyterian Hymnal (1990) and the UCC New Century Hymnal (1995), alternating every other month. We also use *Seasons of the Spirit* Songbook hymns in both Family Worship and in the 8:15 services.

WIDER CHURCH CONNECTIONS

27. United Church of Christ

a. *Association, conference, or other denominational settings in which church members participate:*

Several members of The United Churches of Olympia stay involved with their individual denominations' activities. Several attend the UCC Annual meeting of the Pacific Northwest Conference. Currently none of our members are sitting on any of their committees but in the last three years, two have done so. The Conference does not currently have a functioning Southwest Area Association.

b. *Association, conference, or other denominational settings in which your church expects the leader you are now seeking to participate:*

The local church expects its leadership to be involved in denominational activities. We expect Conference news and activities to be dispensed and members to be kept informed. Although there is not an Association, the pastors in the Southwest area gather quarterly. They include the retired pastors in this area. We would expect the new pastor to be a participating member of this clergy group. Because of the dual membership of our congregation, we would also expect participation at some level in the Olympia Presbytery, and to be mindful of the Presbyterian Book of Order.

c. *Choose the work that best describes how lay leaders of your church consciously identify with the United Church of Christ.*

closely moderately nominally other

Comment:

It has been several years since we have had an ordained UCC presence on staff until our current temporary situation. This has truly made us realize what we have been missing. We have learned to live together peacefully as a federated church, avoiding exclusive denominational affiliations or materials.

We have high expectations of denominational opportunities becoming more prominent.

28. Ecumenical and Interfaith Activities

a. *Describe ways your church participated in ecumenical and interfaith activities during the last three years:*

The United Churches of Olympia has been a part of Interfaith Works, formerly called Associated Ministries of Thurston County, since its inception over thirty years ago. About three years ago the name was changed to reflect membership not only of Christian communities but also Baha'i, Buddhist, Jewish, Unitarian, and Religious

Science congregations. Interfaith also has developed a working relationship with the Islamic community in our area.

Members have held leadership positions in Interfaith Works, both as volunteers and as paid staff. We have always supported their activities. In the last three years we have been part of the community interfaith Thanksgiving celebration; our congregation is a contributing member of Thurston County Ministries in Higher Education, which sponsors the Campus Ministry at Evergreen. We have provided aid for the homeless shelter each winter and service at the community soup kitchen, a mission shared with other faith communities. Our church is a vital part of ConneXions, a partnership of faith communities, nonprofit organizations, health care providers and local governmental agencies that serves as a clearinghouse to allow a single point of entry into the health and welfare systems. For the last several years our church has sponsored an Alternative Gift Fair, which this year grew to include six other faith communities and a number of charitable organizations. The United Churches is also a long-time participant in Crop Walk.

b. *Describe how your church expects the leader you are now seeking to participate in ecumenical and interfaith activities:*

Our leadership stays connected to Interfaith Works on every level. Our leaders are a vital part of the clergy/laity group who meets monthly. They encourage and support Interfaith Works. It is the congregation's expectations that our leaders keep connected with the ecumenical and interfaith communities of the greater Olympia area.

RELATIONSHIP WITH MINISTERIAL LEADERS

29. Relationship with Prior Leaders

a. *Characterize your church's experience with pastoral leaders over the last 10 years. You may check more than one response.*

- We have had solid relationships with person providing pastoral leadership.
- We have had some fairly rocky moments, but we have worked them through, and relationships with pastoral leaders have grown in significant and important ways.
- We have had some tough times and things did not always work out.
- Other. Specify:

Comment:

- b.** *Indicate the tenure of the last three installed person who filled the position you are seeking to fill. Do not include interims.*

Name	From	To
1. Kirstin Batchelor	May, 2005	December, 2006
2. Ben Harding	March, 1988	November, 1998
3. Sheryl Peterson	April, 1980	September, 1985

- c.** *If a previous pastor is currently a member of the church, describe his or her role in the life of the congregation:*

Rev. Paul McCann retired from the pulpit in 1984 to serve as the Executive Director of the Olympia Presbytery. Upon retiring from that position a few years ago, he and his wife Pat resumed regular attendance at The United Churches services and Christian education classes. He preaches on occasion, at Pastor Mark Dowdy's request and has led several adult studies and assisted in the leadership of others. Although many in the congregation have not known him as their pastor, he still does not consider it appropriate to perform pastoral functions, such as visitations, funerals and weddings, or attend meetings where decisions are being made. As contributors to the mission of The United Churches, Paul has recently taken on the church library as a volunteer project.

