

West Virginia North District

District Home Missions Strategy Board Policy Manual

Table of Contents:

| | |
|----------------|----------|
| Preface | 2 |
|----------------|----------|

| | |
|---|----------|
| General Policy Statement (Combined Text) | 3 |
| Our New Start, ReStart & ReFocusing Church Objectives | 3 |
| Relationship to the Nazarene Manual | 3 |
| District Home Missions Strategy Board | 3 |
| District NewStart & ReStart Process | 4 |
| Compassionate Ministries & Multi-Cultural Churches | 7 |
| Fiancial Issues | 7 |
| The Refocusing Process | 9 |

| | |
|---|-----------|
| NewStart - ReStart Policy Statement | 11 |
| Our New Start, ReStart & ReFocusing Church Objectives | 11 |
| Relationship to the Nazarene Manual | 11 |
| District Home Missions Strategy Board | 11 |
| District NewStart & ReStart Process | 12 |
| Compassionate Ministries & Multi-Cultural Churches | 16 |
| Fiancial Issues | 16 |

| | |
|---|-----------|
| ReFocus - Planting Church Policy Statement | 18 |
| Our New Start, ReStart & ReFocusing Church Objectives | 18 |
| Relationship to the Nazarene Manual | 18 |
| District Home Missions Strategy Board | 18 |
| District ReFocus & Planting Church Process | 19 |
| The Refocusing Process | 21 |

| | |
|---|-----------|
| Appendix and Forms | 23 |
| Outlined list of Information and Forms Provided | |

Preface:

WEST VIRGINIA NORTH DISTRICT CHURCH OF THE NAZARENE

The members of the West Virginia North District Home Missions Strategy Board have been working with New Church Specialties consultants toward the establishment of policies and procedures. It is our desire to assure that our district mission of reaching our ministry area for Christ is actively pursued with passion.

There are four fundamental areas where our Home Missions Strategy Board is focused:

New Start Churches. The establishment of new congregations by a defined process by which the congregation becomes established, incorporated, and self-sufficient.

Re Start Churches. The intervention in churches that are preparing to close and leading through a process of closure, healing, and establishing a new work in the community under a new vision.

Re Focus Churches. The provision of materials, assistance, and guidance to established churches as they work through the process of refocusing for kingdom work in a new generation.

Parenting Churches. Offering aid by way of instruction and assistance to established churches as they prepare to parent a new work within their own communities or communities nearby.

This Manual is prepared for NewStart & ReStart planters, ReFocusing pastors, Leadership of Parent and Sponsor Churches, Missional Task Force Committee Members, District Home Missions Strategy Board & District Advisory Board Members. We appreciate your decision and commitment to become a part of the district team.

This Policy & Procedures Manual is intended to provide guidelines and summary information about our District's policies and procedures as they specifically relate to the NewStart, ReStart, ReFocusing & Parent churches. It is important that you read, understand, and become familiar with this Manual. ***The guidelines are not intended to restrict the catalyzing, entrepreneurial spirit of any NewStart, ReStart, ReFocusing or Parent leader but are only intended to provide a pathway to their success.***

The Home Missions Strategy Board in cooperation with the District Advisory Board, reserves the right to modify any policy or procedure as it deems necessary and appropriate.

Policies and Procedures - HMS Board:

1 OUR NEWSTART, RESTART & REFOCUSING CHURCH OBJECTIVES

1.1 By 2007, to have 1 healthy NewStart within the district and 1 objective community in preparation. By 2007, to have congregations within the district that understand the importance of ReStart and ReFocus objectives, and have completed 5 healthy ReFocusing church projects that have been through the action plan process and are showing signs of being successfully refocused.

2. RELATIONSHIP TO THE NAZARENE MANUAL

2.1 **Church Manual:** All of our district policies shall be in harmony with the most recent copy of the Manual of the Church of the Nazarene, which is the adopted official constitution and bylaws of our denomination.

3. DISTRICT HOME MISSIONS STRATEGY BOARD

3.1 **Establishment & Revision Of Policy:** All policies in this manual are reviewed and approved by action of the District Home Missions Strategy Board & District Advisory Board (District Home Missions Strategy Board recommends and Advisory Board approves).

3.2 **District Policy Review:** District Home Missions Strategy Board will review and revise NewStart, ReStart, ReFocusing & Parent church policies from time to time as it sees fit. As we are a learning organization, our Policy & Procedures Manual is what is known as an "evergreen" document. It will change the more we learn and the better we get at NewStart, ReStart, ReFocusing & Parent churches.

3.3 **Annual Strategic Planning Session:** A Strategic Planning meeting will be held each church year. The time will be set by the District Superintendent, as well as the selection of participants. The purpose of the Strategic Planning meeting will include:

- Monitor and evaluate the progress of the previous year
- Make any necessary mid-course corrections in our long-range thinking
- Lay out the annual goals and strategies of the coming year
- Because of our district's commitment to strategic planning, the expense of this planning event will be a budgeted item. The funds will come from the Home Missions Development Fund.

3.4 **A Shared Vision & Clear Values:** Our most important objective as a district team is the development of a "shared vision." Our goal is that every pastor, church board member and layperson understand our common vision and shared values of the NewStart, ReStart, ReFocusing & Parent church movement and be committed to their fulfillment. If we build our vision together as a team, we believe that the process we go through will produce numbers of competent & confident church leaders on our district for our NewStart, ReStart, ReFocusing & Parent churches! [see Appendix for a copy of our District -- NewStart, ReStart, ReFocusing & Parent Church Values]

3.5 **Relationship With A New Church Specialist:** As a district, we do not have either the time or the money to waste in costly mistakes. For that reason, we will develop and maintain a relationship with New Church Specialties who will guide us through the process of developing the systems and district support structures that we need in place.

4. DISTRICT NEWSTART & RESTART PROCESS

4.1 **Basic Planter & ReFocusing Pastor Requirements:**

- Study and become very familiar with this policy & procedure manual
- Are expected to be "team players" and fully support the mission and ministry of the district.
- Everything begins with both the leader's attitude and actions.
- Are expected to attend appropriate Zone and District functions.
- Are required to participate in continuing education opportunities provided by the district. This includes seminars, visits to other successful plants & ReFocusing projects, networking with other new church leaders, attending available conferences, etc.

Agrees to become either a Parent or Sponsor Church within the first 3 years following the achievement of self-support status. It is expected that every NewStart, ReStart, ReFocusing & Parent church leader will fully assist the district in developing the future of our movement with strong, healthy churches.

4.2 **New Church Leader Communication:** Every NewStart, ReStart & ReFocusing church leader is expected to keep the District Superintendent fully informed of all progress and confer with him regarding all major church decisions. Upon request, the new church leader must also be available to meet with the District Advisory Board, so the Board may better understand and evaluate the progress of the project.

4.3 **New Church Leader & District Agreement:** A clear agreement between the new church leader and the district will be drawn up and signed by both the planter or ReFocusing pastor and District Superintendent. The agreement includes:

- Financial Contract (if applicable)
- Requirements of the New Church Leader
- Duration of Support (if applicable)
- [Sample copies of these agreements are available from New Church Specialties]

4.4 **Church Planters Farming List:** We understand that the future of the new church movement is directly related to developing a group of potential church planter candidates to choose from. The Chairman of the Missional Task Force Committee will be primarily responsible for maintaining the farming list. [For suggested places to find church planters, see Appendix 2]

4.5 **Recruitment of Church Planters:** The District Superintendent will work closely with the Parent Church and/or the Sponsor Church(es) in the interviewing and selection process of church planters.

4.6 **Assessment:** Every church planter that we bring onto our district team will be required to go through a formal or informal assessment process that helps confirm their skills and aptitude for church planting.

4.7 **Recruitment of Intercessors:** Both planters and ReFocusing church pastors will be required to recruit a team of at least 15 intercessors prior to being approved. We believe that in new church work, prayer is not preparation for the battle, prayer IS the battle!

4.8 **NewStart / ReStart Network:** Through attending New Church University, church planters will meet other planters from across the country. This is our informal NewStart / ReStart Network. Through the Network, we want to keep learning with every church plant we do. No one will be allowed to feel "isolated" on our team.

4.9 ReFocusing Network: Through attending New Church University, refocusing pastors will meet other ReFocusing pastors from across the country. This is our informal ReFocusing Network. Through the Network, we want to keep learning from every ReFocusing project we do. No ReFocusing pastor will be allowed to feel "isolated" on our team.

4.10 Definition of A Parent Church: At the heart of our new church strategy is a commitment for local churches to "parent" or "sponsor" new churches (and ReFocusing churches as well). A "Parent Church" is a congregation that takes full responsibility for the entire new church project, including financial, prayer, resource, emotional and short-term missionaries support. The following defines each of these areas:

Financial - all of the Assessment, New Church University, training costs, church planter support, start-up costs, etc.

Prayer - mobilizing the congregation for total prayer involvement

Resource - allowing the planter (or ReFocusing pastor) the use of church space, equipment, phone & office help, people to help with mail-outs, phoning, door-to-door visitation, etc.

Emotional - remembering the church planter family's birthdays, anniversaries,

Christmas, Pastor Appreciation Month, food poundings, etc.

Short-term Missionaries - persons helping the new church launch through teaching, ushering, greeting, nursery help, worship leading, etc.

