

A Network that Works

A restructuring plan for the O‘ahu Baptist Network

The leadership council of the O‘ahu Baptist Network has been discussing and working on a restructuring plan for OBN for about two years. While we cannot record all of the discussions and meetings that have taken place since this process started, this document will summarize that process to provide context for the proposed plan and explain transition plans.

History

What several current LC members had in common when they began their terms of service was a lack of understanding as to their role, the purpose of the LC, and ultimately the purpose of the OBN. This question was raised in different ways during LC meetings, which helped lead to a decision to review and, if necessary, revise OBN’s constitution and bylaws. The proposed partnership with the Hawai‘i Pacific Baptist Convention complicated this matter further. The main question was

**How can we enter a partnership if we do not even know
who we are or what we are supposed to do?**

At the 2019 OBN Celebration, it appeared based on the questions and discussion during the meeting that this lack of understanding of the purpose of OBN as well as the purpose of the partnership was widespread. A positive from that meeting was a survey completed by about 50 of those in attendance. Results from this survey helped the LC have some idea of what members of OBN churches think the focus of OBN should be.

The general position espoused by people at the meeting and by members of the LC is

- They want O‘ahu Baptist churches to work together.
- They want an OBN only if it actually helps churches work together.
- They want an OBN that adds to, works with, complements, but does not duplicate what HPBC does.

The LC has worked over the past year developing a plan that will enable OBN to be a network that helps churches cooperate in the advancement of the kingdom. Here are some of the questions that have guided the development of the plan:

- What is a network of churches?
- What should OBN do if it is to be a network?
- How should we be organized to function as a network?
- What resources (human, financial, etc.) will be required to function as a network?
- What is the role of the leadership council?
- How can we transition from what we have been to what we need to be?

This restructuring proposal is an attempt by the LC to answer these questions.

Proposed Restructuring Plan

Mission statement The O‘ahu Baptist Network is a cooperative organization of Baptist churches on O‘ahu focused on working together to advance God’s kingdom by fulfilling both the Great Commission (Matthew 28:19-20) and the Great Commandment (Matthew 22:34-40).

Objectives

1. Missions/Evangelism

To be involved in local and international missions and evangelism by working with local churches and para-church ministries to launch, develop, facilitate, promote, and provide resources for events, programs, and other activities.

2. Church planting/revitalization

To equip churches for church planting and church revitalization and encourage them to cooperate with each other in these endeavors

3. Church assistance

To help foster and develop inter-church relationships that lead to meeting each other’s needs

4. Orientation and mentorship of new ministry leaders

To facilitate the transition of new ministry leaders or ministry leaders new to Oahu including encouraging and establishing mentorship relationship

5. Discipleship

To help equip churches to disciple in their contexts

6. Communication

To communicate with OBN churches in personal and technological ways

Guiding principles

The churches are the network.

For a network to be a network, it needs its member parts to be cooperating and communicating with each other. The health and quality of the network will be dependent upon its members acting cooperatively upon their commitment to the mission statement. This means

- OBN churches must covenant together to fulfill the mission of OBN.
- Leaders and members of OBN churches must participate in the planning, developing, and implementing of cooperative activities and programs.

The network should have a team attitude.

The member churches need to see that they are on the same team. Depending on circumstances, they will take on different roles, but the attitude needs to be that we are working together, regardless of our roles, to achieve our objectives.

The leadership council is a team to help other teams.

The LC is not the OBN. The LC helps bring together OBN churches and individuals to help fulfill objectives. Each LC member will be assigned at least one of the six areas above and be responsible for working with a broad spectrum of OBN churches to develop activities and programs in these areas. Their job is to help the network function as a network. In a sense, the LC will be a hub for the network – not primarily in the sense of hierarchy, but in the sense of coordination and communication. Our proposal renames this group the Leadership Team.