- d.** *In addition to financial support, describe how your church supported the most recent person to hold the position you are now seeking to fill:*

Kirstin Batchelor came to us under In-Care status with the Pacific Northwest Conference. After completing her internship requirements, she became our Pastoral Associate for Congregational Life. The following year, we were delighted to hold her ordination and installation ceremony in our sanctuary, and offer her the title of Associate Pastor. She has been mentored by our senior pastor, and we have seen her talents and confidence develop. As the wife of a career military officer, the duration of her tenure with us was uncertain. The committee to select her replacement originally convened in 2005, but after learning her husband would remain stationed in the area through December, 2006, we unanimously agreed to defer our search.

- e.** *Involuntary terminations*

Have any of the last three persons serving in the position you are seeking to fill leave involuntarily or under pressure?

yes _____ no If "yes", respond to the following:

i. Choose all the issues that may have contributed to the termination. You may choose more than one.

- conflict of personalities in the church
- inadequate performance
- pastoral style inappropriate for this church
- ethical issues
- other. Specify:

ii. Indicate, if you can, which of the following best describe the congregation's behavior toward that person prior to her or his leaving. You may check more than one.

<input checked="" type="checkbox"/> civil	<input checked="" type="checkbox"/> kind
<input checked="" type="checkbox"/> compassionate	<input type="checkbox"/> supportive
<input type="checkbox"/> harsh	<input type="checkbox"/> indifferent

iii. Describe what your church learned from the experience about itself and its relationship with person who provide ministerial leadership:

The issue was addressed and resolved outside of the local church. We had to respect the U.C.C. conference's denominational processes and decisions. Confidentiality was important in this case. We accepted the result, and became cognizant of the need for a more thorough background evaluation of future ministerial candidates.

30. Does the church have a pastoral relations committee? yes - Personnel Ministry
If yes, describe its purpose and how it functions:

Purpose (as stated in the Church Handbook):

To interpret and administer the Personnel Policy on behalf of the Council and under the direction of the Council. This will include developing and reviewing staff position descriptions, annually reviewing staff performance and compensation, recruiting non-called staff, promoting professional development of staff, and managing staff/staff grievances and staff/congregation complaints.

How it functions:

Personnel Ministry membership includes six congregation members plus the Senior Pastor/Head of Staff. Members have 3-year terms, with two rotating off the committee and two rotating on each year. One member is selected as Chair and is the representative to the Church Council. The Ministry meets monthly, addressing issues related to staff, policies and

grievances. Staff, members and others are welcome to address the Ministry but due to the confidential nature of personnel issues, meetings are not open and no minutes are recorded.

31. *If there is periodic assessment of the nature of the work and of the performance of that work for the position you are seeking to fill, describe it:*

Personnel policy calls for an annual review and evaluation of all staff, with review of the job description. Personnel Ministry is directly responsible for the process for called staff. Employee supervisors are responsible for the process for non-called staff evaluations with oversight by Personnel Ministry. In most cases, evaluation surveys are provided to key individuals that the staff person relates to on a professional basis, and to the employee himself/herself. The information from the surveys and from the supervisor and/or Personnel Ministry is compiled into a written evaluation. The supervisor and/or Personnel Ministry meet with the employee to go over the written evaluation and establish goals for the following year.

32. Leadership Expectations

a. *A list follows of 43 items that represent a range of qualities in the ministry of the church. Check 12 items you feel need first priority at this time. **Do not rank the items.** If the aspects you consider to be important are not included in the list, place them at the end in the blanks provided.*

Check only 12 of the following items. Do not rank the items.

These reflect the top twelve responses from those who answered the questionnaire – Council, members of the congregation, and this committee.