4.11 Definition of A Sponsor Church: A "Sponsor Church" is a congregation that takes responsibility for part of a new church project. This may involve one or more of the following support areas: Financial, prayer, resource, emotional and short-term missionaries support. Where one church is not strong enough to be a "Parent Church" on their own, the plan involves a group of churches coming together called "Sponsor Churches." We encourage Parent & Sponsor churches to attend the NCU Parent Church training track and develop a Parent Church Action Plan to assist in this process.

4.12 Parent Church & Sponsor Church Involvement: One of the core values of our district NewStart & ReStart movement is our commitment to Local Church Sponsorship. For this reason, we are highly committed to making sure that every new church plant has either a Parent or Sponsor Church.

4.13 Parent Church & Sponsor Church Network: Through New Church University, NCS now provides a Parent Church Training Track. Our desire is that Parent and Sponsor churches across the country will learn from each other. This is our informal Parent Church & Sponsor Church Network. Through the Network, we want to keep learning from every Parent Church project we have. Parent and Sponsor church pastors MUST feel they ARE the key to our district church planting movement.

4.14 Coach Selected By The Church Planter: All church planters on our district will have a qualified, competent coach to guide them. Our coaches are not arbitrarily assigned. The church planter will work with the District Superintendent (or Missional Task Force Chairman when appropriate) in selecting his/her own coach. The coach will always be someone other than the "Parent Church" pastor.

4.15 Coach's Network: As the NewStart, ReStart, ReFocusing & Parent church movement grows, a network of nationally qualified and competent coaches is emerging. Through New Church University, these coaches are trained and become part of a very important informal network. NCS is planning for future training and further skill development of our coaches.

4.16 **Competent Coaches:** Because of the time commitment and expertise that is involved, we are committed to pay our coaches who develop to the level of being qualified and competent. New Church Specialties will develop our coaching materials, and then qualify and train the coaches. The church planter will fill out a Coaching Evaluation and send it to the District Superintendent & Missional Task Force Chairman. This establishes both accountability for the coach, as well as providing a method of measuring competency. [see Appendix 3 for the Coaching Evaluation]

4.17 **Church Action Plan:** All NewStart & ReStart planters, as well as ReFocusing pastors will complete a Church Action Plan. RF pastors will present their plan to the District Missional Task Force Committee. NS & RS planters will present their plan to Parent or Sponsor churches, as well the District Missional Task Force Committee. These presentations will be done prior to any project being approved. [see Appendix 4 for the Action Plan Evaluation Checklist used by the District Advisory Board]

4.18 **New Church University:** As part of their Church Action Plan development process, all NewStart, ReStart & ReFocusing church leaders are required to enroll in New Church University, pass the entrance exams (learning terminology) and attend an NCU training event.

4.19 **Parent or Sponsor Church Action Plan:** We encourage every parent church or sponsor church(es) to develop a Parent or Sponsor Church Action Plan, along with the church planter. We encourage the use of a resource from New Church Specialties called "10 Steps To Parenting A Healthy New Church" for this process [see Appendix 5].

4.20 **A Variety Of Church Planting Models Used:** As a district, we will not be locked into planting churches one way. We will remain open to the leadership of the Holy Spirit and allow Him the freedom to work in any way He sees fit, i.e. Bible Studies, parent -- sponsor church, colonization, partnering, adopting, restarting, etc. [see list of 7 Church Planting Models in Appendix 5.]

4.21 **Locating The Church Plant:** As a district strategy, we never "place" a church planter. We never tell a church planter where to plant. Instead, we provide information as to possible target communities and allow the Holy Spirit to direct the planter within the cultural context where he/she fits.

4.22 **Accountability Of The Church Planter:** The church planter will be accountable to the District Superintendent. He will insure the coaching is competent and that the implementation of the Church Action Plan is taking place. The District Superintendent will work closely with the church planter to bring about the four-fold church planting objective in each church plant.

4.23 **Our Four-Fold District Church Planting Objective:** From the very beginning of the church plant, the objectives of church planting should be very clear. The church planter is responsible to lead the new church to become:

1. self-supporting (it can pay all of its own expenses, without outside help)
2. self-propagating (it is healthy and has been prepared for balanced growth)
3. self-governing (it has developed and organized its own lay leadership)
4. self-reproducing (the goal and vision is to parent or sponsor a new church within the first three years following launch)

4.24 **When Formal Church Organization Occurs:** A church is ready for formal organization when it has achieved self-supporting, self-propagating and self-governing status. The church planter, in consultation with the District Superintendent, will make the arrangements.

4.25 **Regular Evaluation Of Our NewStart, ReStart & ReFocusing Churches:** Through Missional Task Force Committee meetings, through Parent & Sponsor Church conversations, NewStart/ReStart

Network, Coaching Evaluations and Strategic Planning sessions, regular evaluation of our NewStart, ReStart, ReFocusing & Parent churches will occur. Tools such as the Personal & District Commitment To Church Planting Survey, along with other evaluative tools will be used. [see Appendix 6]

4.26 **ReStart Process:** We will develop and follow a ReStart process on the district that is strategic, working with both the pastor and the church board well in advance. Our decisions for a ReStart will be made, not only on the personal feelings of the church, but on the great need we have to reach the lost who surround the church. Suggested steps in the ReStart process are found in the Appendix.

5. COMPASSIONATE MINISTRIES & MULTI-CULTURAL CHURCHES

5.1 Written Statement of Understanding [Contracts]: All churches who share facilities will draw up and sign a written "Statement of Understanding" [contract] between them, detailing their agreement. A copy of this form is available at NCS on the Web, www.NewChurchSpecialties.org.

5.2 New Starts among ethnic/language groups: This district strategy encourages and empowers every congregation to start new works "under roof" or in a new location to reach language groups within their ministry reach. These start up works may consist of a Sunday School class, small group Bible study, or worship service.

5.3 Multi-congregational Incorporation: When new congregations are started with the intention of permanent use of shared facilities, the church should consider re-incorporating in a multi-congregational structure, including joint ownership and responsibility for facilities and administrated by a multi-congregational board.

6. FINANCIAL ISSUES

6.1 **Reaching Self Support Status Quickly:** New churches are required to reach self-support status as quickly as possible. When this occurs, it is a cause for celebration! The church planter is also required to release any future new church monies so that more new churches on the district can be started and resourced.

6.2 **Global Vision Commitment:** Because our district is committed to developing missional leaders and missional churches, each new church will embrace the teaching of Jesus, "It is more blessed to give than to receive" (Acts 20:35). From the beginning, each new church will practice the principle of tithing their congregational income. This follows the biblical principle of giving God the firstfruits of our congregation, just like we teach our people to do individually (Prov 3:9-10, Malachi 3:10). Each new church will tithe their income for "Shares For Others" beginning with the first public worship service. We suggest that the first Grand Opening Sunday offering be given away completely to others to help establish New Testament global vision thinking in the minds of the new people.

6.3 **Management of Funds By The New Church Leader:** The goal of a self-supporting, self-propagating, self-governing, self-reproducing church is to live by the 20-30-50 principle:

- a. 20% of income given to others, outside the local church
- b. 30% of income spent on buildings & utilities from the budget
- c. 50% of income spent on staff and local ministry

The 20% given away to others would include the following 5 funds: World Evangelism, District, the Regional College or University, Minister's Pension & the District Church Planting Fund.

6.4 Comprehensive Budget: Every NewStart, ReStart or ReFocusing leader will be required to prepare a budget of all projected income and expenses from the beginning of the project, up to the point self-support status. If we plan and execute the new church project correctly, we anticipate this will take a 12 to 24 month period of time. Every new church will be encouraged to look for funds from a variety of sources, including friends & family, businesses, launch team, parent or sponsor church(es), District Church Planting Fund, new church tithe & offerings, etc.

6.5 Salary & Benefit Increases: No increase in salary or benefits can be given to the new church leader while the new church project is still receiving financial assistance from the district [unless approved by the District Superintendent].

6.6 Continuation And Duration Of Support: For outside support to continue beyond one year, the new church project must reach the following three "minimums" toward achieving self-support status:

- An average weekly worship attendance of _____ people
- Achievement of at least _____% of the church budget raised locally
- The new church project is demonstrating the continued possibility of growth

For support to continue past 18 months, the church must be averaging at least _____ in weekly worship attendance and making continued progress toward self-support status.

The maximum length of support is two years. From the beginning, a clear plan must be in place for the new church to assume its support responsibilities. This plan will include outside support to the new church to decline during the second year, rather than it being cut off abruptly.

6.7 New Church Financial Development: Individuals within the local church will be encouraged by the church planter to give regularly to the District Church Planting fund.

6.8 No Long Term Subsidy Given To New Church Leaders: Monies given to the planter by parent church, sponsor church or the district will be given in a "grant" form, not a "subsidy" form. The cost of the church plant will be agreed on by both the planter and the sponsoring agency. (Parent church, sponsor church and district).

6.9 No New Church Leader Is Treated Financially Alike: The district operates with the principle that there is no equity in church planting or ReFocusing churches. Because every church plant is unique, the amount of parent, sponsor or district funds given will be unique as well.

6.10 Quickly Developing Local Financial Control: The district is not in the business of controlling church planting funds that are raised by the new church. As soon as possible, we encourage the planter to have a competent person (other than their spouse) open a checking account and begin soliciting tithes and offerings from interested donors.

6.11 Development Of An Advisory Council: The new church project is encouraged to develop an Advisory Council (different in function from a church board -- see Appendix 8]. At no time will the new church leader or their spouse be allowed to write or sign checks that involve new church monies.