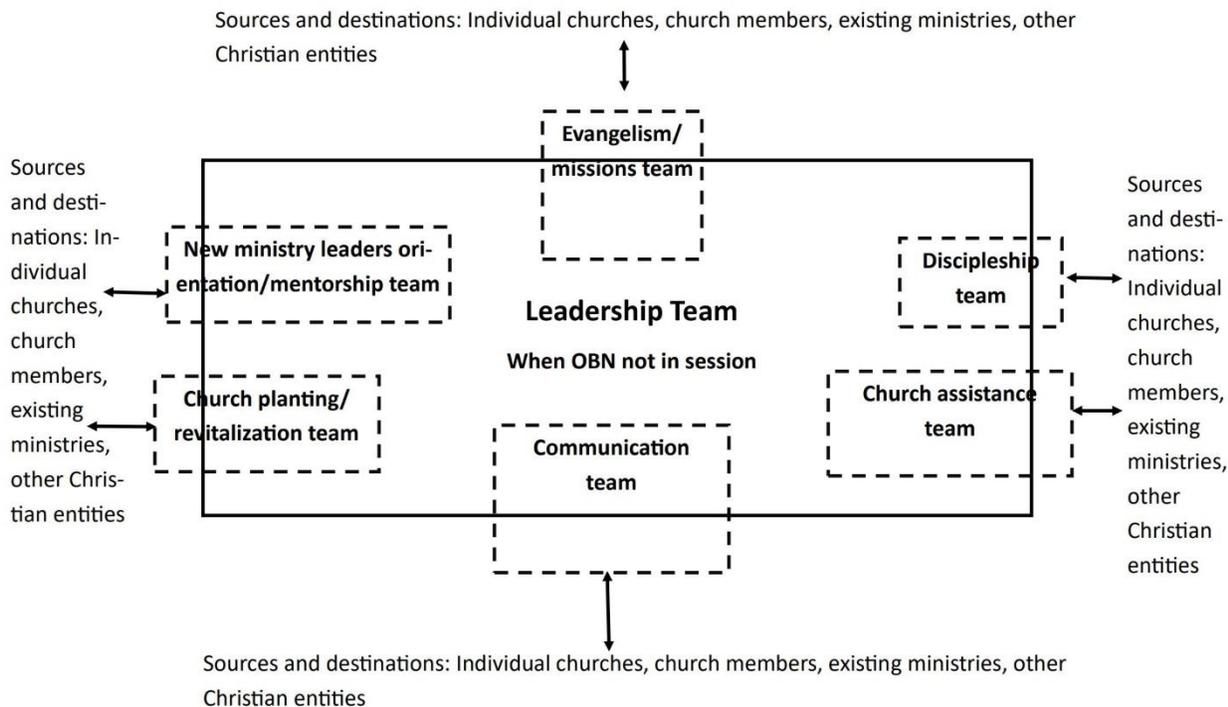
Ministry grows from the network and is not imposed on it.

For lack of a better term, ministry should be “organic.” An idea might come from many different sources. However, what that idea becomes will be determined in how part or all of the network helps it grow. We anticipate that some ministries will become part of what we do for decades to come while others will be here only for a season.

Organizational structure

Review the chart below for an idea of what the proposed restructuring will look like.

- The Leadership Team is in the center because it is responsible for communicating and coordinating efforts, ideas, and activities. OBN churches will still work together without the LT. However, this team will be available for those who would like the added assistance.
- The area teams are marked with dashed lines both in and out of the LT block. This is to indicate (1) that these areas will consist of LT members and members from OBN churches and (2) that the entire LT is still responsible for helping in these areas. The assigned members ensure that attention is given to this area and facilitates communication between OBN members and the LT.
- Initiating, planning, developing, and implementing ministries and ideas is not a one-way, top-down, or bottom-up flow. The intent is to show that this organization is a network with all of these things flowing multi-directionally.



The restructuring will require changes to the OBN constitution and bylaws. See attached.

We want to minimize the administrative costs for maintaining OBN. However, we understand that as OBN activities grow, we might need increases in this area. For example, we propose initially minimal compensation for the moderator who has taken on an expanded role. This position might need to be expanded if this position requires more time to do effectively.