1) <input checked="" type="checkbox"/> is an effective preacher/speaker
2) <input type="checkbox"/> continues to develop his/her theological and biblical skills.
3) <input checked="" type="checkbox"/> helps people develop their spiritual lives
4) <input type="checkbox"/> helps people work together in solving problems.
5) <input checked="" type="checkbox"/> is effective in planning and leading worship.
6) <input type="checkbox"/> has a sense of the direction of his/her ministry
7) <input type="checkbox"/> regularly encourages people to participate in United Church of Christ activities and programs.
8) <input type="checkbox"/> helps people understand and act upon issues of social justice

9) <input type="checkbox"/> is a helpful counselor
10) <input checked="" type="checkbox"/> ministers effectively to people in crisis situations.
11) <input type="checkbox"/> makes pastoral calls on people in hospitals and nursing homes and those confined to their homes.
12) <input type="checkbox"/> makes pastoral calls on members not confined at home or in hospitals
13) <input type="checkbox"/> is a good leader
14) <input checked="" type="checkbox"/> is effective in working with children
15) <input type="checkbox"/> builds a sense of fellowship among the people with whom she/he works.
16) <input type="checkbox"/> helps people develop their leadership abilities
17) <input type="checkbox"/> is an effective administrator
18) <input type="checkbox"/> is effective with committees and

others
19) <input type="checkbox"/> is an effective teacher
20) <input type="checkbox"/> has a strong commitment to the educational ministry of the church
21) <input type="checkbox"/> is effective in working with adults
22) <input type="checkbox"/> inspires a sense of confidence
23) <input checked="" type="checkbox"/> works regularly at bringing new members into church
24) <input type="checkbox"/> regularly encourages support of our church's wider mission
25) <input type="checkbox"/> reaches out to inactive members
26) <input type="checkbox"/> works regularly in the development of stewardship growth
27) <input type="checkbox"/> Is active in ecumenical relationships and encourages the church to participate
28) <input type="checkbox"/> writes clearly and well
29) <input checked="" type="checkbox"/> is a person of faith
30) <input checked="" type="checkbox"/> works well on a team
31) <input type="checkbox"/> is effective in working with youth
32) <input type="checkbox"/> organizes people for community action
33) <input type="checkbox"/> is skilled in planning and leading programs

34) <input type="checkbox"/> plans and leads well organized meetings
35) <input type="checkbox"/> encourages people to relate their faith to their daily lives
36) <input checked="" type="checkbox"/> is accepting of people with divergent backgrounds and traditions
37) <input type="checkbox"/> encourages others to assume and carry out leadership
38) <input checked="" type="checkbox"/> is mature and emotionally secure
39) <input type="checkbox"/> has strong commitment and loyalty to the United Church of Christ
40) <input checked="" type="checkbox"/> maintains confidentiality
41) <input type="checkbox"/> understands and interprets the mission of the church from a global perspective
42) <input checked="" type="checkbox"/> is a compassionate and caring person, sensitive to others needs.
43) <input type="checkbox"/> deals effectively with conflict
44)
45)

b. *If there are other comment you wish to make about expectations, include one or more paragraphs here or on an additional sheet:*

GENERAL

33. Does your church search committee or governing body have a policy against discrimination?

yes _____ no

Comment:

The church has no formal policy, but has a strong ethic against discrimination.

The search committee has committed to nondiscrimination on the basis of gender, race, national origin, sexual orientation, or handicapping condition.

34. a. Describe the functions and duties of this position.

Associate Pastor

Job Description

Job Summary: This full-time position requires participation in all aspects of the church's ministry. This position provides leadership toward the spiritual development of church

participants and provides pastoral care and outreach to the community with an orientation toward growth.

Accountability: This position is accountable to the Pastor/Head of Staff, the Church Council, Personnel Ministry and the congregation in accordance with denominational practices. Additionally, if the incumbent is ordained, he/she is accountable to the United Church of Christ (UCC) Conference.

