



mosaic

BAPTIST CHURCH

Operating Model Design
Version 1.0

Version Control Sheet

Version	Author	Description	Date	Reviewed By	Date
1.0	MRT	First Draft	01.04.14	All Attendees	16.05.14
2.0	MRT	Updated with Attendee feedback		Mosaic Board	
3.0	MRT	Updated with Board feedback		Membership	

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Context

Context | Mosaic's History

By God's grace and over many years, Mosaic Baptist Church has grown in attendee numbers and organisational complexity which led to the adoption of the multi-congregational model.

- Mosaic Baptist Church has long had a missional focus, an emphasis on growth and a desire to promote the gospel and make new disciples. As a church we have been successful in achieving this objective and attendee growth has been increasing overtime.
- In the mid 2000's, attendee growth reached a point where the existing Page facilities were no longer large enough to accommodate regular attendees across the congregations.
- Rather than trying to curb attendee growth, Mosaic explored several church models that would better accommodate the current number of attendees, and support further growth into the future.
- In about 2006 it was decided that this could best be achieved by adopting a multi-congregational model, which was chosen in part to better use existing church facilities rather than having to substantially expand them.
- The recent launch of our Gungahlin congregation has been a catalyst to examine issues of multi-site management, and a period without a permanent Senior Pastor has highlighted the need to clarify the roles and responsibilities of leadership generally
- Since adopting the new model, Mosaic has been seeking better ways to manage and coordinate its growing congregations.
- Today we are a church that has grown to become a multi-congregational / multi- site model with over 600 regular attendees, 10 paid staff, numerous volunteers and four different leadership groups.

Context | Opportunities and Considerations

The growth of Mosaic Baptist has been a blessing. It has afforded us the opportunity to find new ways to manage our larger church community and multi-congregational/ multi-site model.

Opportunities

As we seek a new organisational model that is better suited to managing a large church, there are several opportunities to improve we operate now including:

- Improving Mosaic's ability to fulfil 'the Great Commission' and realise Mosaic's missional focus
- Increase attendee participation and involvement
- Clarify roles and responsibilities within the leadership group
- Improve decision making timeliness and transparency
- Achieve better stewardship of church resources

Considerations

There are a number of elements to our current operations that must be considered and if required, redesigned to better support large church management.

- **What do we:** What activities should we do as a church, and how should we group and structure those activities to realise Mosaic's purpose for existing.
- **Who does it:** Who is accountable and responsible for doing the activities that will realise Mosaic's purpose for existing.
- **How we make decisions:** What are the policies and guidelines that define who has authority to make which decisions, and what are the mechanisms and processes that enable effective decision making on a regular basis.
- **How are we funded:** As a unified church, how do we budget for, collect, then redistribute our financial resources to run the church and realise our purpose for existing.

Context | New Operating Model

Designing a new operating model is the best way to realise Mosaic's opportunities and key considerations. It will define how we will manage our larger church community now and into the future.

Components of the new Operating Model

What We Do

- **Operating Structure:** Describes how Mosaic will be structured in order to achieve its stated purpose
- **Functions:** Describes grouping of activities required to achieve Mosaic's stated purpose
- **Ephesians 4: 11 – 12** describes a simple church structure, with roles and areas of responsibility. The purpose was to equip God's people to do His work and build up the body of Christ

- **Organisation Structure:** Describes how Pastors, Enabling Staff, Servant Leaders, Board Members and Elders are grouped and specifies how they work together through reporting and lateral relationships
- **Roles & Responsibilities:** Describes specific activities that need to be undertaken, scope of responsibility, required competencies, and performance measures against which individuals can be assessed
- **1 Corinthians 12: 5 – 7** although there are different kinds of service, each aims to serve God and support others. Well defined roles facilitate people being selected for roles which align with their giftings

Who Does It

How We Make Decisions

- **Governance Model:** Describes the oversight mechanisms that enable transparent decision making throughout the church
- **Exodus 18: 13 – 23** Jethro wisely advised Moses to appoint suitably gifted people to act as leaders and decision makers to sub-groups of the Israelites. This shared the burden of leadership and effective decision making occurred

- **Funding Model:** Describes how Mosaic will collect, budget and distribute giftings in order to achieve its stated purpose
- **1 Corinthians 16: 1 – 2** outlines the early church procedure for budgeting and ensuring there is enough money to allocate to the work God's people are doing

How We Are Funded

Context | Benefits

Redesigning Mosaic's operating model will have many benefits for the leaders, staff and attendees of Mosaic Baptist.

What We Do

- Better capability to fulfil 'the Great Commission' and realise Mosaic's missional foundation
- Better alignment between what we do and our purpose for existing

Who Does It

- Improved ability to match the right person with the right role
- Greater clarity of roles and responsibilities

How We Make Decisions

- Greater clarity of who has authority to make different decisions
- Improved decision making processes
- Making more timely decisions

How We Are Funded

- Better funding prioritisation and budget estimation
- Increased transparency of spending priorities
- Clear process to collect and distribute givings
- Better stewardship of church resources

Design Considerations

Design Considerations | Design Vision

Mosaic's new operating model design is intended to realise our vision in which Mosaic will continue to grow, make new disciples and promote the gospel through a multi-congregational model of church.

- As a church God has given us an opportunity to further His kingdom in partnership with Him. We believe God wants to use the local church to bring the good news of Jesus to our community and region - that others may come into a transforming relationship with their creator through the power of the Spirit.
- To do this effectively we believe the multi-congregational model allows us to operate as one church, more effectively reaching different people with the same message.
- The establishment of new congregations not only gives us opportunities to reach people geographically it also allows us to be more effective in discipling them.
- The growth of our church is no longer limited by the size of our facility. We can use our current facilities more effectively, grow in different locations, and focus on particular demographics.
- The multi congregational model gives more people an opportunity to be actively involved in seeding new work and achieving the larger vision in a local context. Congregations build their own sense of community - congregations become a place to belong, not just attend. Our congregational diversity becomes a strength in reaching others.
- To do this well we need good structures and communication. We need to share stories of what God is doing across Mosaic and recognise we are all part of the one body. Part of this journey is the sharing of resources and talents across congregations.

Design Considerations | Design Drivers

Our current size, focus on evangelism and the multi-congregational model are key drivers for decision making about specific components as well as the overarching design of the operating model.

Current Size, Evangelism and Discipleship

Our current size, scale and desire to see more disciples has influenced the operating model design, and a 'large church structure' is needed to ensure the design meets our current and future needs. We are now a church with:

- **Annual Budget:** \$1,000,000 approx.
- **Regular Attendees:** 700 adults, 150 children approx.
- **Mosaic Staff Members:** 10 paid staff
- **Congregations:** Many congregations, two campuses

The Multi-congregational Model

Gathering as a church community in multiple, rather than one single congregation has many benefits, but also a number of implications across the operating model. Some of the benefits are:

- More people having the opportunity to play a role in their home congregation
- We can use our existing church facilities more effectively rather than having to spend money on expanding our Page auditorium
- We have more places to invite friends and co-workers who live in other parts of town to attend our church
- Greater capacity to impact the communities in which congregations are located
- It will make starting new congregations easier because we won't have to reinvent the wheel
- The model reduces the cost of managing individual congregations because common costs can be shared across multiple congregations.

