

NEW CHURCH DEVELOPMENT GUIDELINES

FOOTHILLS PRESBYTERY

PRESBYTERIAN CHURCH (U.S.A.)

**Adopted October 1993, Revised December 1997
Revised December 2003**

Note: this document replaces Mission and Ministry Division with the new structural entity Ministry of Congregational Development

BIBLICAL-THEOLOGICAL CONSIDERATIONS **FOR NEW CHURCH DEVELOPMENT**

The biblical/theological framework for a strategy for mission through new church development is grounded in the belief that mission is derived from the very nature of God. In a paper read at the Brandenburg Missionary Conference in 1932, Karl Barth forced the Church to wrestle with the question of mission when he articulated mission as an activity of the Godhead.

The classical doctrine on the *missio Dei* as God the Father sending the Son, and God the Father and the Son sending the Spirit was expanded to include yet another “movement”: Father, Son and Holy Spirit sending the church into the world. As such, The biblical/theological framework for a strategy for mission has its origin in the heart of God. God is a fountain of sending love. This is the deepest source of mission. There is mission because God loves people.¹

The New Church Development Team of Foothills Presbytery believes that church’s identity must be re-discovered in light of the Reformed contours of *missio Dei*-- mission is the very nature of God.

The New Church Development Team of Foothills Presbytery is committed to launching missional new churches. To this end, the NCD Team recognizes that a sign of a new church faithfully living out its missional mandate is spiritual and numerical growth. A new church faithful to its Lord will possess such a quality of their shared life together that its membership, budget, infrastructure and worship life will grow numerically.

(For a full discussion of Foothills Presbytery’s biblical/theological basis for new church development, see appendix M.)

¹ David Bosch, Transforming Mission: Paradigm Shifts in Theology of Mission, (New York: Orbis), 2000, 389-390.

II. GUIDELINES FOR NEW CHURCH DEVELOPMENT (NCD) STRATEGY

Foothills Presbytery has a far-reaching strategy for the development of new congregations that includes at least the following activities:

The Presbytery will:

1. Study the growth of the area that the Presbytery covers with special attention to roads, utilities, large housing developments, industrial and commercial facilities, schools, and other churches as signs of future growth potential;
2. Develop and update annually a list of new congregations to be started in the order of their priority with an approximate date on which they are to be started.
3. Maintain a Long-Range Financial Plan for the development of new congregations that will include the costs of land, program support, and building grants, and a list of anticipated sources for these funds;
4. Work with and secure the support of at least three congregations;
5. Look ahead to future financial needs for NCD and secure the support of the churches of the Presbytery for meeting these future needs;
6. Use volunteers in the churches who have skills in such areas as finance, real estate, construction, demographics, engineering, and architecture, and secure the services of paid consultants as necessary to carry out the task of new church development;
7. Assure that each New Church Development follows the carefully worked out steps that lead from beginning to charter and self-support. Exceptions to the guidelines may be granted by the NCD Team and recorded in the minutes; significant exceptions will be approved by the Ministry of Congregational Development.
8. Structure the NCD Team with highly qualified members: a) having relevant expertise: e.g. realtors, managers, attorneys, pastors, evangelists, engineers, and architects; b) others having interest or experience in new church development; c) laypersons who represent the cultural context of the NCD and comprise a diverse representation of Foothills Presbytery's congregations.
9. If the NCD Team finds a vision for another model, it will be open to that and will review it for recommendation to the Presbytery through the Ministry of Congregational Development (MCD).

III. GUIDELINES FOR SITE SELECTION AND PURCHASE

Selecting sites will be the responsibility of the NCD Team of the Ministry of Congregational Development (MCD) of Presbytery. Purchasing sites will be done by the Presbytery Council upon recommendation by the NCD Team and the MCD. Before the Council can make a purchase, full Presbytery approval of a designated area in which to purchase an undesignated site will be required.