6.12 Monthly Reporting: A new church progress report is required to be filled out and sent in by all new church leaders, up to the point of achieving formal church organization status. The report must be received by the parent or sponsor church, and the district office before the monthly "grant" check will be released. [see Appendix 9 for Monthly New Church Progress Report]

7. THE REFOCUSING PROCESS [see the Appendix]

7.1 ReFocusing Defined: "The process of re-capturing the vision and heart of Christ for His Church." Over time, we all tend to experience "missional drift" and other things replace our passion to reach lost and broken people. The ReFocusing process is critical because we live in a post-Christian America. Our society no longer considers the church a place to address the needs of today's world. Church is viewed by many (in some communities the majority) as irrelevant and out of touch. Moving into effective ministry for the 21st century will require us to change. For churches to transition into a new era of ministry, courageous, godly leadership is essential. The short and long-term fate of our churches rises and falls on the courage and spiritual integrity of our church's leaders, both lay and clergy. The ReFocusing process is designed to equip our leaders and our churches in making the necessary transitions so the church becomes again effective in reaching lost and broken people across our district for Christ.

7.2 The Process Of ReFocusing: The process of ReFocusing is a renewed emphasis of a church, its pastor and its leaders to regain an understanding and a picture of a healthy church. ReFocusing assists church leaders in strategizing the future of a church in light of how God is already at work, the natural elements of spiritual life, and the components that are essential for a healthy church to focus on. The ReFocusing process is a two to three year process, not a quick fix! We anticipate the result to be church leaders bringing both focus and renewal to their local churches. Our passion is to determine what God is doing and adjust our lives so we can join Him! As we have studied the ReFocusing process in local churches, four clear steps have emerged. They are below.

1. Assessment
2. Renewal
3. Planning
4. Implementation

The Appendix details the above process. The purpose of this policy & procedure is not to explain ReFocusing, but just to provide an overview of key beginning issues.

Assessment: This includes two key parts: a Personal Assessment and a Church Assessment.

First, the pastor must be led through a Personal Assessment that helps him/her understand what a ReFocusing pastor looks like. What are the spiritual gifts helpful for ReFocusing? It is important he/she understand their personality type and the behavioral traits needed to effectively ReFocus a congregation.

Second, it is important as we begin the ReFocusing process, that we do a Church Assessment as well. We must answer the question, "Is the church ready to ReFocus? Pastoral change is the best time to begin the ReFocusing process. It is important that both the pastor and district superintendent determine where the church is, on the church life-cycle. As ReFocusing begins, it is also very helpful if a Church Health Survey is done to help determine the health of a church in the 8 quality areas (see 7.8). Because many times a local church cannot be totally objective about itself, the Church Assessment may need to be done by a district ReFocusing team or the District Superintendent.

7.3 Church Health Analysis: We recommend that each ReFocusing church on our district use the Natural Church Development survey every other year. This will help the pastor, church board and ReFocusing Team to determine the health and condition of the local church. The 8 quality areas of church health that are evaluated are:

1. Empowering Leadership
2. Gift-Oriented Ministry
3. Passionate Spirituality
4. Functional Structures
5. Inspiring Worship Service

6. Holistic Small Groups
7. Need-Oriented Evangelism
8. Loving Relationships

We believe God is already at work in the life of every church and its leadership. By using the church health survey, a church assesses its state of health and establishes areas of needed improvement as it implements the ReFocusing plan. This survey should be administered every other year during the ReFocusing process. Consultants trained by New Church Specialties will be available both on and off the district to assist in the administering the survey and interpreting the results. A list of these consultants is available from the NCS office or by visiting NCS on the Web:
www.NewChurchSpecialties.org

NewStart & ReStart Policies:

WEST VIRGINIA NORTH DISTRICT CHURCH OF THE NAZARENE

The members of the West Virginia North District Home Missions Strategy Board have been working with New Church Specialties consultants toward the establishment of policies and procedures. It is our desire to assure that our district mission of reaching our ministry area for Christ is actively pursued with passion.

There are four fundamental areas where our Home Missions Strategy Board is focused:

New Start Churches. The establishment of new congregations by a defined process by which the congregation becomes established, incorporated, and self-sufficient.

Re Start Churches. The intervention in churches that are preparing to close and leading through a process of closure, healing, and establishing a new work in the community under a new vision.

Re Focus Churches. The provision of materials, assistance, and guidance to established churches as they work through the process of refocusing for kingdom work in a new generation.

Parenting Churches. Offering aid by way of instruction and assistance to established churches as they prepare to parent a new work within their own communities or communities nearby.

This Manual is prepared for NewStart & ReStart planters, ReFocusing pastors, Leadership of Parent and Sponsor Churches, Missional Task Force Committee Members, District Home Missions Strategy Board & District Advisory Board Members. We appreciate your decision and commitment to become a part of the district team.

This Policy & Procedures Manual is intended to provide guidelines and summary information about our District's policies and procedures as they specifically relate to the NewStart, ReStart, ReFocusing & Parent churches. It is important that you read, understand, and become familiar with this Manual. ***The guidelines are not intended to restrict the catalyzing, entrepreneurial spirit of any NewStart, ReStart, ReFocusing or Parent leader but are only intended to provide a pathway to their success.***

The Home Missions Strategy Board in cooperation with the District Advisory Board, reserves the right to modify any policy or procedure as it deems necessary and appropriate.

1 OUR NEWSTART, RESTART & REFOCUSING CHURCH OBJECTIVES

1.1 By 2007, to have 1 healthy NewStart within the district and 1 objective community in preparation. By 2007, to have congregations within the district that understand the importance of ReStart and ReFocus objectives, and have completed 5 healthy ReFocusing church projects that have been through the action plan process and are showing signs of being successfully refocused.

2. RELATIONSHIP TO THE NAZARENE MANUAL

2.1 **Church Manual:** All of our district policies shall be in harmony with the most recent copy of the Manual of the Church of the Nazarene, which is the adopted official constitution and bylaws of our denomination.

3. DISTRICT HOME MISSIONS STRATEGY BOARD

3.1 **Establishment & Revision Of Policy:** All policies in this manual are reviewed and approved by action of the District Home Missions Strategy Board & District Advisory Board (District Home Missions Strategy Board recommends and Advisory Board approves).

3.2 District Policy Review: District Home Missions Strategy Board will review and revise NewStart, ReStart, ReFocusing & Parent church policies from time to time as it sees fit. As we are a learning organization, our Policy & Procedures Manual is what is known as an "evergreen" document. It will change the more we learn and the better we get at NewStart, ReStart, ReFocusing & Parent churches.

3.3 Annual Strategic Planning Session: A Strategic Planning meeting will be held each church year. The time will be set by the District Superintendent, as well as the selection of participants. The purpose of the Strategic Planning meeting will include:

- Monitor and evaluate the progress of the previous year
- Make any necessary mid-course corrections in our long-range thinking
- Lay out the annual goals and strategies of the coming year
- Because of our district's commitment to strategic planning, the expense of this planning event will be a budgeted item. The funds will come from the Home Missions Development Fund.

3.4 A Shared Vision & Clear Values: Our most important objective as a district team is the development of a "shared vision." Our goal is that every pastor, church board member and layperson understand our common vision and shared values of the NewStart, ReStart, ReFocusing & Parent church movement and be committed to their fulfillment. If we build our vision together as a team, we believe that the process we go through will produce numbers of competent & confident church leaders on our district for our NewStart, ReStart, ReFocusing & Parent churches! [see Appendix for a copy of our District -- NewStart, ReStart, ReFocusing & Parent Church Values]

3.5 Relationship With A New Church Specialist: As a district, we do not have either the time or the money to waste in costly mistakes. For that reason, we will develop and maintain a relationship with New Church Specialties who will guide us through the process of developing the systems and district support structures that we need in place.

4. DISTRICT NEWSTART & RESTART PROCESS

4.1 Basic Planter & ReFocusing Pastor Requirements:

- Study and become very familiar with this policy & procedure manual
- Are expected to be "team players" and fully support the mission and ministry of the district.
- Everything begins with both the leader's attitude and actions.
- Are expected to attend appropriate Zone and District functions.
- Are required to participate in continuing education opportunities provided by the district.

This includes seminars, visits to other successful plants & ReFocusing projects, networking with other new church leaders, attending available conferences, etc.

Agrees to become either a Parent or Sponsor Church within the first 3 years following the achievement of self-support status. It is expected that every NewStart, ReStart, ReFocusing & Parent church leader will fully assist the district in developing the future of our movement with strong, healthy churches.

4.2 New Church Leader Communication: Every NewStart, ReStart & ReFocusing church leader is expected to keep the District Superintendent fully informed of all progress and confer with him regarding all major church decisions. Upon request, the new church leader must also be available to

meet with the District Advisory Board, so the Board may better understand and evaluate the progress of the project.

4.3 New Church Leader & District Agreement: A clear agreement between the new church leader and the district will be drawn up and signed by both the planter or ReFocusing pastor and District Superintendent. The agreement includes:

- Financial Contract (if applicable)
- Requirements of the New Church Leader
- Duration of Support (if applicable)
- [Sample copies of these agreements are available from New Church Specialties]

4.4 Church Planters Farming List: We understand that the future of the new church movement is directly related to developing a group of potential church planter candidates to choose from. The Chairman of the Missional Task Force Committee will be primarily responsible for maintaining the farming list. [For suggested places to find church planters, see Appendix 2]

4.5 Recruitment of Church Planters: The District Superintendent will work closely with the Parent Church and/or the Sponsor Church(es) in the interviewing and selection process of church planters.