Design Considerations | Implications

A key implication for the design is that it needs to include mechanisms that encourage localised community within congregations, while still maintaining church unity across all congregations.

Balancing Community and Unity

The growth of Mosaic, both in terms of number of attendees and congregations/geographies, and the adoption of the multi-congregational model means a balance must be struck between:

- Operating our church in an efficient, effective and unified way across the congregations, and
- Encouraging localised community, and the organic growth of new ministries from within congregations.

Implications for the Operating Model

Although finding the right balance will be an ongoing and continuous process, there are some immediate implications for the operating model design.

- The design must include some mechanisms that allow our church to operate in an efficient, effective and unified manner. These mechanisms are:
 - Managing some aspects of church operations centrally
 - Doing some parts of 'church' the same way across each congregation
- The design must also include some mechanisms that encourage localised community and the organic growth of new ministries. These mechanisms are:
 - Managing some aspects of church operations locally within congregations
 - Doing some parts of 'church' differently in each congregation

Design Considerations | Design Foundation

A design foundation with three organisational layers enables us to have both localised community within congregations, and efficient, effective and unified management across congregations.

Local Level

- The local level is designed to enable autonomy, unique individual expression and organic growth of new ministries and congregations, but must align with central goals and objectives.
- A large component of Mosaic activity occurs at the local level, as it refers to activity occurring within congregations and the different ministries operating within each.

Central Level

- The central level is designed to provide a cohesive layer of leadership and management across the operating model.
- Activity at this level will ensure Mosaic as a whole is working towards achieving a common set of objectives and that each congregation adheres to Mosaic's vision, strategic objectives, values and statement of beliefs.

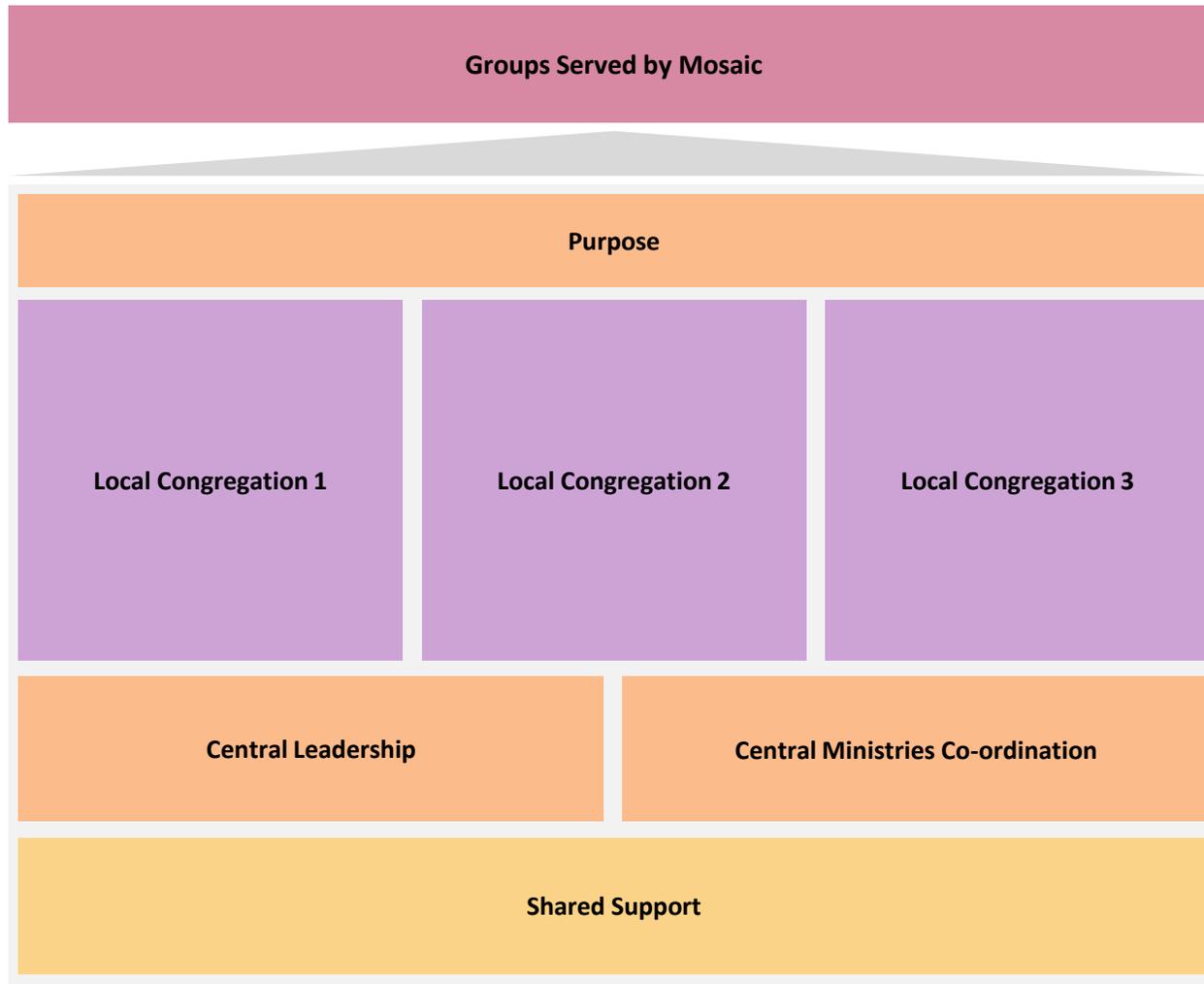
Support Level

- The support level is designed to provide efficient delivery of support services that are common across Mosaic.
- These activities i.e. IT, finance, communications can be provided centrally without impacting the autonomy of congregational activity.

Organising Mosaic

Organising Mosaic | Proposed Design

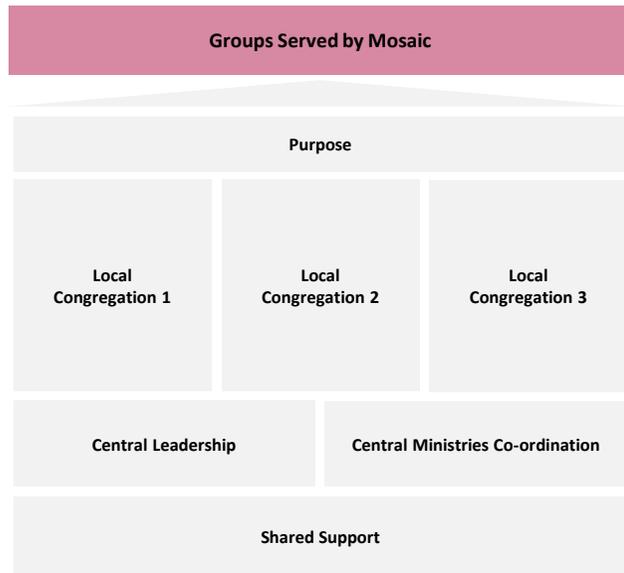
Mosaic’s new operating model design is intended to increase transparency and clarity about how our church is managed and operated for the benefit of attendees, staff and members.