It is the policy of the Presbytery through the Council to purchase sites well in advance of the development of an area, if this is possible. In carrying out this policy, we will be guided by the Long-Range Plan of the Presbytery, and we will keep in contact with government planners, private developers, and regional planning groups.

In selecting sites we will attempt to avoid locating in an area already served by a Presbyterian Church (USA) congregation. We will also attempt to take into account the number and type of other congregations, especially Reformed, in existence or planned for an area in an attempt to avoid "over-churching" an area.

Ordinarily we will not purchase a site that is closer than four miles from another church in our Presbytery. Prior to a site being purchased, nearby churches will be informed. Ideally, the sessions of these churches should be supportive of the new church.

We will attempt to secure a site of between eight and fourteen acres for each congregation that is planned. The Presbytery maintains the right to sell excess acreage at the most appropriate time. The money from the sale will be returned to the NCD Capital Funds Account. If possible, the new church will have the first option to purchase any additional property.

In the selection and purchase of sites, the following steps will be taken:

1. The Presbytery will approve an area as appropriate for the new congregation as recommended by the NCD Team through the Ministry of Congregational Development.
2. The NCD Team will recommend the purchase of a specific site to the MCD and the Presbytery Council.
3. The Presbytery Council must approve the terms and conditions of all land acquisitions.
4. The purchase of the site and the terms of the purchase will be reported to the Presbytery at its next meeting after the acquisition is completed.

The same procedure as outlined above (items 2-4) will be followed in the sale of sites or parts of sites by the Presbytery.

See Appendix A: Guidelines for NCD Site Selection and Purchase.

IV. GUIDELINES FOR MISSIONS FROM BEGINNING TO CHARTER

The development of a new congregation from its beginning as a Mission to its charter as a Congregation shall be under the supervision of the NCD Team of the MCD and shall follow these steps:

1. The NCD Team, MCD, and the Presbytery will all approve an area for the beginning of a Mission. The NCD Team will meet with the Session of the nearest Presbyterian Church(es) to tell them of the plans for beginning the Mission and will attempt to secure their commitment as a "supporting church." (See Appendix B: Guidelines for Sponsoring and Supporting Churches.)

2. The NCD Team will appoint a Task Force to initiate the Mission and work with them until the Mission is organized as a Congregation. (See Appendix C: NCD Task Force Job Description.)

3. The NCD Team will recommend to the Presbytery Council the calling of an Organizing Pastor. Ordinarily the Mission will not begin meeting together for worship until the Organizing Pastor has been called and has moved to the area. An organizing pastor may have between two and four months to gather a core group that will meet weekly before beginning corporate worship. (See Appendix D: Guidelines for the Search Committee for an NCD Organizing Pastor, and Appendix E: Organizing Pastor Job Description.) Soon after the Organizing Pastor begins work, the Presbytery will hold a Service commissioning him or her as Organizing Pastor of the Mission.

4. Once the NCD has 50 charter members, the Organizing Pastor will appoint a Steering Team to serve as a sort of "pre-session" in the development of the Mission. (See Appendix F: NCD Steering Team Guidelines.)

5. The Organizing Pastor and the Steering Team will continue to gather a congregation and develop a program of worship, study, fellowship, outreach, service, and leader training. It will be their purpose to secure prospective members to sign a petition requesting the Presbytery to charter them as a Congregation when they have met the requirements for Charter set forth by the Presbytery. (See Appendix G: Requirements for Charter of a Congregation in Foothills Presbytery.) It is expected that the mission will meet the requirements to charter within one year from the start of corporate worship. A major assessment will be made at the end of one year by the NCD Team, and a go or no-go decision will be made. If at that time significant progress has been made toward fulfilling the chartering requirements, particularly in regard to average worship attendance, charter members and weekly giving, consideration may be given for an appropriate extension of up to one year.

6. During this period the Organizing Pastor and the Steering Team will make monthly reports to the NCD Team on the progress of the Mission using a form provided by the NCD Team. (See Appendix H: Monthly Report Form for Missions.)