OBN ministries

As ministries develop from the network, the usual objective will be for these to become either independent or primarily self-sufficient. By self-sufficient, this means the ministry either generates revenue to pay for itself or is being operated or supported by one or more churches. This might not be the case from the beginning and in some situations might take years.

Currently, there are only two ministries proposed to be retained. Others can be added as we move forward. The two ministries are

- Youth camp. This ministry is largely self-sufficient, mostly paid for through camp registration fees and donations usually made for scholarships.
- O‘ahu Bible Institute. This ministry is self-sufficient funded through tuition or donations from churches and individuals.

Although these ministries are self-sufficient, OBN is financially responsible for both should they not be able to meet their financial obligations.

NOTE: International Student Ministries is included in the HPBC budget.

Transition Plan

Part of the proposal is for all current members of the LC to remain as members of the Leadership Team throughout the transition. This will allow those who developed the restructuring to oversee its implementation. There are current openings on the LC, which should be filled as soon as possible.

In 2021

- Communicate the restructuring with OBN churches.
- Assign LT members to teams.
- Add team members from OBN churches.
- Develop budget and planning calendar for following year.
- Evaluate and develop 2021 budget.
- Develop short and long-range plans for each area.
- Develop financial and other policies.
- Meet with HPBC to discuss particulars of the partnership agreement.

By 2022, we will continue to work in these areas as needed and should be able to do so with greater specificity and precision. We anticipate that there will be unforeseen factors to address, but since this is in many ways a new model, it is difficult to specify these at this time.

Proposed budget

Attached you will find a budget for 2021 that corresponds to the restructuring plan. Although we do not have specific events and activities for much of the budget, we wanted to make money available so that we do not hamper OBN’s ability to implement ministries in 2021.

For 2021, our budget is showing a deficit of \$18,256. This is a transition year, and it is difficult to know exactly how much will be spent. We expect the 2022 budget to be more specific and precise. Some factors to consider:

- HPBC approved its 2021 budget prior to OBN’s approval. HPBC budgeted \$25,000 for OBN.

- OBN has \$53,045 in reserves (\$52,725 undesignated).
- Money that is budgeted is not necessarily money that is spent. If we are spending money prudently and we require the entire budget, that should mean that we are doing meaningful kingdom work.

If future budgets require more money than HPBC budgets for OBN, OBN will need to either cut its budget or seek other revenue streams (e.g., direct donations from OBN churches and other sources).

DRAFT
O‘ahu Baptist Network
Constitution

Preamble

Recognizing our common mission to advance God’s kingdom by fulfilling the Great Commission cooperatively, we hereby establish and maintain this network of Southern Baptist churches on O‘ahu.

ARTICLE I - Name

The O‘ahu Baptist Network

ARTICLE II – Mission Statement

The O‘ahu Baptist Network is a cooperative organization of Baptist churches on O‘ahu focused on working together to advance God’s kingdom by fulfilling both the Great Commission (Matt 28:19-20) and the Great Commandment (Matthew 22:34-40).

ARTICLE III - Composition

The O‘ahu Baptist Network (OBN) shall be made up of churches on the island of O‘ahu who are part of the Hawai‘i Pacific Baptist Convention (HPBC) and have agreed to partner together in accordance with this constitution and the accompanying bylaws.

ARTICLE IV - Theological Basis

One of the foundational principles of the church is the witness to God’s power that comes when believers from diverse backgrounds and giftings are united by the Spirit through a common faith in the person and work of Jesus Christ with the primary purpose of building up the body of Christ in love (e.g., 1 Corinthians 12, Romans 12, Ephesians 4).

Baptists, in accordance with the clear teaching of Scripture, believe that this unity take place first and foremost in the local church. Secondly, God calls together these churches of like faith to cooperate in advancing the kingdom more effectively and to display to the world the unity that comes from God for those who share a common faith in Jesus Christ.

ARTICLE V - Philosophical Basis

Baptists believe in the autonomy of the local church, and they believe that they are stronger when they pool resources and cooperate in a spirit of love and servanthood. To put into practice both of these beliefs, the OBN is founded on the voluntary association of each member church that in no way limits the autonomy of each church. Each church will choose how it will participate in the OBN. OBN churches may, however, disassociate with churches for doctrinal and other reasons that show a church is not of like faith.