Design Description
<p>Design Principles</p> <ul style="list-style-type: none"> • Mosaic will be centrally managed and operate with a single vision, strategic objectives, values and statement of beliefs • Congregations will be the church's foundation and way we organise to achieve Mosaic’s vision and strategic objectives • Congregations will have a common foundation, but unique focus • Attendees will be encouraged to engage with the church through a ‘home congregation’
<p>Mosaic Baptist Church Exists to Serve:</p> <ul style="list-style-type: none"> • God • Attendees • Canberra community and surrounding region • Supported Christian workers • Partner organisations
<p>Mosaic’s Other Stakeholders are:</p> <ul style="list-style-type: none"> • Association of Baptist Churches NSW/ACT • ACT Government
<p>Mosaic’s Organisational Structure:</p> <ul style="list-style-type: none"> • Is multi-congregational and multi-site • Bound by a unifying mission, strategic objectives, values and statement of beliefs • Governed in accordance with the principles of Priesthood of all believers • Funded by centralised budgeting and allocation mechanisms • Enabled by a shared support function

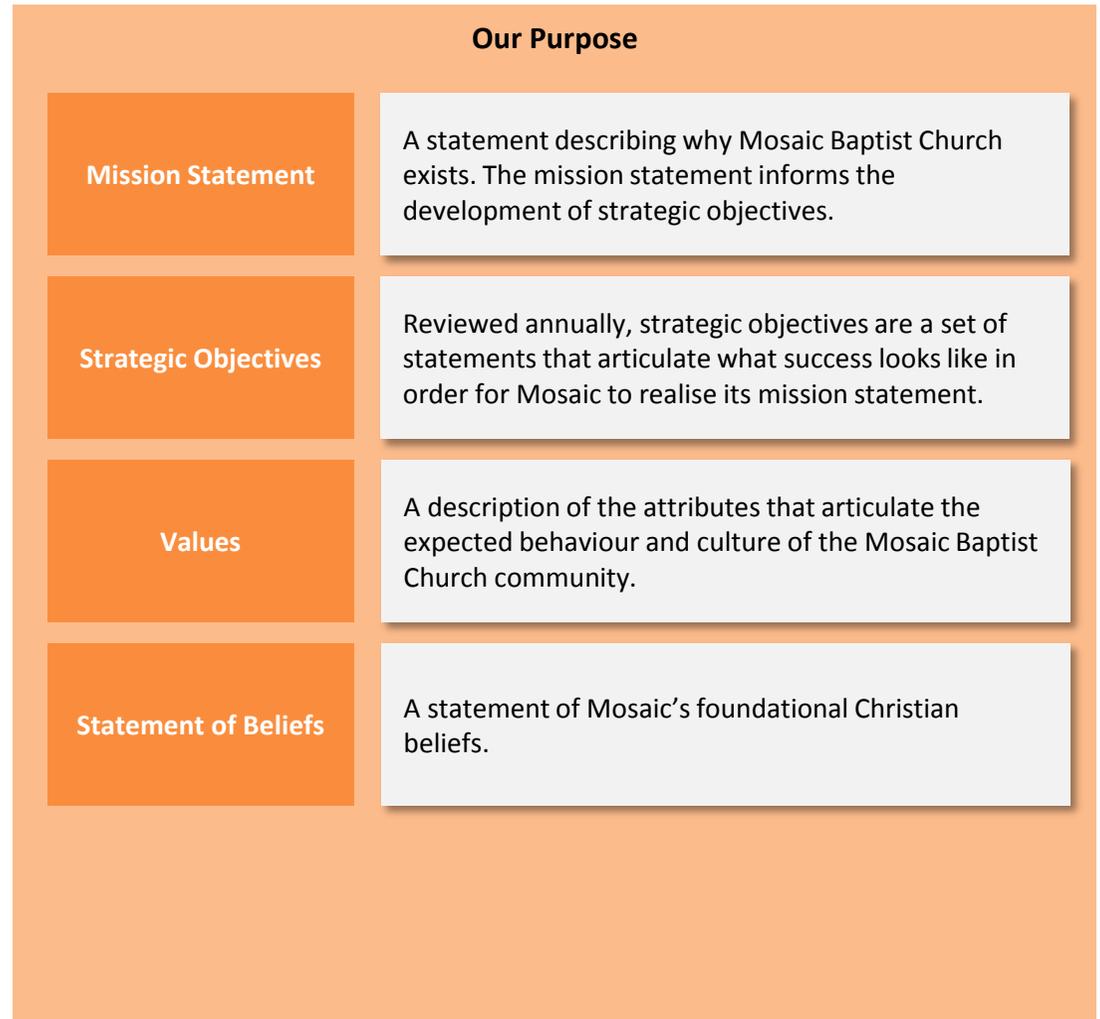
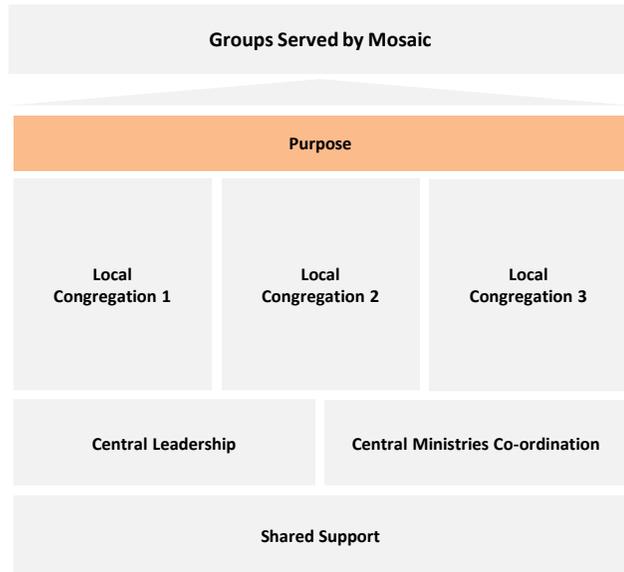
Organising Mosaic | Groups served by Mosaic

We are a community of believers who come together at Mosaic Baptist Church, an organisation that exists to serve God, different groups, and individuals in our local, regional and global community.