7. Each organizing pastor will work within a covenant with the NCD Team and will be provided a pastor in consultation with the Committee on Ministry. In the unusual event that a no-go decision is made under item 5 above, the NCD Team will work with the organizing pastor(s) in finding a new call. The resignation or termination procedure of an organizing pastor will follow the Book of Order G-9.0705

8. When the "Requirements for Charter" have been met, the Steering Team will present the petition for charter to the NCD Team which will recommend to the Presbytery through the MCD that the Congregation be chartered. The Presbytery will act on this request and appoint a Commission to charter the Congregation, oversee the election of officers and the calling of the Pastor, and act to ordain and/or install them in office.
9. Each NCD shall provide complete, audited financial records to the NCD Team annually.

V. GUIDELINES FOR NEW CHURCHES FROM CHARTER TO SELF-SUPPORT.

After a new congregation is chartered, it will continue under the supervision of the NCD Team until it becomes a self-supporting congregation (i.e. receives no financial aid from the Presbytery). This supervision shall include the following:

1. The pastor will continue to personally present monthly reports to the NCD Team. In addition each quarter the pastor and an elder will meet with the NCD Team to present a quarterly report. Appendix J is available for that report.
2. Financial aid to the new churches will be pastor's compensation for one year from the time of calling, then \$40,000, \$30,000, \$20,000, \$10,000 for the next four years unless circumstances allow otherwise. However, it is understood that this aid will be based on a plan that will normally lead to the church becoming self-supporting within five years of the time the funding for the Mission begins.
3. The Session of the church will prepare goals that will be shared with the NCD Team and the reports to the Team will include a report of progress being made toward these goals.
4. One of the first tasks of the new church will be to plan the first church building(s). This will be done by a building Team selected by the pastor, session and NCD Team. Its plans for financing, design, and construction will be presented to the NCD Team for its review and approval as they progress. The NCD Team will provide guidance for discovery of additional means of financial aid. All building plans will be approved by the NCD Team until the new congregation is no longer receiving financial support from the Presbytery.
5. The NCD Team will be particularly interested in the following matters related to the development of the congregation: spiritual development, evangelism and conversion², program development,

² Because the Church consists of those women and men who have been called and sent into the world to bear witness to Jesus Christ and the reign of God, the church is called to action. This action is decidedly missional in nature. This missional nature stems from the fact that the church, according to Lesslie Newbigin, is to exist for the rest of humankind offering its gospel to those outside. George Hunsburger, *Bearing the Witness of the Spirit: Lesslie Newbigin's Theology of Cultural Plurality*, (Grand Rapids: Eerdmans Publishing Co., 1998), 156.)

Thus, we can speak of a "missionary encounter between the gospel and our culture."

membership growth, leadership development, stewardship and financial management, quality of worship services, average worship attendance, and the building program.

6. Each new congregation will be required to budget for Presbytery Unified Mission Program at least 10% of the gifts of the congregation (not including capital money given for the building program or the building fund). New churches will not pay per capita until after they are chartered.

VI. GUIDELINES FOR NCD BUILDING GRANTS AND LOANS.

After a congregation has been organized, it will be the policy of Foothills Presbytery to make a matching grant of up to \$150,000 to assist the new congregation with the construction of its first building. This grant will be made by action of the MCD upon recommendation of the NCD Team.

It will be the policy of the Presbytery, depending on its current debt exposure, to co-sign loans up to **\$600,000** that are negotiated by new congregations. This limit will include loans from the Synod and General Assembly as well as commercial loans. This will be recommended to the Presbytery Council only after receiving the approval of the Presbytery's Finance Team.

VII. GUIDELINES FOR FINANCING NEW CHURCH DEVELOPMENT IN FOOTHILLS PRESBYTERY.

Normally, the Presbytery will contribute to the financial support of new congregations in three ways:

- 1) Purchasing a site that will be given to the congregation debt free.
- 2) Making monthly payments to support the program of a new Mission and of a new Congregation until it becomes self-supporting. It is expected that a new Congregation will become self-supporting no later than five years after the first corporate worship service. This financial assistance will decrease proportionately each year until the Congregation is self-supporting. These monthly payments will be made according to a budget approved by Presbytery and will be made to the Steering Team of the Mission or to the Treasurer of the Congregation. These funds will be spent according to a budget for the Mission or the Congregation that has been approved by the NCD Team.
- 3) Giving a Capital Grant that will be used to help the new Congregation construct their first building.