4.6 Assessment: Every church planter that we bring onto our district team will be required to go through a formal or informal assessment process that helps confirm their skills and aptitude for church planting.

4.7 Recruitment of Intercessors: Both planters and ReFocusing church pastors will be required to recruit a team of at least 15 intercessors prior to being approved. We believe that in new church work, prayer is not preparation for the battle, prayer IS the battle!

4.8 NewStart / ReStart Network: Through attending New Church University, church planters will meet other planters from across the country. This is our informal NewStart / ReStart Network. Through the Network, we want to keep learning with every church plant we do. No one will be allowed to feel "isolated" on our team.

(amended numbers - related to ReFocus & Parenting Churches)

4.11 Definition of A Sponsor Church: A "Sponsor Church" is a congregation that takes responsibility for part of a new church project. This may involve one or more of the following support areas: Financial, prayer, resource, emotional and short-term missionaries support. Where one church is not strong enough to be a "Parent Church" on their own, the plan involves a group of churches coming together called "Sponsor Churches." We encourage Parent & Sponsor churches to attend the NCU Parent Church training track and develop a Parent Church Action Plan to assist in this process.

4.12 Parent Church & Sponsor Church Involvement: One of the core values of our district NewStart & ReStart movement is our commitment to Local Church Sponsorship. For this reason, we are highly committed to making sure that every new church plant has either a Parent or Sponsor Church.

4.13 Parent Church & Sponsor Church Network: Through New Church University, NCS now provides a Parent Church Training Track. Our desire is that Parent and Sponsor churches across the country will learn from each other. This is our informal Parent Church & Sponsor Church Network. Through the Network, we want to keep learning from every Parent Church project we have. Parent and Sponsor church pastors MUST feel they ARE the key to our district church planting movement.

- 4.14 **Coach Selected By The Church Planter:** All church planters on our district will have a qualified, competent coach to guide them. Our coaches are not arbitrarily assigned. The church planter will work with the District Superintendent (or Missional Task Force Chairman when appropriate) in selecting his/her own coach. The coach will always be someone other than the "Parent Church" pastor.
- 4.15 **Coach's Network:** As the NewStart, ReStart, ReFocusing & Parent church movement grows, a network of nationally qualified and competent coaches is emerging. Through New Church University, these coaches are trained and become part of a very important informal network. NCS is planning for future training and further skill development of our coaches.
- 4.16 **Competent Coaches:** Because of the time commitment and expertise that is involved, we are committed to pay our coaches who develop to the level of being qualified and competent. New Church Specialties will develop our coaching materials, and then qualify and train the coaches. The church planter will fill out a Coaching Evaluation and send it to the District Superintendent & Missional Task Force Chairman. This establishes both accountability for the coach, as well as providing a method of measuring competency. [see Appendix 3 for the Coaching Evaluation]
- 4.17 **Church Action Plan:** All NewStart & ReStart planters, as well as ReFocusing pastors will complete a Church Action Plan. RF pastors will present their plan to the District Missional Task Force Committee. NS & RS planters will present their plan to Parent or Sponsor churches, as well the District Missional Task Force Committee. These presentations will be done prior to any project being approved. [see Appendix 4 for the Action Plan Evaluation Checklist used by the District Advisory Board]
- 4.18 **New Church University:** As part of their Church Action Plan development process, all NewStart, ReStart & ReFocusing church leaders are required to enroll in New Church University, pass the entrance exams (learning terminology) and attend an NCU training event.
- 4.19 **Parent or Sponsor Church Action Plan:** We encourage every parent church or sponsor church(es) to develop a Parent or Sponsor Church Action Plan, along with the church planter. We encourage the use of a resource from New Church Specialties called "10 Steps To Parenting A Healthy New Church" for this process [see Appendix 5].
- 4.20 **A Variety Of Church Planting Models Used:** As a district, we will not be locked into planting churches one way. We will remain open to the leadership of the Holy Spirit and allow Him the freedom to work in any way He sees fit, i.e. Bible Studies, parent -- sponsor church, colonization, partnering, adopting, restarting, etc. [see list of 7 Church Planting Models in Appendix 5.]
- 4.21 **Locating The Church Plant:** As a district strategy, we never "place" a church planter. We never tell a church planter where to plant. Instead, we provide information as to possible target communities and allow the Holy Spirit to direct the planter within the cultural context where he/she fits.
- 4.22 **Accountability Of The Church Planter:** The church planter will be accountable to the District Superintendent. He will insure the coaching is competent and that the implementation of the Church Action Plan is taking place. The District Superintendent will work closely with the church planter to bring about the four-fold church planting objective in each church plant.
- 4.23 **Our Four-Fold District Church Planting Objective:** From the very beginning of the church plant, the objectives of church planting should be very clear. The church planter is responsible to lead the new church to become:
1. self-supporting (it can pay all of its own expenses, without outside help)

2. self-propagating (it is healthy and has been prepared for balanced growth)
3. self-governing (it has developed and organized its own lay leadership)
4. self-reproducing (the goal and vision is to parent or sponsor a new church within the first three years following launch)

4.24 **When Formal Church Organization Occurs:** A church is ready for formal organization when it has achieved self-supporting, self-propagating and self-governing status. The church planter, in consultation with the District Superintendent, will make the arrangements.

4.25 **Regular Evaluation Of Our NewStart, ReStart & ReFocusing Churches:** Through Missional Task Force Committee meetings, through Parent & Sponsor Church conversations, NewStart/ReStart Network, Coaching Evaluations and Strategic Planning sessions, regular evaluation of our NewStart, ReStart, ReFocusing & Parent churches will occur. Tools such as the Personal & District Commitment To Church Planting Survey, along with other evaluative tools will be used. [see Appendix 6]

4.26 **ReStart Process:** We will develop and follow a ReStart process on the district that is strategic, working with both the pastor and the church board well in advance. Our decisions for a ReStart will be made, not only on the personal feelings of the church, but on the great need we have to reach the lost who surround the church. Suggested steps in the ReStart process are found in the Appendix.

5. COMPASSIONATE MINISTRIES & MULTI-CULTURAL CHURCHES

5.1 Written Statement of Understanding [Contracts]: All churches who share facilities will draw up and sign a written "Statement of Understanding" [contract] between them, detailing their agreement. A copy of this form is available at NCS on the Web, www.NewChurchSpecialties.org.

5.2 New Starts among ethnic/language groups: This district strategy encourages and empowers every congregation to start new works "under roof" or in a new location to reach language groups within their ministry reach. These start up works may consist of a Sunday School class, small group Bible study, or worship service.

5.3 Multi-congregational Incorporation: When new congregations are started with the intention of permanent use of shared facilities, the church should consider re-incorporating in a multi-congregational structure, including joint ownership and responsibility for facilities and administrated by a multi-congregational board.

6. FINANCIAL ISSUES

6.1 **Reaching Self Support Status Quickly:** New churches are required to reach self-support status as quickly as possible. When this occurs, it is a cause for celebration! The church planter is also required to release any future new church monies so that more new churches on the district can be started and resourced.

6.2 **Global Vision Commitment:** Because our district is committed to developing missional leaders and missional churches, each new church will embrace the teaching of Jesus, "It is more blessed to give than to receive" (Acts 20:35). From the beginning, each new church will practice the principle of tithing their congregational income. This follows the biblical principle of giving God the firstfruits of our congregation, just like we teach our people to do individually (Prov 3:9-10, Malachi 3:10). Each new church will tithe their income for "Shares For Others" beginning with the first public

worship service. We suggest that the first Grand Opening Sunday offering be given away completely to others to help establish New Testament global vision thinking in the minds of the new people.

6.3 Management of Funds By The New Church Leader: The goal of a self-supporting, self-propagating, self-governing, self-reproducing church is to live by the 20-30-50 principle:

- a. 20% of income given to others, outside the local church
- b. 30% of income spent on buildings & utilities from the budget
- c. 50% of income spent on staff and local ministry

The 20% given away to others would include the following 5 funds: World Evangelism, District, the Regional College or University, Minister's Pension & the District Church Planting Fund.

6.4 Comprehensive Budget: Every NewStart, ReStart or ReFocusing leader will be required to prepare a budget of all projected income and expenses from the beginning of the project, up to the point self-support status. If we plan and execute the new church project correctly, we anticipate this will take a 12 to 24 month period of time. Every new church will be encouraged to look for funds from a variety of sources, including friends & family, businesses, launch team, parent or sponsor church(es), District Church Planting Fund, new church tithe & offerings, etc.

6.5 Salary & Benefit Increases: No increase in salary or benefits can be given to the new church leader while the new church project is still receiving financial assistance from the district [unless approved by the District Superintendent].

6.6 Continuation And Duration Of Support: For outside support to continue beyond one year, the new church project must reach the following three "minimums" toward achieving self-support status:

An average weekly worship attendance of _____ people
Achievement of at least _____% of the church budget raised locally
The new church project is demonstrating the continued possibility of growth

For support to continue past 18 months, the church must be averaging at least _____ in weekly worship attendance and making continued progress toward self-support status.

The maximum length of support is two years. From the beginning, a clear plan must be in place for the new church to assume its support responsibilities. This plan will include outside support to the new church to decline during the second year, rather than it being cut off abruptly.