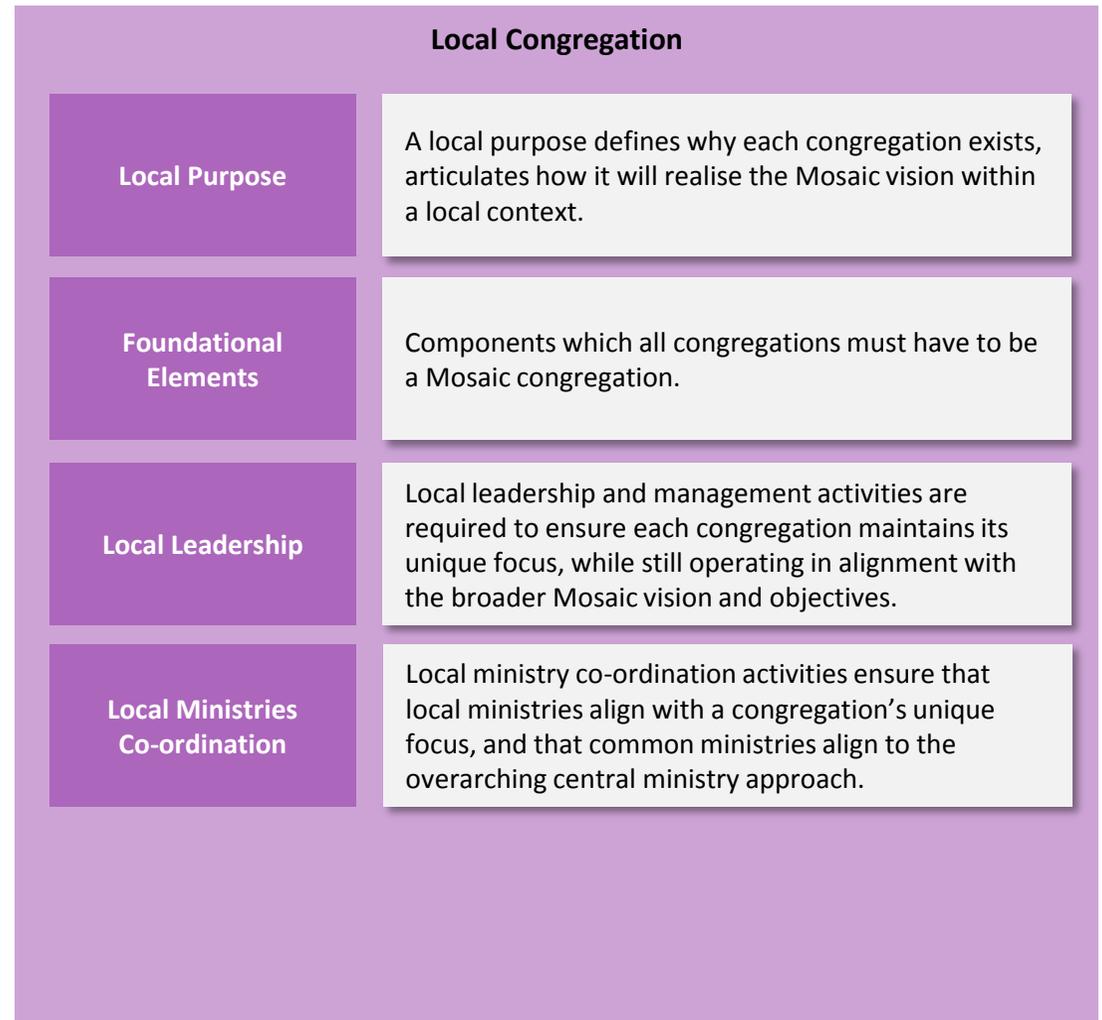
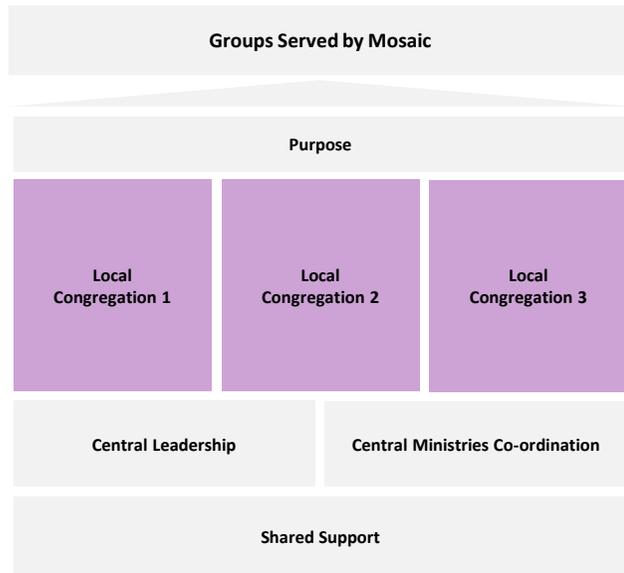
Organising Mosaic | Our Purpose

Our Purpose consists of our Mission Statement, Strategic Objectives, Values, and Statement of Beliefs which collectively define why we exist and articulate how we will serve our chosen groups and individuals.



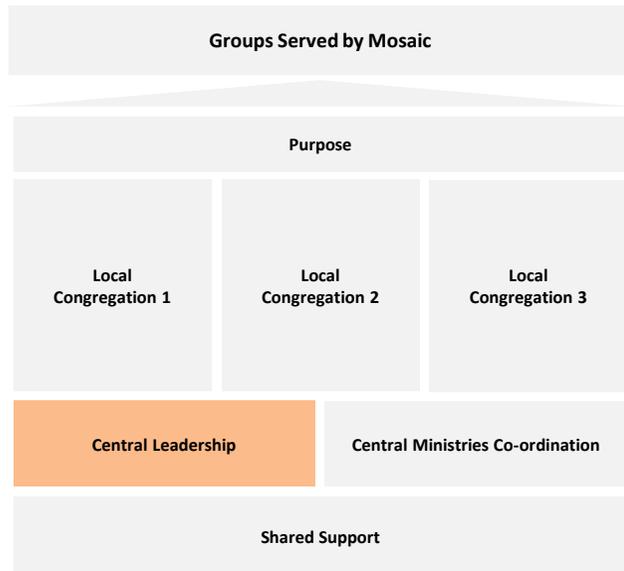
Organising Mosaic | Congregations

To achieve our purpose we undertake a range of different activities within congregations. It is logical to organise our activities on a congregational basis because we operate using a multi-congregational model.