Missions will be required to submit a monthly financial report to the NCD Team and new Congregations will be required to submit a financial report at least quarterly to the NCD Team until

According to Newbigin this missionary encounter is characterized in such a way that:

The first party will be represented by a community for which the Bible is the determinative clue to the character and activity of the one whose purpose is the final meaning of history. The boundary between this community and the society for which the Bible is not determinative is marked by the paradigm shift that is traditionally called conversion. (Lesslie Newbigin, *Foolishness to the Greeks*, (Grand Rapids: Eerdmans Publishing Co., 1996), 61-62.)

they become self-supporting congregations. (See Appendix J: Quarterly NCD Church Report Form.)

The NCD Team will keep a Long-Range Financial Plan for NCD that will be updated at least annually and be projected at least five years ahead. This will be submitted to the Ministry of Congregational Development for its approval each year. (See Appendix K: NCD Long-Range Financial Plan 1993-98.)

Based on this Long-Range Financial Plan, the NCD Team will call to the attention of the MCD and Presbytery the NCD Capital Fund needs and propose ways to meet these needs.

APPENDIX A
GUIDELINES FOR NCD SITE SELECTION AND PURCHASE

These guidelines will be followed in the selection and purchase of NCD sites by Foothills Presbytery:

1. In selecting a site the NCD Team will choose either to use a realtor or not to use a realtor. If the Team chooses to use a realtor, we will expect to pay a commission to the realtor to represent us and our interests in the selection and purchase of property. In such cases a contract will be drawn specifying the commission to be paid to and the responsibilities of the realtor. The NCD Team may choose to use a member of the NCD Team or a member of a Presbyterian church who is a realtor to be our realtor for the selection and purchase of a site.

2. In selecting a site, we will give attention to the following criteria: is the site on or very near a main traffic artery; is it a square or rectangle approaching a square in shape, does it have good visibility, is it level to or higher than the road, is it located conveniently within the mission area, and does it need minimum site work to be usable.

3. All purchases of sites will be subject to the following conditions: zoning to permit a church to be placed on the site, soil borings that indicate the absence of rock and that the land will support a church building, a clear title, no penalty for prepayment of the mortgage, and the availability of or assurances that provisions can be made for adequate utilities.

4. Action will be taken to secure assurances regarding any future expansion of rights of way adjacent to the site and regarding the availability of, or assurances that provisions can be made for, adequate utilities and utility expansion.

5. When a new Mission is begun, before a site is purchased, the selection and negotiation for the purchase of a site may be turned over to a small team appointed by the NCD Team. Note: this procedure should be used cautiously.

6. Site selection and the terms and conditions of purchase must be approved by the NCD Team and the MCD. The final purchase agreement must be approved by the Presbytery Council upon recommendation of the MCD.

APPENDIX B

GUIDELINES FOR SUPPORTING CHURCHES

New Congregations will be developed by Foothills Presbytery through the NCD Team of the Ministry of Congregational Development. The mission and the congregation will be under the supervision of the NCD Team. In each case the Team will secure support from supporting churches nearby. Normally, a Mission will have three to four supporting churches.

Role of A Supporting Church

A Supporting Church will help in the beginning of a new congregation in some or all of the following ways:

1. Make a covenant to pray for the mission church.
2. Send a group of their members to "colonize" as a part of the new congregation.
3. Encourage their members who live in the area of the Mission to join in the work of the Mission and become members of the new Congregation.
4. Contribute financially to the program of the Mission when it is begun if needed.
5. "Loan" the Mission some members who will serve as leaders during the period when the program of the Mission is being developed.
6. Offer other assistance such as secretarial help to the Mission.
7. Provide office space temporarily.
8. Contribute materials and equipment to the Mission.
 9. Provide the Mission with the names of people who live in the area who are prospective members.
 10. Assist in a community survey or in the distribution of literature in the area of the Mission.
 11. Provide at least one minister and one lay person to serve on the NCD Task Force to begin a new congregation. (See Appendix C: NCD Task Force Job Description.)