6.7 New Church Financial Development: Individuals within the local church will be encouraged by the church planter to give regularly to the District Church Planting fund.

6.8 No Long Term Subsidy Given To New Church Leaders: Monies given to the planter by parent church, sponsor church or the district will be given in a "grant" form, not a "subsidy" form. The cost of the church plant will be agreed on by both the planter and the sponsoring agency. (Parent church, sponsor church and district).

6.9 No New Church Leader Is Treated Financially Alike: The district operates with the principle that there is no equity in church planting or ReFocusing churches. Because every church plant is unique, the amount of parent, sponsor or district funds given will be unique as well.

6.10 Quickly Developing Local Financial Control: The district is not in the business of controlling church planting funds that are raised by the new church. As soon as possible, we encourage the planter to have a competent person (other than their spouse) open a checking account and begin soliciting tithes and offerings from interested donors.

6.11 **Development Of An Advisory Council:** The new church project is encouraged to develop an Advisory Council (different in function from a church board -- see Appendix 8]. At no time will the new church leader or their spouse be allowed to write or sign checks that involve new church monies.

6.12 **Monthly Reporting:** A new church progress report is required to be filled out and sent in by all new church leaders, up to the point of achieving formal church organization status. The report must be received by the parent or sponsor church, and the district office before the monthly "grant" check will be released. [see Appendix 9 for Monthly New Church Progress Report]

ReFocus & Parenting Church Policies:

WEST VIRGINIA NORTH DISTRICT CHURCH OF THE NAZARENE

The members of the West Virginia North District Home Missions Strategy Board have been working with New Church Specialties consultants toward the establishment of policies and procedures. It is our desire to assure that our district mission of reaching our ministry area for Christ is actively pursued with passion.

There are four fundamental areas where our Home Missions Strategy Board is focused:

New Start Churches. The establishment of new congregations by a defined process by which the congregation becomes established, incorporated, and self-sufficient.

Re Start Churches. The intervention in churches that are preparing to close and leading through a process of closure, healing, and establishing a new work in the community under a new vision.

Re Focus Churches. The provision of materials, assistance, and guidance to established churches as they work through the process of refocusing for kingdom work in a new generation.

Parenting Churches. Offering aid by way of instruction and assistance to established churches as they prepare to parent a new work within their own communities or communities nearby.

This Manual is prepared for NewStart & ReStart planters, ReFocusing pastors, Leadership of Parent and Sponsor Churches, Missional Task Force Committee Members, District Home Missions Strategy Board & District Advisory Board Members. We appreciate your decision and commitment to become a part of the district team.

This Policy & Procedures Manual is intended to provide guidelines and summary information about our District's policies and procedures as they specifically relate to the NewStart, ReStart, ReFocusing & Parent churches. It is important that you read, understand, and become familiar with this Manual. ***The guidelines are not intended to restrict the catalyzing, entrepreneurial spirit of any NewStart, ReStart, ReFocusing or Parent leader but are only intended to provide a pathway to their success.***

The Home Missions Strategy Board in cooperation with the District Advisory Board, reserves the right to modify any policy or procedure as it deems necessary and appropriate.

1 OUR NEWSTART, RESTART & REFOCUSING CHURCH OBJECTIVES

1.1 By 2007, to have 1 healthy NewStart within the district and 1 objective community in preparation. By 2007, to have congregations within the district that understand the importance of ReStart and ReFocus objectives, and have completed 5 healthy ReFocusing church projects that have been through the action plan process and are showing signs of being successfully refocused.

2. RELATIONSHIP TO THE NAZARENE MANUAL

2.1 **Church Manual:** All of our district policies shall be in harmony with the most recent copy of the Manual of the Church of the Nazarene, which is the adopted official constitution and bylaws of our denomination.

3. DISTRICT HOME MISSIONS STRATEGY BOARD

3.1 **Establishment & Revision Of Policy:** All policies in this manual are reviewed and approved by action of the District Home Missions Strategy Board & District Advisory Board (District Home Missions Strategy Board recommends and Advisory Board approves).

3.2 District Policy Review: District Home Missions Strategy Board will review and revise NewStart, ReStart, ReFocusing & Parent church policies from time to time as it sees fit. As we are a learning organization, our Policy & Procedures Manual is what is known as an "evergreen" document. It will change the more we learn and the better we get at NewStart, ReStart, ReFocusing & Parent churches.

3.3 Annual Strategic Planning Session: A Strategic Planning meeting will be held each church year. The time will be set by the District Superintendent, as well as the selection of participants. The purpose of the Strategic Planning meeting will include:

- Monitor and evaluate the progress of the previous year
- Make any necessary mid-course corrections in our long-range thinking
- Lay out the annual goals and strategies of the coming year
- Because of our district's commitment to strategic planning, the expense of this planning event will be a budgeted item. The funds will come from the Home Missions Development Fund.

3.4 A Shared Vision & Clear Values: Our most important objective as a district team is the development of a "shared vision." Our goal is that every pastor, church board member and layperson understand our common vision and shared values of the NewStart, ReStart, ReFocusing & Parent church movement and be committed to their fulfillment. If we build our vision together as a team, we believe that the process we go through will produce numbers of competent & confident church leaders on our district for our NewStart, ReStart, ReFocusing & Parent churches! [see Appendix for a copy of our District -- NewStart, ReStart, ReFocusing & Parent Church Values]

3.5 Relationship With A New Church Specialist: As a district, we do not have either the time or the money to waste in costly mistakes. For that reason, we will develop and maintain a relationship with New Church Specialties who will guide us through the process of developing the systems and district support structures that we need in place.

4. DISTRICT REFOCUS & PLANTING CHURCH PROCESS

4.1 Basic Planter & ReFocusing Pastor Requirements:

- Study and become very familiar with this policy & procedure manual
- Are expected to be "team players" and fully support the mission and ministry of the district.
- Everything begins with both the leader's attitude and actions.
- Are expected to attend appropriate Zone and District functions.
- Are required to participate in continuing education opportunities provided by the district.

This includes seminars, visits to other successful plants & ReFocusing projects, networking with other new church leaders, attending available conferences, etc.

Agrees to become either a Parent or Sponsor Church within the first 3 years following the achievement of self-support status. It is expected that every NewStart, ReStart, ReFocusing & Parent church leader will fully assist the district in developing the future of our movement with strong, healthy churches.

4.2 New Church Leader Communication: Every NewStart, ReStart & ReFocusing church leader is expected to keep the District Superintendent fully informed of all progress and confer with him regarding all major church decisions. Upon request, the new church leader must also be available to

meet with the District Advisory Board, so the Board may better understand and evaluate the progress of the project.

(amended numbers - related to NewStart & ReStart Churches)

4.7 Recruitment of Intercessors: Both planters and ReFocusing church pastors will be required to recruit a team of at least 15 intercessors prior to being approved. We believe that in new church work, prayer is not preparation for the battle, prayer IS the battle!

(amended numbers - related to NewStart & ReStart Churches)

4.9 ReFocusing Network: Through attending New Church University, refocusing pastors will meet other ReFocusing pastors from across the country. This is our informal ReFocusing Network. Through the Network, we want to keep learning from every ReFocusing project we do. No ReFocusing pastor will be allowed to feel "isolated" on our team.

4.10 Definition of A Parent Church: At the heart of our new church strategy is a commitment for local churches to "parent" or "sponsor" new churches (and ReFocusing churches as well). A "Parent Church" is a congregation that takes full responsibility for the entire new church project, including financial, prayer, resource, emotional and short-term missionaries support. The following defines each of these areas:

Financial - all of the Assessment, New Church University, training costs, church planter support, start-up costs, etc.

Prayer - mobilizing the congregation for total prayer involvement

Resource - allowing the planter (or ReFocusing pastor) the use of church space, equipment, phone & office help, people to help with mail-outs, phoning, door-to-door visitation, etc.

Emotional - remembering the church planter family's birthdays, anniversaries,

Christmas, Pastor Appreciation Month, food poundings, etc.

Short-term Missionaries - persons helping the new church launch through teaching, ushering, greeting, nursery help, worship leading, etc.

4.11 Definition of A Sponsor Church: A "Sponsor Church" is a congregation that takes responsibility for part of a new church project. This may involve one or more of the following support areas: Financial, prayer, resource, emotional and short-term missionaries support. Where one church is not strong enough to be a "Parent Church" on their own, the plan involves a group of churches coming together called "Sponsor Churches." We encourage Parent & Sponsor churches to attend the NCU Parent Church training track and develop a Parent Church Action Plan to assist in this process.

4.12 Parent Church & Sponsor Church Involvement: One of the core values of our district NewStart & ReStart movement is our commitment to Local Church Sponsorship. For this reason, we are highly committed to making sure that every new church plant has either a Parent or Sponsor Church.

4.13 Parent Church & Sponsor Church Network: Through New Church University, NCS now provides a Parent Church Training Track. Our desire is that Parent and Sponsor churches across the country will learn from each other. This is our informal Parent Church & Sponsor Church Network. Through the Network, we want to keep learning from every Parent Church project we have. Parent and Sponsor church pastors MUST feel they ARE the key to our district church planting movement.

(amended numbers - related to NewStart & ReStart Churches)

4.15 **Coach's Network:** As the NewStart, ReStart, ReFocusing & Parent church movement grows, a network of nationally qualified and competent coaches is emerging. Through New Church University, these coaches are trained and become part of a very important informal network. NCS is planning for future training and further skill development of our coaches.