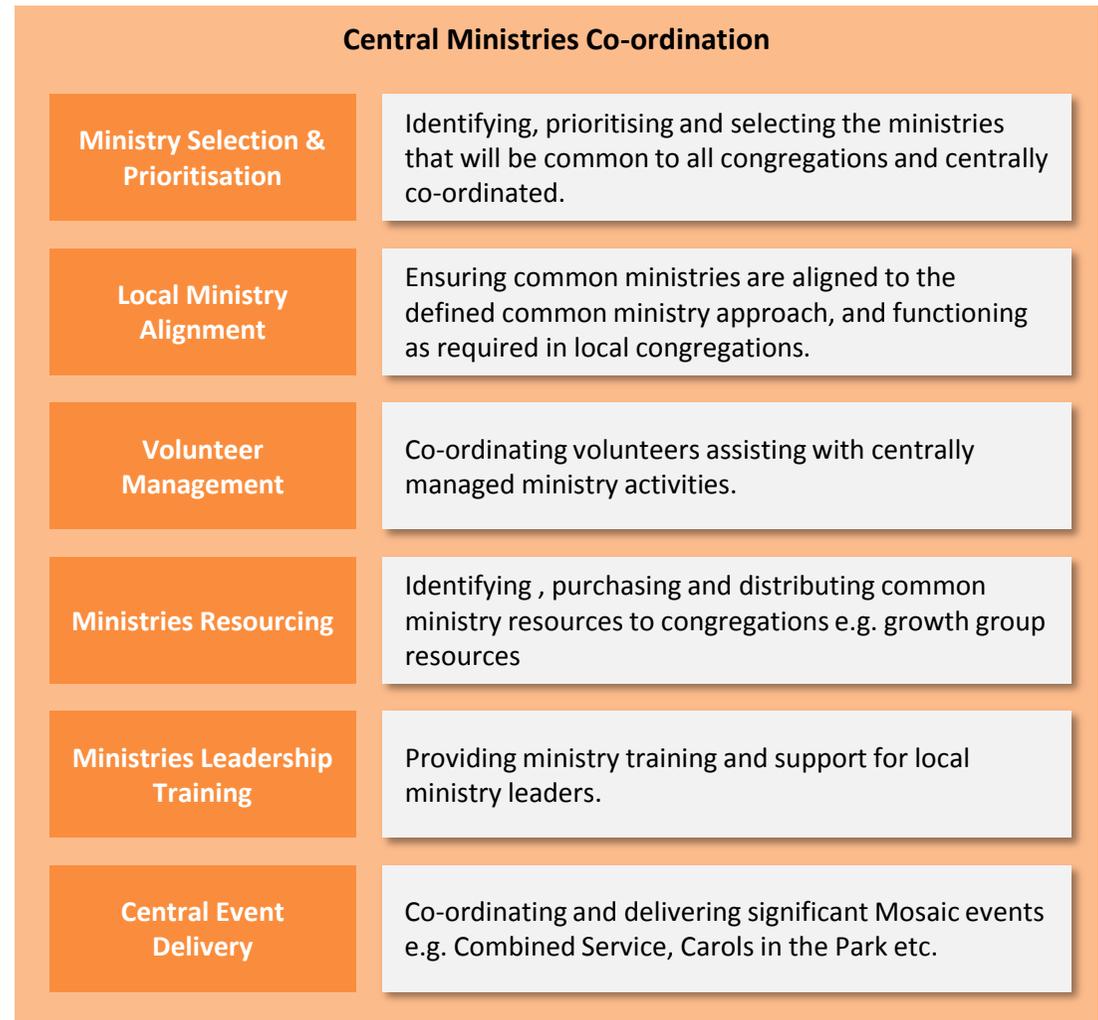
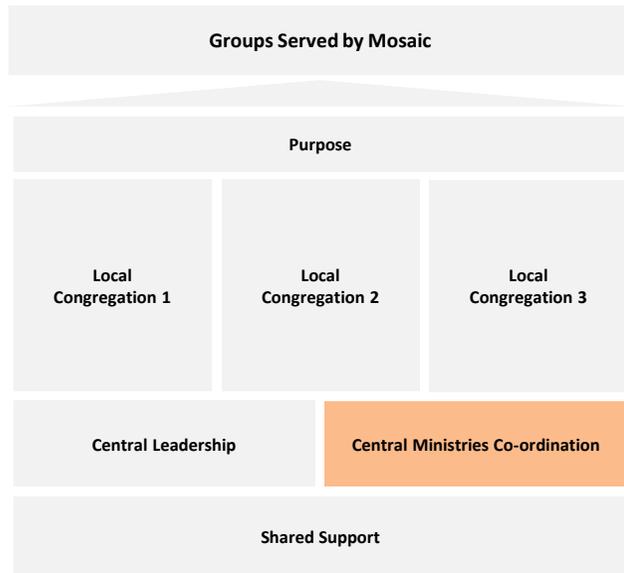
Organising Mosaic | Central Leadership

As we want to operate as a single unified Church, central leadership and management activities are required to ensure we operate in a unified way, and that all activity is aligned to our strategic objectives.



Organising Mosaic | Central Ministries Co-ordination

Ministries that are common to all congregations can best be managed and co-ordinated centrally. Central ministry co-ordination will facilitate resource sharing and consistent ministry delivery.



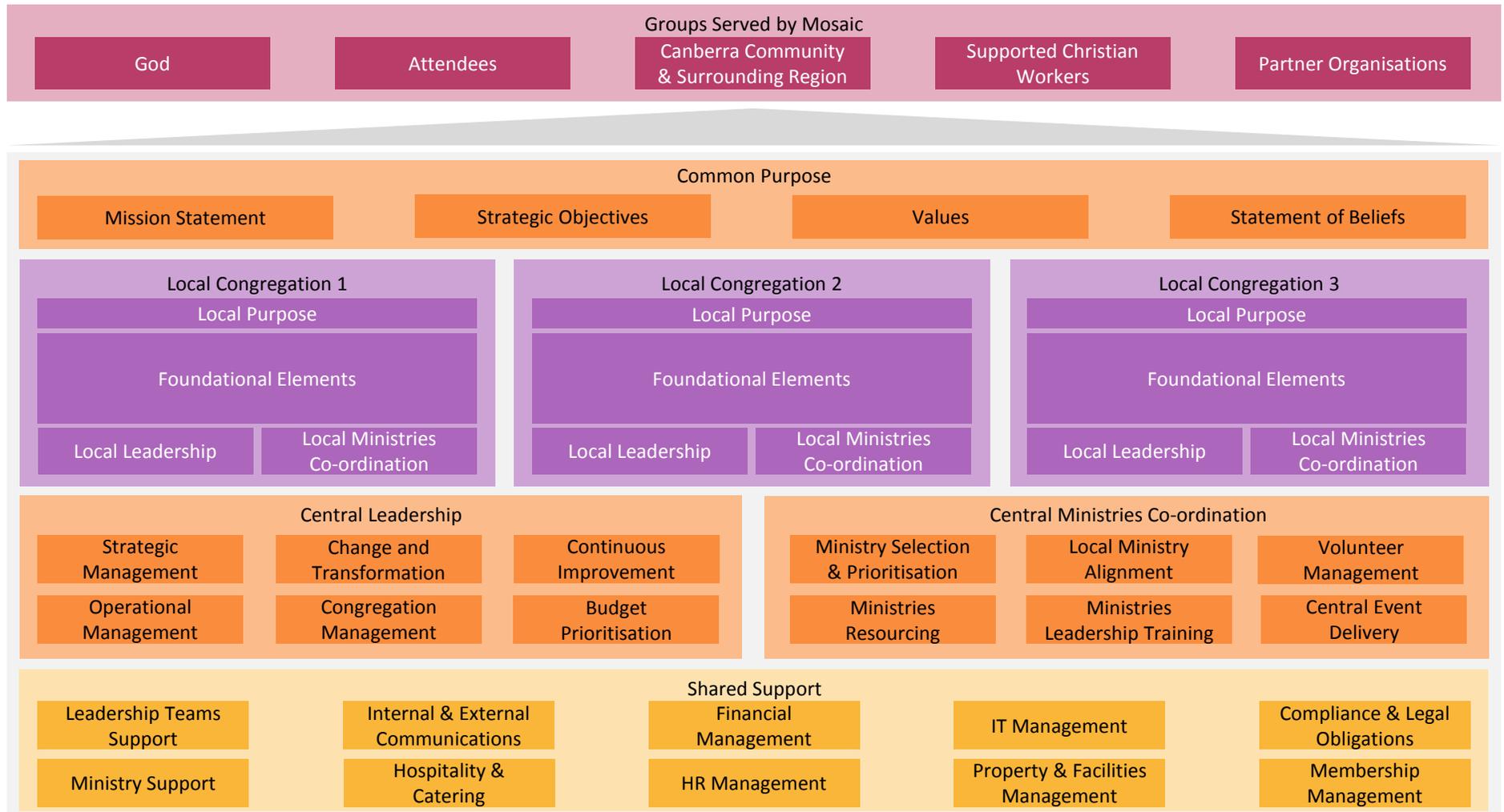
Organising Mosaic | Shared Support

Congregations also have common administration needs, and these needs can best be met by a shared support function operating centrally.