APPENDIX C

NCD TASK FORCE JOB DESCRIPTION

An NCD Task Force will be made up of at least two members of the NCD Team, the pastor and at least one lay person from the supporting congregations, some of whom may become members of the new congregation to be organized. The Task Force needs members who are familiar with the area and have relevant expertise: e.g. pastors, realtors, bankers, managers, attorneys, evangelists, engineers, and architects as well as others who have interest or experience in new church development; It will meet every two weeks, keep minutes, and have the following responsibilities:

1. Make a covenant to pray for the mission church.
2. Guide and oversee the development of a Mission until the congregation is chartered
3. Act as liaison (through the chairperson) with the NCD Team.
4. Until the Organizing Pastor begins his or her work, it may have all of the following responsibilities in regard to initiating a Mission:
 1. Arrange for a survey of the area.
 2. Work with supporting church(es) to secure maximum support for the new Mission, e.g. clerical help, equipment and facilities, prayers, finances, and colonization.
 3. Review the Preliminary Mission Design prepared by the NCD Team.
 4. Prepare a budget for the Mission. Ask the mission church to appoint a Treasurer from their steering Team to receive funds from the Presbytery and other sources, disburse funds and make a regular financial report of receipts and disbursements to the Task Force and the NCD Team. The Treasurer should be bonded through the Presbytery's insurance policy until the new church has its own insurance.
 5. Search for a meeting place for the new Mission.
 6. Appoint a chair, and a secretary to maintain records, arrange meetings and provide clerical support for the task force.
4. After the Organizing Pastor begins her or his work, the Task Force will:
 1. Assist the Organizing Pastor to select a Steering Team from those who will be members of the new church in addition to the two NCD Team representatives.

2. Be sure the Organizing Pastor and the Steering Team understand the guidelines for new church development in Foothills Presbytery.
3. Turn over the funds of the Mission to the Steering Team Treasurer as soon as the Treasurer is appointed.
4. Make a final report, turn over its records to the NCD Team, and disband after the congregation is chartered. They will transfer as much of their responsibilities to the Steering Team as the latter is able to receive.

APPENDIX D

GUIDELINES FOR THE NCD TEAM SEARCHING FOR AN NCD ORGANIZING PASTOR

The NCD Team will serve as the Search Committee to recommend to the Ministry of Congregational Development a person to serve as Organizing Pastor of each new congregation that is developed by the Presbytery. The Ministry of Congregational Development, which is the calling body, will then recommend the Organizing Pastor to the Presbytery Council for approval. In serving as a Search Committee, the NCD Team will comply with all the rules and policies of the Committee on Ministry of the Presbytery and the Book of Order, section G-14.0500 relating to the calling of Pastors.

Profile of an Organizing Pastor

A new church development organizing pastor needs:

Tier One:

- To be a catalyst, able to bring a church together out of scratch
- To have a transparent, vibrant faith in Jesus Christ
- To be able to foster spiritual development in one's self and others
- To be a visionary and a vision caster
- To have a passion for people

Tier Two:

- To have skills in recruitment / teambuilding / delegation
- To have a passion for evangelism and proven evangelism skills
- To be an inspiring preacher and worship leader
- To have sound administrative skills
- To have family/spousal health and spousal cooperation and support (if married)

Later Stages:

- To have the ability to adapt one's leadership styles to the church
- To have skills in delegation / empowerment
- To understand change dynamics

Further, they need:

- To be a good match for the culture of the mission area
- To have an enthusiastic commitment to the Reformed tradition and the Presbyterian Church (U.S.A.)
- To have a high energy level
- To be able to work collaboratively and with accountability to the Presbytery New Church Development Team

In carrying out its duties as a Search Committee, the NCD Team will normally follow these steps:

1. Draw up a Church Mission Design, and a CIF (Church Information Form).

2. Seek candidates to be considered by the NCD Team. This search for candidates may include the following:

- a. Ask the General Assembly office for recommendations.
- b. Advertise the position in church publications.
- c. Ask members of Presbytery to make recommendations.
- d. Ask other presbytery offices for recommendations.
- e. Ask Columbia Theological Seminary and other NCD pastors for recommendations.

3. Secure PIFs (Personal Information Forms) on all candidates from the General Assembly Office.

4. Select five to six NCD Team members to be the candidate Screening Team which will:

a. The Screening Team will review all the PIFs. Each PIF will be read by at least two people who will rate the PIF 1, 2, or 3 where 1=good, 2=fair and 3=poor. The Screening Team will choose those candidates they wish to pursue further by having at least two people interview the candidate by phone. When the candidate becomes viable, further reference checks will be made. At this point, the Team will want to consider a fairly large number of candidates (six to ten). After the phone interviews, the candidates will be rated ABC where A is a keeper, B is a maybe, and C is no. All As will be rated between each other.

b. The Screening Team will then divide the candidates up and make calls to references on the PIFs. However, calls should also be made to others besides the references listed by the candidate on the PIF--i.e. to the executive presbyter of the presbytery in which he or she is serving, other leaders in the presbytery or in churches in the presbytery.

c. When references have been checked, the candidates' qualifications will be discussed and rated on a chart of job expectations for the mission

5. After these references have been checked, the NCD Team will meet and share the information gathered in the reference checks. All strengths and weaknesses will be discussed. By this process the group of candidates should be narrowed down to a small number (three to five) to be considered further.

6. Further consideration will then be given to these candidates by all or some of the following means:

- a. The NCD chair and the Presbytery NCD staff person must separately call the candidate to be sure she or he is really interested (remember, the name may have been given to you without the candidate's knowledge).
- b. Asking for and hearing a tape of a sermon.
- c. Checking further references on the candidate.
- d. Send CIF (Church Information Form) and Mission Design if they do not have it.

7. After all this has been done, the NCD Team will choose two or three candidates to be interviewed. They will be selected by having each of the members of the NCD Team arrange the candidates in order of his or her preference. The results from each person will then be tabulated and the combined results of the group followed in selecting the two or three candidates to be interviewed. The leading candidate will be interviewed first. If the NCD Team is fully satisfied with this candidate, with no members sensing any doubts, other candidates need not be interviewed.

8. After this, the NCD Team will proceed to interview each candidate either by going to where the candidate is or by bringing the candidate here. The NCD Team may decide to select the best candidate to interview. If this candidate is approved, no further candidates will necessarily be required to be interviewed. (Prior to the interview with the candidates they should be sent the "NCD Guidelines" of Presbytery, the "Organizing Pastor Job Description," the "NCD Task Force Job Description," and any relevant material on the community in which the new congregation will be organized.) There are several things to be accomplished through this procedure:

- a. Interview the candidate. (This process should include interviews with the NCD Team, the Task Force, and NCD pastors in the Presbytery.)
- b. Hear the candidate preach.
- c. Acquaint the candidate with the community in which the new Mission will be located, the plans and procedures of the Organizing Pastor and new congregation.
- d. Discuss with the candidate the terms of the call that can be issued by the Presbytery Council.

9. After the interview with the candidates, the NCD Team will select the person they want to recommend to the Ministry of Congregational Development to be called as the Organizing Pastor. Hopefully, the NCD Team will be able to arrive at a unanimous or near-unanimous decision. If there is strong opposition to the candidate by any member(s) of the NCD Team, this should be reported to the Ministry of Congregational Development along with the reasons. In consultation with the MCD chair, the NCD chair and the Presbytery NCD staff person will negotiate the salary package with the organizing pastor.