ARTICLE VI – Relationship to the Hawaii Pacific Baptist Convention

By the same beliefs in Article V, the OBN will retain its autonomy while freely associating with the Hawaii Pacific Baptist Convention. This autonomy includes its rights to self-governance and to the use of its financial resources. Its relationship with the convention should in no way be understood as a subordinate relationship.

ARTICLE VI - Annual Meeting

The OBN shall meet annually in general session at a time designated by the OBN Leadership Team. The annual meeting shall be composed of duly elected messengers from OBN churches and presided over by the officers of the OBN.

ARTICLE VII - The OBN Leadership Team

The OBN Leadership Team shall be made up of 11 to 15 members in good standing from participating churches, elected by the messengers at the annual meeting of the OBN. The members shall serve three-year and may be re-elected to consecutive terms. In accordance with this constitution and the accompanying bylaws, this council has full authority to govern the OBN between annual meetings. The same officers shall serve both the annual meeting and the OBN Leadership Team.

ARTICLE VIII - Officers

The officers of the OBN are moderator, vice moderator, clerk, and treasurer. They shall be members in good standing with OBN churches and elected at the annual meeting. If vacancies occur between annual meetings the OBN Leadership Team shall have the authority to elect a replacement at a duly called meeting. From time to time other officers may be added upon the recommendation of the OBN Leadership Team and election at an annual meeting. Officers shall serve three-year terms and may be re-elected to consecutive terms.

ARTICLE IX - Organization

In accordance with this constitution and the accompanying bylaws, OBN may create and administer programs and structures that will accomplish its purpose.

ARTICLE X - Rules of Order

Roberts Rules of Order (most current edition) shall be used as rules of order for OBN. The rules should be followed with the spirit of love, humility, servanthood, and grace that the Bible demands of all followers of Christ.

ARTICLE XI - Amendments

This constitution may be amended by a two-thirds vote of messengers present and voting at the annual meeting, provided that the amendment has been presented in writing at a previous session of the OBN Leadership Team and communicated with churches by mail and/or electronic means at least one month prior to the meeting.

ARTICLE XII - Dissolution

If at any point this organization should dissolve and cease to exist all assets including cash, properties, and equipment shall be passed to the Hawaii Pacific Baptist Convention.

**DRAFT
O‘AHU BAPTIST NETWORK
BY-LAWS**

Article I

Composition and Affiliation

The Oahu Baptist Network (OBN) shall be made up of churches on the island of O‘ahu who are part of the Hawai‘i Pacific Baptist Convention (HPBC) and who have requested and been granted network membership.

Article II

Membership

OBN member churches will meet all of the following criteria:

- Current members of HPBC
- Located on the island of O‘ahu
- Written request submitted to the OBN Leadership Team for OBN membership and expressing a desire to partner with OBN in accordance with the OBN covenant
- Elected by majority vote at an OBN annual meeting

Messengers: Messengers to the OBN annual meetings shall be elected by each affiliated church on the following basis: Five messengers for the first 50 members, not to exceed 15 messengers. No person shall serve as a messenger of a church of which he or she is not a member. A list of messengers and alternate messengers shall be certified by the church clerk and provided at or before the meeting.

In the event that special sessions are necessary, the messengers to the last preceding session shall constitute the membership of the special session, except cases in which new messengers are certified by affiliated churches.

Article III

Sessions

OBN shall hold such meetings (sessions) as deemed wise for the purpose of the work.

Annual Meeting: OBN will convene for a meeting each year. The OBN Leadership Team shall be responsible for setting the time and place of the annual meeting as well as planning the agenda and program. The time, date, and agenda for the annual meeting must be communicated to affiliated churches by mail and/or electronic means no less than 30 days prior to the meeting. Messengers present at regular sessions of the meeting shall constitute a **quorum**.

Special Sessions: The OBN Leadership Team may call a special session of the Network. Notice of called sessions must be communicated to the churches by mail and/or electronic means a minimum of seven days prior to the called meeting. A **quorum** shall be reached at such meetings when 50% of affiliated churches are represented.