4.16 **Competent Coaches:** Because of the time commitment and expertise that is involved, we are committed to pay our coaches who develop to the level of being qualified and competent. New Church Specialties will develop our coaching materials, and then qualify and train the coaches. The church planter will fill out a Coaching Evaluation and send it to the District Superintendent & Missional Task Force Chairman. This establishes both accountability for the coach, as well as providing a method of measuring competency. [see Appendix 3 for the Coaching Evaluation]

(amended numbers - related to NewStart & ReStart Churches)

4.18 **New Church University:** As part of their Church Action Plan development process, all NewStart, ReStart & ReFocusing church leaders are required to enroll in New Church University, pass the entrance exams (learning terminology) and attend an NCU training event.

4.19 **Parent or Sponsor Church Action Plan:** We encourage every parent church or sponsor church(es) to develop a Parent or Sponsor Church Action Plan, along with the church planter. We encourage the use of a resource from New Church Specialties called "10 Steps To Parenting A Healthy New Church" for this process [see Appendix].

4.25 **Regular Evaluation Of Our NewStart, ReStart & ReFocusing Churches:** Through Missional Task Force Committee meetings, through Parent & Sponsor Church conversations, NewStart/ReStart Network, Coaching Evaluations and Strategic Planning sessions, regular evaluation of our NewStart, ReStart, ReFocusing & Parent churches will occur. Tools such as the Personal & District Commitment To Church Planting Survey, along with other evaluative tools will be used. [see Appendix 6]

(amended numbers - related to NewStart & ReStart Churches)

7. THE REFOCUSING PROCESS [see the Appendix]

7.1 **ReFocusing Defined:** "The process of re-capturing the vision and heart of Christ for His Church." Over time, we all tend to experience "missional drift" and other things replace our passion to reach lost and broken people. The ReFocusing process is critical because we live in a post-Christian America. Our society no longer considers the church a place to address the needs of today's world. Church is viewed by many (in some communities the majority) as irrelevant and out of touch. Moving into effective ministry for the 21st century will require us to change. For churches to transition into a new era of ministry, courageous, godly leadership is essential. The short and long-term fate of our churches rises and falls on the courage and spiritual integrity of our church's leaders, both lay and clergy. The ReFocusing process is designed to equip our leaders and our churches in making the necessary transitions so the church becomes again effective in reaching lost and broken people across our district for Christ.

7.2 **The Process Of ReFocusing:** The process of ReFocusing is a renewed emphasis of a church, its pastor and its leaders to regain an understanding and a picture of a healthy church. ReFocusing assists church leaders in strategizing the future of a church in light of how God is already at work, the natural elements of spiritual life, and the components that are essential for a healthy

church to focus on. The ReFocusing process is a two to three year process, not a quick fix! We anticipate the result to be church leaders bringing both focus and renewal to their local churches. Our passion is to determine what God is doing and adjust our lives so we can join Him! As we have studied the ReFocusing process in local churches, four clear steps have emerged. They are below.

1. Assessment
2. Renewal
3. Planning
4. Implementation

The Appendix details the above process. The purpose of this policy & procedure is not to explain ReFocusing, but just to provide an overview of key beginning issues.

Assessment: This includes two key parts: a Personal Assessment and a Church Assessment.

First, the pastor must be led through a Personal Assessment that helps him/her understand what a ReFocusing pastor looks like. What are the spiritual gifts helpful for ReFocusing? It is important he/she understand their personality type and the behavioral traits needed to effectively ReFocus a congregation.

Second, it is important as we begin the ReFocusing process, that we do a Church Assessment as well. We must answer the question, "Is the church ready to ReFocus? Pastoral change is the best time to begin the ReFocusing process. It is important that both the pastor and district superintendent determine where the church is, on the church life-cycle. As ReFocusing begins, it is also very helpful if a Church Health Survey is done to help determine the health of a church in the 8 quality areas (see 7.8). Because many times a local church cannot be totally objective about itself, the Church Assessment may need to be done by a district ReFocusing team or the District Superintendent.

7.3 Church Health Analysis: We recommend that each ReFocusing church on our district use the Natural Church Development survey every other year. This will help the pastor, church board and ReFocusing Team to determine the health and condition of the local church. The 8 quality areas of church health that are evaluated are:

1. Empowering Leadership
2. Gift-Oriented Ministry
3. Passionate Spirituality
4. Functional Structures
5. Inspiring Worship Service
6. Holistic Small Groups
7. Need-Oriented Evangelism
8. Loving Relationships

We believe God is already at work in the life of every church and its leadership. By using the church health survey, a church assesses its state of health and establishes areas of needed improvement as it implements the ReFocusing plan. This survey should be administered every other year during the ReFocusing process. Consultants trained by New Church Specialties will be available both on and off the district to assist in the administering the survey and interpreting the results. A list of these consultants is available from the NCS office or by visiting NCS on the Web:
www.NewChurchSpecialties.org

Appendix & Forms:

WEST VIRGINIA NORTH DISTRICT HOME MISSIONS STRATEGY BOARD

The following are standard forms used in cooperation with the district office and the Home Missions Strategy Board. Updated copies will be posted on the district website as needed. These forms include the following:

- -District -- NewStart, ReStart & ReFocusing Movement
- -15 Places To Find Potential Church Planters
- -Coaching Evaluation
- -Action Plan Evaluation Checklist
- -Parenting A Healthy New Church
- -District Commitment To Church Planting Survey
- -The ReStart Process
- -Establishing An Advisory Council
- -Monthly New Church Progress Report
- -The NCS ReFocusing Process

Appendix I:

7 Values of the NewStart, ReStart, ReFocus, Parenting Church Movement

Building LEADERS

- L** ed by the Holy Spirit in prayer, timing & location
- E** quipped "Parent" and/or "Sponsor" Churches (writing an Action Plan)
- A** ssessment of Leaders Required
- D** eveloped "Farm" System For Future Church Planters
- E** ncouragement through Qualified Coaching
- R** equired Training of all **NewStart, ReStart, ReFocusing & Parent** leaders (New Church University)
- S** trong Financial Base Developed

Appendix II:

15 Places to Find Potential Church Planters

1. **Growth pastors** - pastors who have a proven track record, who want to start something new
2. **Church staff** - larger church staff, or growing churches with staff
3. **Entrepreneurs** - lay people who've shown the capacity to start a business successfully
4. **Second career people** - laypeople in their late 30's, early to mid 40's, who want to make an investment for eternity.
5. **Catalytic people** - successful church planters who are very good at starting but don't do well at long-term pastoring, they frustrate themselves as well as their people
6. **Sunday School teaches & lay leaders in growing churches** - growing churches often attract lay people who are potential planters
7. **Frustrated catalytic lay leaders in plateaued or declining churches** - you will sometimes find within some of these churches people that really want to do something for God, they just need the opportunity
8. **Ordained or lay people in parachurch groups** - Campus Crusade, Young Life staffers, etc. as they get older, look for opportunities to church plant
9. **Ministerial & lay majors in liberal arts colleges** - both ministerial and lay students looking for a place to make a difference with their life, who have a passion to minister.
10. **Students at Nazarene Theological Seminary** (NTS)
11. **Students at Nazarene Bible College** (NBC)
12. **People who fail in their first church** - They may not be gifted to minister in an established church but would be good church planters! The problem could have been "misplacement."
13. **Sponsor Event Seminars** - "How to Be The Kind of Leader That Makes An Impact On The 21st Century." This will maybe draw a pool of people. Maybe sponsor, "How To Parent A New Church" for pastors and key lay leaders.
14. **People from Other Denominations** - People looking to align themselves with a vibrant church planting movement that provides competent coaching
15. **Returning Missionaries** - many of these have church planting experience!

Appendix III:

New Church Specialties Coaching Evaluation

Instructions: Rate your NCS coach on the following scale, with 1 being low and 10 being high. Then turn it in to your denominational supervisor or district superintendent.

I feel like my coach usually starts by focusing on my concerns and where I currently am at. 1 2 3 4 5 6 7 8 9 10

When I express myself, I feel like my coach understands and can identify with what I am experiencing. 1 2 3 4 5 6 7 8 9 10

My coach is careful not to talk too much, but is good at helping me come to my own conclusions and decisions. 1 2 3 4 5 6 7 8 9 10

My coach is good at bringing me back to the basics of the understanding and the implementation of my new church action plan. 1 2 3 4 5 6 7 8 9 10

I feel spiritually cared for, prayed for, and encouraged by my coach. 1 2 3 4 5 6 7 8 9 10

I feel my coach is competent in their knowledge and understanding of the field of new church development. 1 2 3 4 5 6 7 8 9 10

I feel challenged to excel by my coach. 1 2 3 4 5 6 7 8 9 10

My coach responds to my communication requests within 36 hours of me initiating a desired appointment. 1 2 3 4 5 6 7 8 9 10

My coach is doing a good job at taking the Scriptures and applying them personally to my work as a church planter. 1 2 3 4 5 6 7 8 9 10

My coach is doing what good coaches do—he/she motivates, encourages, challenges and inspires me to keep on focusing on the issues that are critical to the success of our new church. 1 2 3 4 5 6 7 8 9 10

Name: _____ Date _____ Score _____

Here are some suggestions on how my coach could be even better:

Appendix IV:

New Church Specialties Action Plan Evaluation Checklist

Why Are You Doing This?