Organising Mosaic | Detailed Proposed Design

All the different components combine to describe the second level of detail of the proposed operating structure design.



Mosaic Congregations

Mosaic Congregations | Design Foundation

The congregation design is based on three key components: foundational elements that define a Mosaic congregation, and the expression of those foundational elements through common and local ministries.

Foundational Elements

A desire to ensure our multiple congregations operate within one unified church necessitates the definition of foundational elements i.e. components which all congregations must have to be a Mosaic congregation. The foundational elements are:

- Biblical Teaching
- Worship
- Prayer
- Discipleship
- Building Community
- Outreach

These elements identify the 'what' each congregation must have, but don't define 'how' each congregation integrates these elements in their own local context.

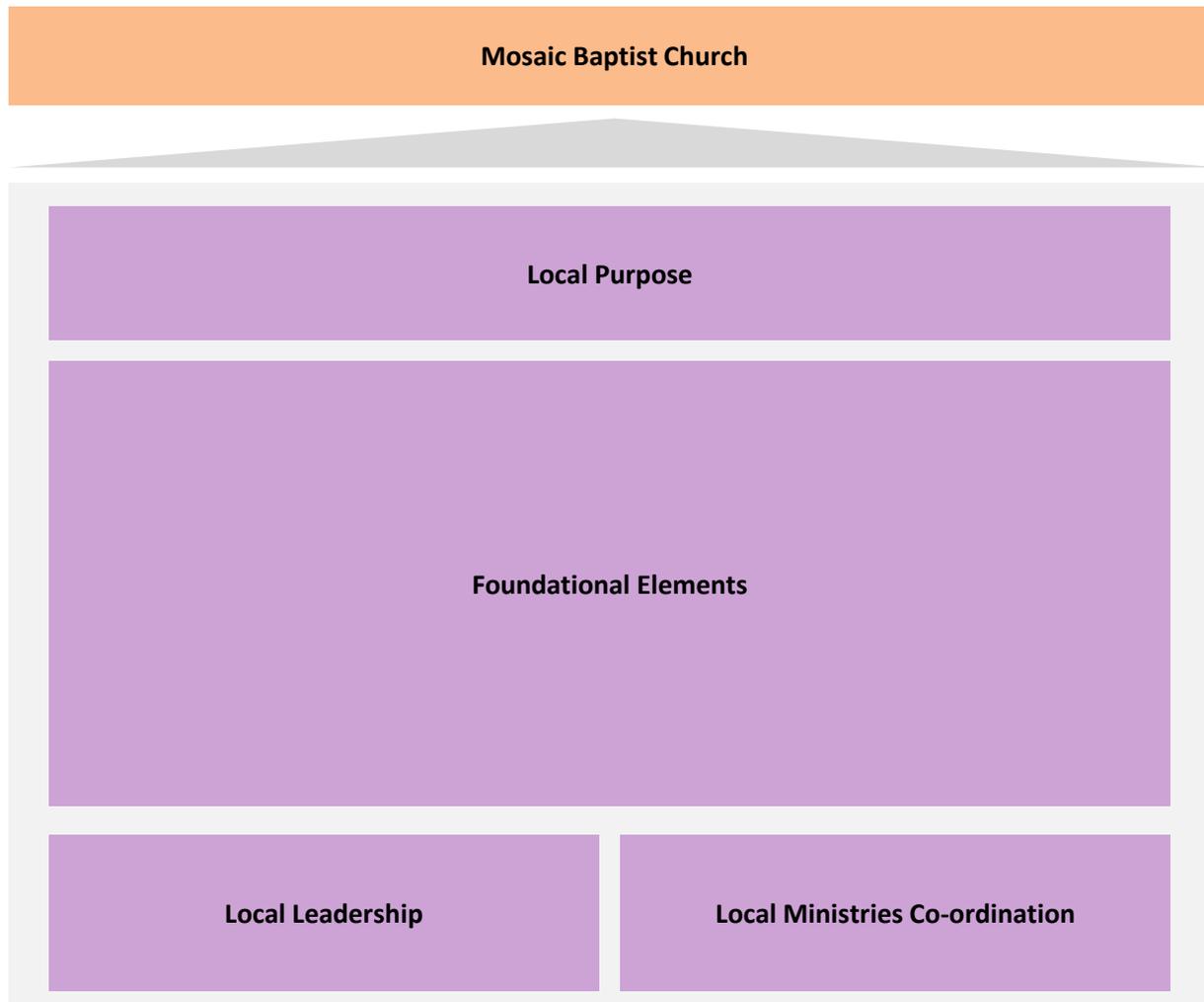
Common and Local Ministries

A congregations foundational elements are usually demonstrated through one or more of its ministries. In order to balance unique expression within congregations while still maintaining church unity across all congregations, some ministries will be common to all congregations and some will be local to a particular congregation.

- **Common Ministries**
Common across multiple congregations, common ministries are jointly agreed by the central and local leadership teams e.g. Men's Ministry. Common ministries are intended to support:
 - The efficient, effective and unified operations of our church across all congregations.
- **Local Ministries**
Chosen by congregations to pursue opportunities that align with a congregation's local purpose and unique focus e.g. Bimberi. Local ministries are intended to:
 - Encouraging localised community, and the organic growth of new ministries from within congregations.