Minutes: A record of the proceedings of each session (annual or special) shall be printed and distributed to all affiliated churches.

Article IV Officers

OBN officers shall be: moderator, vice-moderator, clerk, and treasurer. Note: a separate document “Policy and Procedures of the Network” shall describe their duties and responsibilities. The officers preside over the annual meeting and the leadership team.

These persons shall be elected by the general annual meeting but may be replaced by the OBN Leadership Team as needed between called meetings.

These officers shall be nominated from within the OBN Leadership Team, elected at the annual meeting, and assume office at the conclusion of such meeting. All officers must be members of affiliated churches throughout their term of service.

Officers are elected to two-year terms and may be nominated and reelected for consecutive terms.

Unexpired terms of officers shall be filled by vote of the OBN Leadership Team. All persons serving in elected positions for OBN shall be members of affiliated churches.

Article V Network Leadership Team

The governing body of OBN between annual sessions shall be the OBN Leadership Team. The OBN Leadership Team shall be responsible for:

- Acting on behalf of OBN between annual sessions
- Enacting decisions made by OBN during annual sessions
- Working with affiliated churches, their members, and other ministries to develop, facilitate, initiate, and/or maintain activities and programs in the following areas:
 - Discipleship
 - Evangelism and missions
 - Church planting and revitalization
 - Church assistance
 - New leader orientation and mentorship
 - Communication
- Developing a budget proposal and submitting it for approval by OBN at its annual meetings
- Preparing and presenting a ministry plan to OBN at its annual meetings
- Responding for OBN on matters that occur between annual meetings and require action before the next annual meeting

Composition: The OBN Leadership Team shall be made up of 11 to 15 members elected at an OBN annual meeting or when a member cannot complete his or her term elected by the leadership team. All leadership team members must be members in good standing of an OBN member church.

Organization: While the entire team will be responsible for all six areas listed above, each council member will be assigned to one or more of the areas. These members will be responsible for developing teams who will focus on the area to which they are assigned. These teams will be responsible for working with OBN churches, their church members, and ministries to help coordinate, resource, facilitate, and/or plan efforts in their particular area.

Terms: The OBN Leadership Team member terms shall be three years. Members may be elected to consecutive terms.

Article VI OBN Covenant

Believing that kingdom work is more effective and more reflective of God's glory when we act cooperatively, OBN churches enter into a covenant to:

- Develop partnerships and other cooperative efforts in missions, evangelism, discipleship, leadership training, church planting, church revitalization, and church assistance
- Pray for each other
- Promote activities of OBN and OBN member churches
- Communicate needs and available resources with other churches
- Foster inter-church fellowship and ministry opportunities
- Participate in OBN activities

Article VII Amendments

These bylaws may be amended by a two-thirds vote of messengers present and voting at an annual meeting, provided that the amendment has been presented in writing at a previous session of the OBN Leadership Council and communicated with churches by mail and or electronic means at least one month prior to the meeting.

Article VIII Network Staff

The Network may from time to time employ such staff as are deemed wise to accomplish the purpose of the Network.

Network Facilitator: The chief employed leader of the Network shall be called the Network Facilitator (hereinafter referred to as "the Facilitator.") He shall lead the Churches to discover their mutual and individual resources and network them for maximum effectiveness in carrying out the Great Commission.

He will provide overall leadership and oversight to the ministries of the Network. He shall report to the Network Leadership Council and shall have the option of participating in any of the Teams and Task Forces. He will serve ex-officio on all Advisory Groups established by the Network. It is the intention of the Network to free this person to be mobile and relational rather than administrative and office bound.

In its autonomy, the Network makes a choice to employ this person in partnership with The North American Mission Board (NAMB) and the Hawaii Pacific Baptist Convention (HPBC.) This three way partnership includes, significant funding coming from NAMB, HPBC and the Network. Therefore it involves the following relationships with NAMB and HPBC.