Spiritual Leadership

1. Participate in all areas of pastoral ministry including worship, preaching, Christian education, and visitation.
2. Lead efforts which gain focus on spiritual development/transformation. This includes an emphasis on worship revitalization with arts/drama/dance and creativity for all ages.
3. Lead in bringing together the contributions of the natural sciences and the scriptures to the congregation's understanding and appreciation of God's magnificent creation, and of the human influence on the continuing pattern of creation.

Small Group Ministries, Community Outreach and Church Growth

1. Lead programs directed to community outreach and church growth. Along with other staff, help recruit, train and deploy a corps of volunteers who reach out in a personal way to people from the larger community. Share in the Membership Inquiry Seminars and help refer new members to groups in the life of the church.
2. Direct a program nurturing the current congregation by working with the Congregational Life Ministry and Senior Pastor to coordinate and facilitate a program of support and visitation for members and friends of TUCO.
 - a) Initiate and nurture new fellowship/covenant groups.
 - b) Be on the leadership team for Caring Friends Ministry.
 - c) Be on the leadership team for Stephen Ministry.
 - d) Assist in the care and support of inactive members through visitation and other contact.
 - e) Share with other staff in hospital, nursing home, and private shut-in visitation.

Christian Education and Congregational Life

1. Work with the Director of Youth Ministries and the Director of Children's ministries with outreach to youth and families and the advancement of their programs, preschool through adults, to assist with the recruitment and training of teachers and students, and coordination in the planning of curriculum for regular and special programs with a special emphasis on creativity for all ages.
2. Serve as a staff resource to the ministries of Christian Education and Congregational Life by attending the meetings of the ministry, assisting the chair in developing an agenda for meetings, participating in sub-committee meetings and by providing orientation and training to lay leaders and participants to assure their effectiveness in the groups.

3. Teach and/or provide leadership for adult education classes.

Denominational Involvement

1. Participate in the UCC Conference activities and/or committees, being the primary liaison between the Conference and The United Churches.
2. Provide leadership to the UCC congregation of The United Churches.

Evaluations: Will be conducted annually in accordance with church personnel policy.

Time Requirements: This position is considered full time, with recognition that there may be fluctuations in the work schedule. The actual schedule will be coordinated with the Pastor and reviewed by the Personnel Ministry. The Associate Pastor will be entitled to leave in accordance with the church's personnel policies.

Job Requirements (Associate Pastor, called): Must be ordained UCC clergy-person with full standing in the UCC. Must be a seminary graduate with a Masters of Divinity (or equivalent) degree. Prefer someone who is broadly scientifically literate.

b. Does your church have a personnel policy covering this position? yes _____ no

35. List the titles of other paid staff positions for whom this person provides supervision and indicate whether these positions are fulltime or part-time.

Title:	Full-time	Part-time
The Associate Pastor will have no direct supervisory responsibilities.	<input type="checkbox"/> full-time	<input type="checkbox"/> part-time

36. Name three people who have agreed to serve as references.

Make sure they are not members of your church, but know your church well enough to be helpful to final candidates seeking more information about your church, e.g., previous pastor, conference staff, person in community.

Name	Telephone and e-mail	Relationship to your church
Kathy Erlandson, Executive Director of Interfaith Works (formerly Associated Ministries of Thurston County)	360-357-7224 (weekdays 9am – 1pm) 360-754-6230 (eve) interfaithworks@aol.com	Community member on TUCO Creative Spiritual Growth Endowment Fund Board.
Pam Taylor, member of Wayside UCC, Federal Way, WA	253-651-4112 (day) 253-874-1091 (eve) ptaylor_agape@hotmail.com	The United Churches of Olympia Parish Associate for Congregational Life and staff leader for Stephen Ministry, half-

		time 1/2000- 5/2003.
Coriless Hanson, Retired Pastor, United Methodist Church	360-438-5099 coribeth308@comcast.net	Retired Methodist pastor who made TUCO his church home 1993-2003.

37. What groups or individuals in your church have contributed to, reviewed, and/or approved this profile for circulation?