Mosaic Congregations | Proposed Design

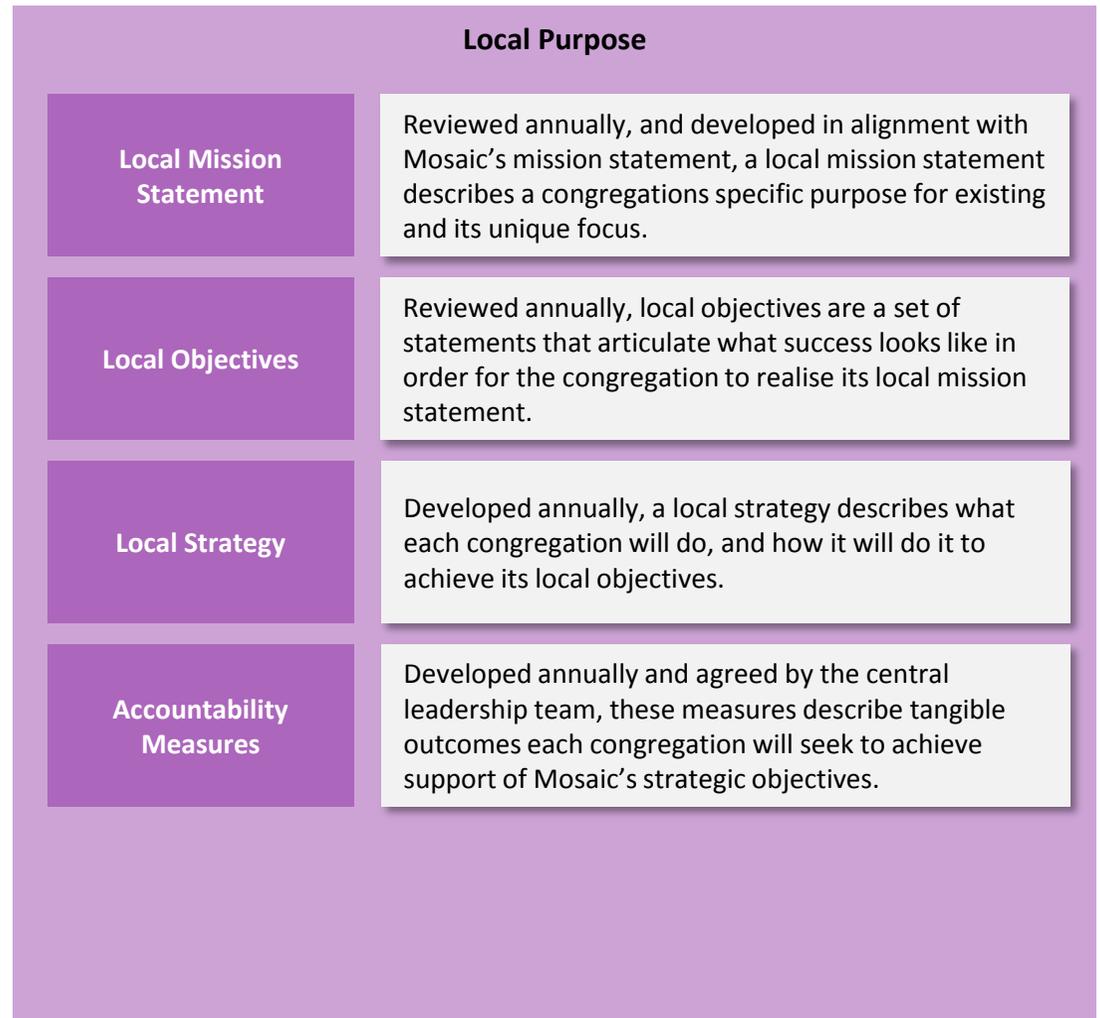
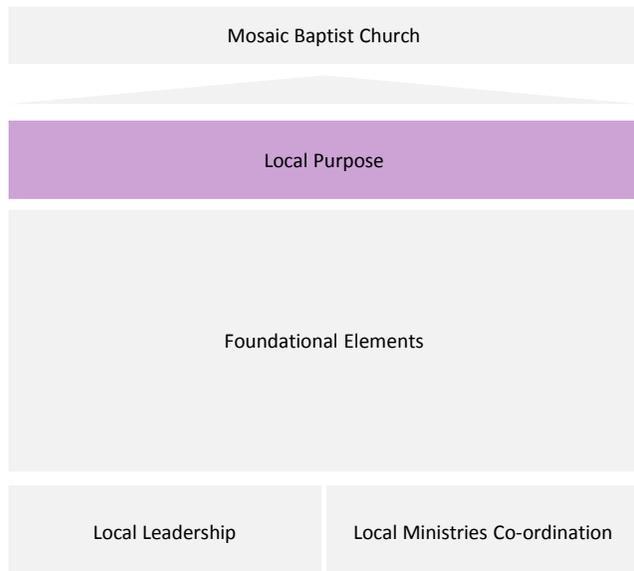
In addition to each congregation having foundational elements, a Mosaic congregation is endorsed by the Mosaic leadership and exists to realise the Mosaic mission and strategic objectives.



Design Description
<p>A Mosaic Baptist Church Congregation:</p> <ul style="list-style-type: none">• Is endorsed by the Mosaic leadership• Exists to realise the Mosaic mission, strategic objectives, values and statement of beliefs• Is funded by a centrally allocated budget• Collects givings on behalf of Mosaic Baptist Church
<p>Local Purpose</p> <ul style="list-style-type: none">• Has a specific purpose with a unique focus
<p>Foundational Elements</p> <ul style="list-style-type: none">• Demonstrates the existence of the foundational elements through common and local ministries. Foundational elements are<ul style="list-style-type: none">• Biblical Teaching• Discipleship• Worship• Building Community• Prayer• Outreach
<p>Local Leadership</p> <ul style="list-style-type: none">• Has an appointed leader• Is managed by a local leadership team
<p>Local Ministries Co-ordination</p> <ul style="list-style-type: none">• Manages and co-ordinates its own local ministries to achieve its specific purpose and unique focus

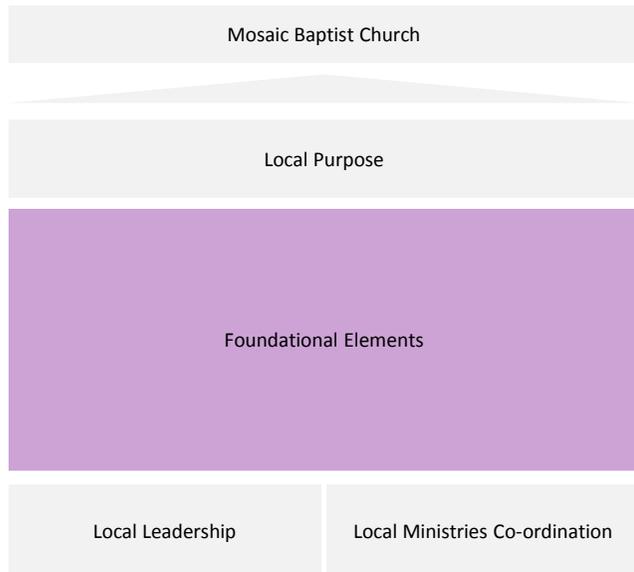
Mosaic Congregations | Local Purpose

A local purpose defines why each congregation exists, articulates how it will realise the Mosaic vision within a local context, and defines measures each congregation will be accountable to achieve.