- Background summary, life verses, right motives & has a clear divine call
- Formal or informal assessment, results are a positive recommendation

Where Do You Feel Called?

- Describes God's Hand through prayer in leading them to this location
- Has developed a good Intercession strategy with active intercessors
- Clearly understands the objections & barriers they will face

Who Will You Reach?

- Has a clear Ministry Focus Group (demographics & MFG worksheet completed)
- Has a clear geographic, demographic, cultural and spiritual understanding of MFG
- Has done an unchurched survey of 250 people and listened to them closely
- Has ordered and studied community demographics

What Kind Of Church Will It Be?

- Clearly understands the behaviors of a healthy church and resulting core values
- Has a clear descriptive vision of the church's future
- Has developed a concise, popularized mission statement

With Whom Will You Work, To Launch It?

- Clearly understands all launch or refocusing team members needed
- Is having recruiting conversations & understands gaining agenda harmony
- Has thought through essential ministries, i.e. worship, children, small groups, etc.
- Has established clear relationships with district, sponsors, coach, NCS, etc.

How & When Will All This Happen?

- Has a timeline and clearly understands all the critical milestones
- Has a clear ministry flow chart -- membership, maturity, ministry process
- Understands how to select an appropriate location and facility
- Has attraction events planned to build the prospect & first-time guest lists
- Has all "image" issues thought through, i.e. logo, invite cards, website, etc.
- Has thought through implementation for long-term church multiplication

How Much Will It Cost?

- Has a comprehensive budget that covers through achieving self-support status
- Has a plan to teach being a "global church" from the beginning
- Clearly understands total amount of project cost to the parent or sponsor
- Has plan to establish all necessary church financial procedures
- Has thought through implementing a stewardship development plan

Appendix V:

10 Steps to Parenting a Growing, Healthy Multiplying Church

Step 1: **The leader must catch the vision.**

It all begins with the leader. Typically, as the Pastor goes so goes the church. The Pastor needs to determine the level of involvement he and the church will have in parenting.

The pastor is the key to reaching the harvest through church parenting. If he/she is willing, almost always the people are willing. If the pastor is hesitant, the people will be reluctant to move ahead and parent. Consider the following questions:

1. **Why would the Pastor not want to plant?**
2. **What questions will have to be answered to get the Pastor to consider parenting?**
3. **What does the congregation think about parenting?**

"It takes all kinds of churches to reach all kinds of people."
- Rick Warren

"Church planting is the most effective means of evangelism under heaven."
-- Peter Wagner

Step 2: **Create a burden through prayer.**

Need does not constitute burden. Yet most leaders do not even look to God as to the burden He may choose to give them in parenting. Prayer is the critical component. Pastors should **make** the time to **take** the time to **spend** time with God. In this time God should be asked as to their role in parenting.

Helps for a personal prayer retreat

1. Set one day (4-6 hours) to get alone with God
2. Go someplace you will not be interrupted (no pagers, or cell phones)
3. Take a Bible, pen and writing tablet
4. Read through the Book of Acts
5. Ask God to reveal Himself in the book
6. Write down impressions, thoughts and insights
7. Keep the following question in the front of your mind: Father, what do you want me to do in the parenting movement
8. Act on what He tells you

Step 3: **Cast the vision to the congregation.**

You have to get the people to "buy" into the parenting vision. Begin with key leaders. Put books into their hands. Take them to New Church University and attend the **Parent Church Training Track** together.

In casting the vision beware of hurdles you will have to clear.

1. **Fear**
2. **Finances**
3. **Investment of friendships**
4. **Investment of leadership**
5. **Lack of knowledge**
6. **Pride**
7. **Selfishness**
8. **Priority of ministry**
9. **Timing of the parenting role**
10. **Ownership**

5 Wrong Core Values That Sometimes Surface In The Parent Church

1. Fear rather than faith.
2. Safety rather than sacrifice.
3. Complacency rather than compassion.
4. Isolation rather than involvement.
5. Lethargy rather than leadership.

Step 4: Cultivate the resources

The parent church has many resources necessary to help a new church get going. The key four need to be cultivated:

1. Finances
2. Family (a fishing people for leaders and workers)
3. Facilitation (training)
4. Farming (place to cultivate team members)

4 Reasons Why People Give To Church Planting

1. Because they have a personal relationship with the person who asks for the gift.
2. Because they believe in the cause--they want to invest in ministry.
3. Because of the content of the communication--they are approached with a good presentation.
4. Because of the method of the communication--the more personal it is, the more successful it will be.

Avoid the 3 Biggest Mistakes In Church Parenting

1. Moving ahead with plans before the congregation has ownership
2. Poor planter selection and lack of a clear new church action plan
3. Inability to release control of the new church

Begin to look for quality planters to join you in the parenting vision.

Three helps in planter selection

1. Make sure you have an objective assessment done on the church planter by someone knowledgeable and skilled in new church development. We suggest using one of the NewStart Regional Assessment Centers sponsored by the Church of the Nazarene.
2. Once assessed, have the planter do a demographic study, conduct some hands-on field research, and discern the spiritual climate and community needs.
3. Unless the planter has cross-cultural planting gifts, they will tend to reach others like themselves. Explore the background of the planter, their spouse and their parents. Examine such things as where they grew up, their educational levels, occupations, etc. Make sure the community matches who they are.

Step 5: Consider the opportunities.

Look around at the locations that might be good areas to plant. Determine the model you might utilize in parenting. You can find models on the **NCS Web Page**.

Step 6: Chart a course.

Attending **New Church University** and participating in the Parent Church Training Track will help you develop a **“Parent Church Action Plan.”**

C.H.A.N.G.E.S. in getting on course

1. Consider the present situation
2. Have an end result in mind
3. Advance strategically
4. Negotiate the problems
5. Get your people on board
6. Evaluate your progress
7. Show your people the results

Step 7: Count the cost.

Anything worthwhile has a cost involved. A parent church will make five key investments:

1. Members
2. Money
3. Mud (turf)
4. Ministry resources
5. Momentum

Parenting always costs something, but the results are always worth it!

Step 8: Celebrate the release.

When releasing the parenting team be sure to design a service that is a combination of celebration and commission.

How To Release The New Church

1. Emotionally, keep telling yourself to let go, just like every parent has to do when their child is leaving home. Parenting a church correctly is not easy. It's like having a child born and married simultaneously! They are born and then you have to give them away, on the same day! It's not easy.
2. Continue to honor your financial commitments to the new church, but don't second-guess the decisions that the new church is making. Trust them!
3. Recognize your changing relationship with both the church planter and the new church. To paraphrase John 3:30, the parent church's role must decrease so the new church can increase.
4. As the parent, know when to pull the plug for good and let the new church stand on its own. The new church must learn to solve its own problems without tapping into the resources of the parent church. Balancing this issue will take honesty and integrity on the part of both the planter and the parent church pastor.
5. If the new church is not released, the relationship between the two churches will be troubled long-term. First, the parent church won't recover as quickly, because it will be focusing on the needs of two churches. And secondly, the new church won't develop right. It will either develop resentment or dependency (or both) toward the parent church. So releasing the new church is crucial to its long-term health.

How To Celebrate Its Success

1. Continue to pray for the new church publicly, with thankfulness to God for the lives that are being changed.
2. Celebrate the grand opening by video taping the service and playing parts of it to the parent church.
3. Have the planter come on Sunday night or Wednesday night and share an update of how the new church is progressing.
4. Celebrate the first baptism service. Take pictures and show them to the parent church.
5. Celebrate the first anniversary service. Recount how God has blessed and been at work during the first year.
6. Invite the new church to participate and go with you to District Assembly. Go with the planter to District Pastor's & Wives Retreat and other district functions. Move from acting like the "parent" church, to treating them as a "sister" church. (But just know that as the parent, you will always feel the pride a parent feels when your child does well!)
7. Schedule the formal church organization service at a time when people from the parent church can join in the celebration by attending.

Step 9: Concentrate on recovery.

The parent needs to concentrate on stabilizing. Make sure you regain your footing financially, spiritually, emotionally, numerically and relationally. This recovery time will often depend on the health of the parent prior to the birth.

How To Renew The Parent Church's Vision

1. First, take some time to rest. The parent church pastor may not want to--you may feel that you will lose momentum. But recognize that giving birth means someone just went through labor. Give the parent church time to celebrate the church plant's success. Also give the parent church some time to recover.
2. If it is led correctly, the parent church can experience a very clear sense of renewed vision from God. The parent church pastor must be ahead of the people when it is time to move forward with God's next step. But don't forget, when you cast vision, share the vision of how many are being reached now because of the generosity and unselfishness of the parent church.
3. As the parent church pastor, establish clear goals and develop a detailed action plan as you lead the parent church forward.
4. Remember the following realities about the impact of parenting a new church:
 - a. **Attendance recovery** - it usually takes 3-12 months to recover if 10% of your average attendance goes with the new church. This assumes the parent church is involved in effective outreach and assimilation. Lack of attendance recovery in the parent church is an indicator of weak evangelism and assimilation systems.
 - b. **Financial recovery** - the time required for this will depend on the number of tithers you have given and the length of time you have committed to support the new church. Just remember, it is impossible to out-give God!
 - c. **Leadership recovery** - it usually takes 3-12 months to raise up new leaders to replace those who you send out in mission. In the parent church, the apprenticing of replacement leaders should begin in the pre-natal phase, before the new church is born. Lack of new leaders in the parent church indicates the need for improving your system of challenging, training and mobilizing people for ministry. But you can mark this down! You will be very surprised who God prompts to step forward and help in the parent church, after you follow God's will in sending people out to extend the kingdom.