- The members of the Pastor Seeking Committee: (Name and membership affiliation)

Beth Bowden	TUCO	Joan Knapp	UCC
Phyllis Carbone	UCC	Celia Nightingale	UCC
Mary Jo Hinkel	UCC	Reed Nightingale	UCC
Brian Hovis	UCC	Ian Nordstrom	TUCO
Lee Johnson	Presbyterian	Mike Segawa	Presbyterian
Isaac Jung	Presbyterian	Yvonne Wilhelmsen	UCC

- The fourteen members of Council, comprised of:
 - the chairs of the eight ministries (*see Question 24*)
 - both pastors
 - the Presbyterian and the UCC clerks,
 - the Council moderator and the UCC moderator
- The Administrative Staff
- Members of the Congregation who responded to surveys and questionnaires submitted through the newsletter and bulletins.

STATEMENT ON LEADERSHIP IN MINISTRY

Using this page and one additional page if needed, write a statement that will help a candidate better understand the relationship of clergy and lay leadership in the life of your congregation. Include in the statement reflections on leadership styles that work well for your church. Describe how clergy and lay leaders work together. If yours is a multiple-staff church, it would be helpful to comment on your expectations of how the staff team members relate to each other. You are encouraged to include anything else you want to say about your church and its expectations of the leader it now seeks.

The nature and size of our church, and the breadth of its programs, make it crucial for clergy to work with, and depend upon, lay leadership in several aspects of its ministry. While each of its many programs needs clergy support to some degree, each also depends upon strong lay leadership for the program to run effectively. Clergy provide support and advice for lay leaders, while trusting in the lay leadership for each program to carry out the work of a particular area of the church's ministry. Thus the role of the clergy is to empower the congregation to carry out the church's work in its various ministries.

We have many strong lay leaders who serve the church faithfully and well and who do not sit back to await clergy initiatives for all of our programs. Accordingly, clergy will often take a less "hands-on" approach in carrying out our ministries. That said, the presence of strong lay leaders poses an occasional need for clergy to offer mediating skills when the felt needs of those leaders may come into conflict. While these situations are not a frequent occurrence, such mediating skills would be a boon in the clergy leader we are seeking. Correspondingly, the clergy leadership style which seems most effective in our setting is that of cooperation and consensus-building. One of the greatest skills for clergy leaders would therefore be to facilitate those relationships between and among our lay leaders and within the congregation as a whole.

The Senior Pastor acts as head of staff, and so is responsible for helping the members of our staff team work together. Cooperation is a key expectation of our clergy leaders. Ours is a church with multiple staff positions, most of which are part-time. Clergy leaders work as part of this team to serve both the congregation and the wider community. Because The United Churches is a downtown church in the state capital, there are community events to which clergy and non-clergy staff relate. One overarching aspect of the role of staff is to provide support and encouragement for one another in each one's ministry. The staff works well as a team, with primary leadership and support coming from the Senior Pastor. In this collegial working environment, each staff member serves as a resource for the others, meeting weekly for the work of the church and for fellowship.

* * * * *

Note to candidates from the Second Pastor Seeking Committee:

The current senior pastor, who is Presbyterian and has served this congregation well and faithfully for nearly twenty years, intends to retire within the next five years. As a federated church, The United Churches of Olympia by-laws require the next senior pastor be ordained within the United Church of Christ denomination, and the associate pastor be from the Presbyterian denomination. The incumbent United Church of Christ Associate Pastor will be eligible to apply for the senior pastor position at that time.

* * * * *

Finally, in the years immediately ahead the position of Associate Pastor at The United Churches will offer the opportunity for full participation, as part of its leadership, in charting the church's future at a seminal moment for this faith community, which is a recognized leader on the religion scene in our area. Although facing some of the same issues which confront other mainline churches today, we are moving ahead with a full awareness of such challenges but with an excitement about our responses which, with God's help, will be faithful to our present call. We find our church to be fully alive for this moment, and it is this intangible benefit we extend to our interested candidates.

CONFERENCE OR ASSOCIATION DESCRIPTIVE REFERENCE

Church Name: The United Churches of Olympia

Location: Olympia, Washington

Conference: Pacific Northwest

Association: Southwest Area

Name of staff assisting in the search: Mark H. Miller

Signature of staff assisting in the search

Date