The Ministry of Congregational Development will then ask the Committee on Ministry to interview the candidate and approve the candidate for recommendation to the Presbytery Council. The Presbytery Council will then act on the recommendation of the NCD Team and MCD that the candidate be called. When the candidate is called, he or she will be examined by the Presbytery and then commissioned by the Presbytery as an Organizing Pastor.

APPENDIX E

ORGANIZING PASTOR JOB DESCRIPTION

The first goal of the Organizing Pastor is to gather at least 100 active/confirmed members within the first year of corporate worship, to prepare them to become a chartered congregation, and to accept their call to become the first installed pastor of the new congregation. Ideally, the pastor will commit to leading the NCD for at least five years.

In carrying out this task, the Organizing Pastor will be responsible to do the work of a pastor as described by the Book of Order, G-6.0202. However, in exercising the duties of a pastor, he or she will give special emphasis to evangelism and recruiting new members, development of the group as a unified body of Christians, organization of Teams and the development of leaders, planning and the development of a sense of mission and stewardship, and the creation of a group that is warm and open and seeks and welcomes new people.

Specifically, the Organizing Pastor will be responsible to lead the group to chartering as soon as feasible, following the New Church Development Guidelines of the Presbytery which say that a congregation may be chartered when:

1. The group shall have been worshipping together for at least six months.
2. Signatures of at least 100 active/confirmed members have been added to a petition asking that they be organized into a Presbyterian Church.
3. The Organizing Pastor will have trained at least ten persons to serve as church officers.
4. All prospective members have completed a course of study taught by the pastor consisting of at least six class hours of the history, beliefs, and government of the Presbyterian Church.
5. A proposed annual budget has been adopted that shows a minimum of 10% of the gifts of the members devoted to the Presbytery Mission Program, unified giving.
6. At least one person has been enlisted and trained for leadership in each department of the Sunday Church School.
7. A schedule has been negotiated with the Presbytery which shows that the new church will reach self-supporting status within five years of the first worship service.
8. A systematic evangelism program has been adopted that has demonstrated its effectiveness.
9. The church has adopted an acceptable set of mission goals.

This process should normally be met within one year, but not more than two years.

In the exercise of her or his office, the Organizing Pastor will be directed by the New Church Development Team and supported by the NCD Task Force. Supervision of the Pastor will be done by the NCD Team with the Presbytery Associate for Mission serving as the point person for supervision. The Associate for Mission will facilitate bringing into the supervisory process the NCD Team chair or others as needed. The pastor will be guided and supported by the following structure and groups:

1. The "Guidelines for New Church Development in Foothills Presbytery."

2. The Task Force appointed by the NCD Team to work in the development of each new Mission until a Steering Team is appointed.
3. The NCD Team and the Ministry of Congregational Development will relate to the new Mission primarily through the pastor(s) and Steering Team. Occasionally NCD Team representatives will address the congregation directly. The Organizing Pastor will report to and meet with the NCD Team monthly until the Congregation is self-supporting.
4. The Steering Team may be made up of members of the Task Force, NCD Team and people who will be members of the new congregation. This Steering Team will be appointed by the Organizing Pastor in consultation with the NCD Team and will have many of the duties of a Session in an organized congregation.
5. If there are Supporting Churches, they will provide assistance as negotiated in each situation.

APPENDIX F

NCD STEERING TEAM GUIDELINES

The Organizing Pastor, in consultation with the Task Force appointed by the NCD Team, will appoint a Steering Team made up of two members of the NCD Team, the Task Force, and any people who will become members of the new congregation. This Steering Team will be appointed as soon as possible after the Organizing Pastor begins work. It may be expanded as the work progresses and the Organizing Pastor identifies leaders and more members are needed.

The Steering Team will have many of the duties of a Session in a chartered church even though the members are not elected by the congregation or ordained and installed in office. They will meet regularly, at least once a month, and at other times when called to meet by the Organizing Pastor. It will be organized in much the same way as a Session. Accurate minutes of the meetings shall be kept.