Step 10: Conceive again.

A healthy church should be capable of reproducing every three to four years. It is through reproducing churches we will be able to see whole regions taken for the glory of God and expand the Kingdom.

Appendix VI:

District Commitment to Church Planting Survey

Evaluate the current level of church planting commitment on our district by rating **both yourself** and **the district** (1-100) in one of the following categories (1 being lowest and 100 being highest). Write your scores in the space provided below.

1-15 = Openly hostile

Actively opposes new works on principle
Seeks denominational controls to limit or block church planting
Critical of any new churches – questions their “doctrinal purity”

16-30 = Strongly resistant

Does not see the need for new churches – “why start a new church when the ones we have aren’t all filled?”
Doesn’t respond to any involvement, passive to any new church endeavor
Threatened by any new church within 30 miles!
Won’t give any support unless it is mandated by the denomination

31-45 = Mildly resistant

May publicly support church planting, but is threatened and opposes any new congregation being started near their church
Is against giving any people or leadership for church planting
Is indifferent to starting a daughter church

46-50 = Don’t care, tries to stay neutral

51-65 = Mildly supportive

Open to churches being started...somewhere else! Over 10 miles away!
Willing to become involved as “missions project” if it doesn’t cost too much
Conceptually supportive of starting a church, “**but** we’re not ready yet.”

66-85 = Actively involved

Wants to see new churches get started and will give people and resources
Not threatened by new churches more than 5 miles away
Pursuing plans to “parent” or “sponsor” a new church in the next year

86-100 = Highly committed

Committed to help “parent” or “sponsor” a new church every year
Not threatened by new churches within 3 miles
Actively giving people, money and resources to start new churches

_____ **Personal Score** _____ **District Score** **Date** _____

Appendix VII:

10 Steps in the Restart Process

Pages 4 and 5 of the resource by G. Michael Livingston entitled, "The Rebirthing Process" was very helpful in the development of this ReStart process.

What Is A ReStart?

In the Scriptures, the word 'rebirth' refers to new life, a change of heart, a new beginning, a fresh start or transformation. In our church, on our district, our desire is to see every congregation experience renewed life in order to carry out The Great Commandment (Matt 22:37-39) and the Great Commission (Matt 28:18-20) of Christ. A **Restart** is a process that occurs in the life of a church when it is determined by district leadership that the best way for the local church to achieve God's objective, is for the church to experience a "rebirth," a clean ReStart.

What Steps Do We Take In A ReStart?

Every district will probably develop their own policies and procedures for dealing with ReStart churches. These guidelines are only offered to begin the thought process of everyone involved and are not meant in any way to replace the policies or actions of the district superintendent, district advisory board, mission development board, etc.

1. Initiating the ReStart process is done after much prayer, careful thought and analysis on the part of 4 parties: 1) the district superintendent, 2) the district advisory board, 3) the Mission Strategy Team, and 4) the local church board.
 2. A prayer team shall first be mobilized of at least 3 prayer warriors who have the gift of intercession and who commit to pray through the entire ReStart process.
 3. After consulting with members of each of the other three parties, the district superintendent shall have the responsibility of making the decision when the ReStart process should be initiated.
 4. After the decision to initiate the ReStart process, the following communications shall take place:
 - a. This decision shall be communicated with the pastor, if a current pastor is in place.
 - b. This decision shall be communicated with the church board and the congregation.
1. The district superintendent shall disband and dissolve the current church board.
 2. The present local church membership shall be dissolved and church membership shall be either terminated or held in a church type mission status by the district. The status of membership shall be determined by the district superintendent.

3. The district superintendent shall determine whether the present programs and ministries of the church should continue to function during this process, or whether they should cease. All ministries of the church during this period of time will be subject to evaluation.
4. A Leadership Team of individuals shall be appointed by the district superintendent to guide the development of the restart process. The Leadership Team shall consist of those who have the heart, vision and energy for a new and exciting ministry and may include outside advisors with special expertise that the district superintendent feels is necessary. This Leadership Team shall continue to give leadership to the new church until the church is ready for the appointment of an Advisory Council or is ready to formally organize.
5. The Leadership Team shall familiarize itself with the resources for ReStart churches offered by New Church Specialties, called "New Church Blueprints," one or more representatives shall be responsible to attend New Church University, and shall prepare a ReStart Church Action Plan, in the manner outlined.
6. The Leadership Team shall enter into a Private Worship Phase, set a ReStart launch date, and develop both the planning and all of the ministries necessary for the future.

Appendix VIII:

Establishing an Advisory Council

Reasons & Rationale:

1. The pastor needs a group to both protect him, as well as provide wisdom in decision-making before the church becomes a fully-organized congregation.
2. An Advisory Council can have a secretary who records all decisions the new church makes, for historical as well as practical purposes.
3. The Advisory Council is not a church board and does not vote on issues. Final decision-making responsibility is in the hands of the church planter, but he/she is wise to get input from the group.
4. The Advisory Council helps the pastor by drawing up the first church budget and communicating the needs of that budget to the congregation. At least one person on the Advisory Council should be given the responsibility of acting in the role of a "finance chairman." They only advise the church planter and the council, but they should help the church planter shoulder the financial responsibilities of the new church, as well as caring for the personal needs of the planter and their family.
5. Selection and use of an Advisory Council greatly accelerates lay involvement and personal ownership in the new church.

Procedure For Selection:

1. Advisory Council members are nominated by the church planter and appointed by the District Superintendent.
2. Their term of service is determined by the church planter. They serve as advisors to him/her until the church is formally organized and the first church board is selected.

Responsibilities:

1. To serve the new church as "advisors" to the church planter
2. To insure that the personal needs of the church planter and family are cared for
3. To advise the church planter on the distribution of church funds
4. To help form and prepare the first annual budget
5. To demonstrate commitment to the church planter and the mission of the church

MONTHLY NEW CHURCH PROGRESS REPORT

Church Name _____ Pastor's Name _____ Date _____

Month _____ Year _____

| WEEK: | Prayed to Receive Christ | Number on Care List | Small Groups or SS Att. | Worship Service Attendance | First Time Attenders Present | TITHE | Missions | Buidling |
|-------|--------------------------|---------------------|-------------------------|----------------------------|------------------------------|-------|----------|----------|
| 1 | | | | | | | | |
| 2 | | | | | | | | |
| 3 | | | | | | | | |
| 4 | | | | | | | | |
| 5 | | | | | | | | |

Total:

| | |
|--|--|
| <p>Sunday School</p> <p>Sunday School Average This Month: _____</p> <p>This represents + / - : _____</p> <p>Sunday School Average Year to Date: _____</p> <p>This represents + / - : _____</p> <p>Average Goal for this year: _____</p> | <p>Worship Service</p> <p>AM Worship Average This Month: _____</p> <p>This represents + / - : _____</p> <p>AM Worship Average Year to Date: _____</p> <p>This represents + / - : _____</p> <p>Average Goal for this year: _____</p> |
| <p>Giving Goals</p> <p>Giving Units Current Total: _____</p> <p>New Giving Units This Month: _____</p> <p>Giving Units Lost: _____</p> | <p>Service and Attendance Goals</p> <p>AM Worship Average Goal: _____</p> <p>Sunday School Attendance Goal: _____</p> <p>New Nazarenes Goal: _____</p> |

Vistor Name: _____ Address: _____ Phone / Contact _____

1 _____

2 _____

3 _____

4 _____

5 _____

6 _____

7 _____

Use additional page if needed

Appendix X:

NCU ReFocusing Process

I. Assessment

Personal assessment - What does a ReFocusing pastor look like?

Spiritual Gifts helpful for ReFocusing.

Understanding your personality type will assist you in being more effective in the refocusing process.

Character or Behavioral traits needed to be an effective refocus pastor.

Church Assessment – Is the church ready to ReFocus?

Pastoral change is the best time to begin the refocusing process.

Determine where the church is on the life-cycle.

Church Health Survey will help determine the health of a local church.

Outside assessment may be done by a district ReFocusing team.

II. Renewal

A. Pastoral Renewal

Vision is born during a time of personal renewal, which begins as a pastor commits to seeking after the heart of God in prayer.

Developing and understanding how to lead a church through change will help clarify a vision.

An Understanding of the 15 components of an action plan will equip the refocus pastor and develop competency in refocusing a church.

Reading ReFocusing materials will develop a vision of what can be.

B. Church Renewal

1. Prayer and the sharing of a renewed pastors heart will and must lead to corporate renewal if a church is to refocus.

2. An honest evaluation of the condition of the church will prepare the way for vision.

3. Church leaders must increase their knowledge and understanding by reading refocus materials. *Who Moved My Cheese?*--Spencer Johnson

III. Planning

A. Key to the refocusing of a church is to choose carefully the **ReFocusing Team**

B. The development of high quality **Church Action Plan** provides the blueprint to move the church to action. (An effective ReFocusing action plan is begun at NCU).

C. Find an effective **Coach** (Contact New Church Specialties)

D. **Network** with other ReFocusing pastors from New Church University

IV. Implementation

A. The pastor and leadership must understand the **process of change** in implementing a vision.

B. There are mistakes we can avoid as we **learn from each other**.

C. **Evaluating the progress** of refocusing keeps the vision fresh (Church Health Consulting from NCS is a good tool, suggested every other year.)