Mosaic Congregations | Foundational Elements

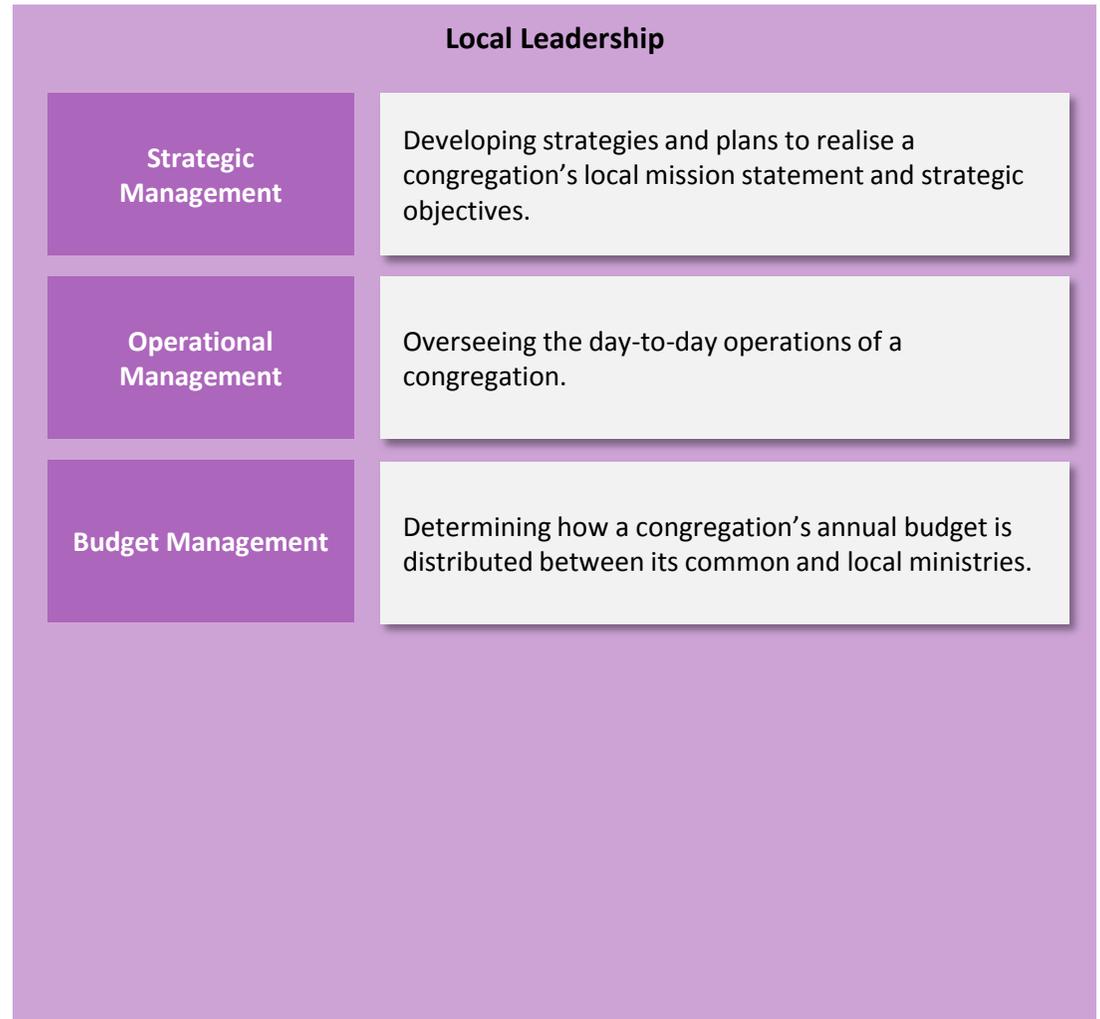
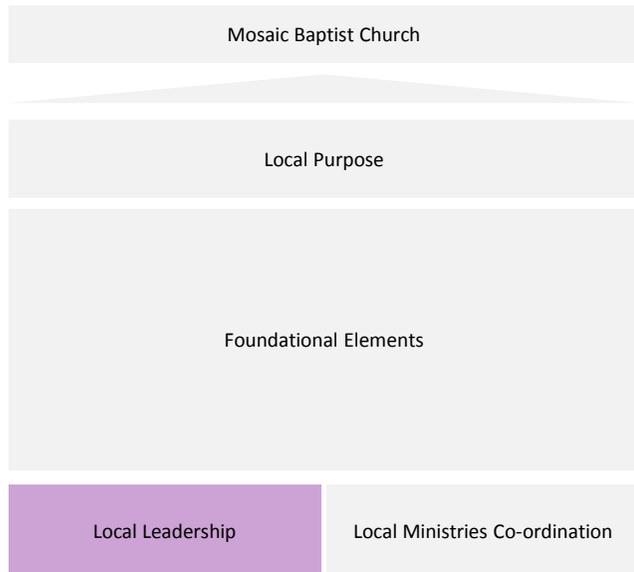
Each Mosaic congregation is required to demonstrate the existence of all foundational elements, and these elements will typically be expressed in the form of common and local ministries.



Foundational Elements	
Biblical Teaching	Allowing God to inspire and challenge us through the reading and study of His Word.
Worship	Gathering together to remind one another of the truth of God's character and humbling ourselves before Him in response.
Prayer	Joining together to speak with and listen to God.
Discipleship	An intentional plan or program to deepen people's relationship with God and knowledge of the Bible
Building Community	Seeking to ensure people feel welcomed, known and cared for and are able to participate in the life of the congregation.
Outreach	Sharing the love of God by practically engaging with people locally and globally.

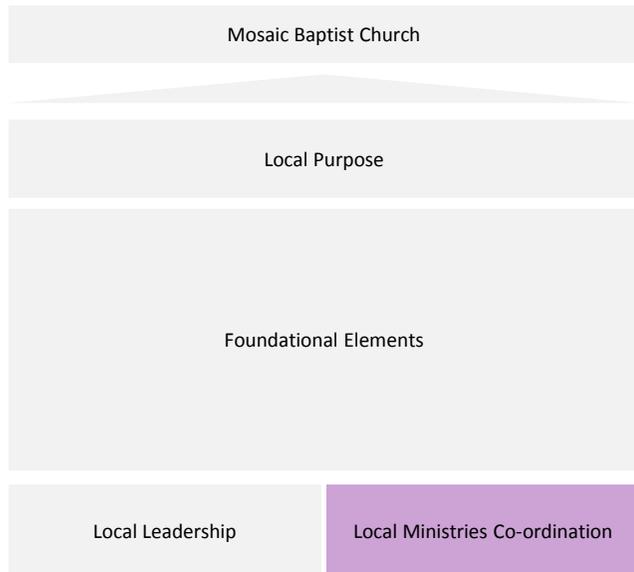
Mosaic Congregations | Local Leadership

Local leadership and management activities are required to ensure each congregation maintains its unique focus, while still operating in alignment with the broader Mosaic vision and objectives.



Mosaic Congregations | Local Ministries Co-ordination

Local ministry co-ordination activities ensure that local ministries align with a congregation's unique focus, and that common ministries align to the overarching central ministry approach.



Mosaic Congregations | Detailed Proposed Design

All the different components combine to describe the second level of detail of the operating structure design for congregations.

Mosaic Baptist Church

Local Purpose

Local Mission Statement

Local Objectives

Local Strategy

Accountability Measures

Foundational Elements

Biblical Teaching

Prayer

Building Community

Worship

Discipleship

Outreach

Local Leadership

Strategic Management

Operational Management

Budget Management

Local Ministries Co-ordination

Local Ministry Selection & Prioritisation

Volunteer Management

Common Ministry Alignment

Roles and Responsibilities

Decision Making

Funding and Budgeting