1. The Facilitator will be selected and elected by the Network in consultation with the Executive Director of HPBC. He will be appointed as a missionary of the NAMB and the HPBC and therefore must meet appointment requirements for NAMB and be approved by the HPBC. He will be accountable to the Network Leadership Council for position responsibilities and will make regular reports to HPBC and NAMB regarding the progress of his work.

2. Because of the unique geographical relationship between the Network and the location of the HPBC office, he shall serve as Liaison to the staff of the HPBC, attending staff meetings as deemed appropriate by the HPBC Executive Director, interpreting the need of the churches on Oahu to the staff and communicating the issues of the convention to the churches. He will encourage the involvement of the HPBC staff in the process of the network and their work with the various Ministry Teams.

Administrative Staff: The Administrative assistant shall be employed by the Network Facilitator within the budget and guidelines set up by the Network.

Article IX Amendments to the By-Laws

These By-Laws may be amended by a majority vote of messengers present and voting, provided that the amendment(s) has been presented in writing a minimum of thirty days prior to the session of the Network.

Proposed 2021 OBN Budget

| OBN 2021 OPERATIONAL BUDGET | |
|------------------------------------|------------------------------------------------------|
| INCOME | |
| Acc # | 2021 |
| | Income from Churches 0.00 |
| | *State Missions Offering/GPS Funds 0.00 |
| | HPBC Regional Funding 25,000.00 |
| | Other Ministry Resources 0.00 |
| | OBI Student fees/donations/scholarships 22,992.50 |
| | Youth camp fees/donations 26,700.00 |
| | Men's Ministry 300.00 |
| | TOTAL INCOME 74,992.50 |
| EXPENSES | |
| 51000 | Missions and Evangelism |
| | Missions/evangelism activities 2,250.00 |
| | Missions/evangelism training 2,250.00 |
| | Missions/evangelism promotion 500.00 |
| | TOTAL Missions and Evangelism 5,000.00 |
| 52000 | Church Planting/Revitalization |
| | Church Planting/Revitalization resources 1,000.00 |
| | Church Planting/Revitalization training 1,500.00 |
| | Church Planting/Revitalization promotion 500.00 |
| | TOTAL Church Planting/Revitalization 3,000.00 |
| 53000 | Church Assistance |
| | Church staff support 2,000.00 |
| | Church resource support 2,000.00 |
| | Church emergency assistance 5,000.00 |
| | Church esessment and guidance 1,000.00 |
| | TOTAL Church Assistance 10,000.00 |
| 54000 | New Leader Orientation and Mentorship |
| | Orientation meeting 500.00 |
| | Resources for new leaders 250.00 |
| | Mentorship meeting 500.00 |
| | Orientation/Mentorship promotion 200.00 |
| | TOTAL New Leader 1,450.00 |
| 55000 | Discipleship |
| | Discipleship resources 500.00 |
| | Discipleship training 1,000.00 |
| | Discipleship promotion 250.00 |
| | TOTAL Discipleship 1,750.00 |
| 56000 | Communications |
| | Website/social media 500.00 |
| | Promotional materials 500.00 |
| | TOTAL Communications 1,000.00 |
| 57000 | Ministry Partnerships |
| | Youth Camp 26,880.00 |
| | Oahu Bible Institute 22,992.50 |
| | Men's Ministry 300.00 |
| | TOTAL Ministry Partnerships 50,172.50 |
| 58000 | Personnel |
| | Moderator Salary 6,000.00 |
| | Lead Team Expenses 500.00 |
| | Admin assistant/bookkeeper 7,176.00 |
| | TOTAL PERSONNEL 13,676.00 |
| 58500 | Administrative |
| | Banking and Accounting Fees 1,500.00 |
| | Supplies 500.00 |
| | Office Equipment 1,000.00 |
| | Postage 100.00 |
| | Meetings 2,000.00 |
| | Aloha Fund 100.00 |
| | Insurance 2,000.00 |
| | TOTAL Administrative 7,200.00 |
| | TOTAL Expense 93,248.50 |
| | TOTAL Income 74,992.50 |
| | NET INCOME - LOSS -18,256.00 |