Specifically, the Steering Team will be responsible to work with the Organizing Pastor toward the gathering and development of the Mission by:

1. Planning the program of the Mission.
2. Recruiting and training members for the Mission.
3. Identifying and developing leadership.
4. Managing the finances of the Mission.
5. Developing a Mission Statement for/with the congregation based on the statement initially developed by the NCD Team while serving as a Search Team.
6. Developing the stewardship of the Mission in all areas.
7. Making requests and recommendations to the NCD Team.
8. Publicizing the new Mission in the community.
9. Working in other areas relating to the new Mission such as: providing for a meeting place, securing a site, making plans for building, and surveying the area to be served by the new congregation. Often much of this will have been done by the time the Steering Team is appointed.
10. Working with the Organizing Pastor to request that the Presbytery organize the Mission as a Congregation of the Presbyterian Church (U.S.A.) on a specific date. This request

should be submitted to the NCD Team in written form and should be accompanied by a statement that the "Requirements for Organization" have been met and by the signed Petition requesting organization.

APPENDIX G

REQUIREMENTS FOR CHARTER OF A CONGREGATION IN Foothills Presbytery

Since the Presbytery desires to organize congregations that show promise of becoming strong, viable Christian communities, it will charter only those that meet the following standards:

1. The group shall have been worshipping together for at least six months.
2. Signatures of at least 100 active/confirmed members have been added to a petition asking that they be organized as a Presbyterian Church (U.S.A.).
3. The Organizing Pastor will have trained at least ten persons to serve as church officers.
4. All prospective members have completed a course of study for church membership taught by the Organizing Pastor consisting of at least six class hours of study of the history, beliefs, and government of the Presbyterian Church.
5. A proposed annual budget has been adopted that shows a minimum of 10% of the gifts of the members be devoted to the Presbytery Mission Program, unified giving.
6. At least one person has been enlisted and trained for leadership in each department of the Sunday Church School.
7. A schedule has been negotiated with the Presbytery which shows that the new church will reach self-supporting status within five years.
8. A systematic evangelism program has been adopted that has demonstrated its effectiveness.
9. The congregation has adopted an acceptable set of mission goals.

APPENDIX H

FOOTHILLS PRESBYTERY
NEW CHURCH DEVELOPMENT GUIDELINES
Monthly Report Form for Missions

Name of Mission _____ For month of _____

Average Attendance: Worship _____ Sunday School _____

Worship Attendance by the week: _____

Signatures on the Petition to be Chartered _____

Visits made by Organizing Pastor during the month _____

Describe any surveys conducted, brochures distributed, advertising being done, or mailings sent out during the month (please bring samples).

List major accomplishments of the Mission this month:

List several programs or emphases being stressed in the Mission at this time:

Describe any problems that you are confronting, especially those with which the New Church Development Team can help:

What is your overall evaluation of the progress of the Mission?

Ahead of Schedule _____ On schedule _____ Behind schedule _____

Comment:

Financial Report
(With Appendix H)

<u>Receipts:</u>	<u>This Month</u>	<u>Annual Budget</u>
Balance at end of last month	_____	_____
Offerings from the People	_____	_____
Building Fund	_____	_____
Designated Gifts	_____	_____
Special Offerings	_____	_____
Other Income	_____	_____
Aid from Presbytery	_____	_____
Total Receipts	\$ _____	

<u>Disbursements:</u>	<u>This Month</u>	<u>Annual Budget</u>
Presbytery Mission Program (10% of Offerings from People)	_____	_____
Pastor's Compensation:		
Salary	_____	_____
Housing & Utilities	_____	_____
Benefits Plan	_____	_____
Social Security Allow.	_____	_____
Auto Allowance	_____	_____
Continuing Education	_____	_____
Local Program Expenses	_____	_____
Rental of Facilities	_____	_____
Equipment and Supplies	_____	_____

Total Disbursements \$ _____

Balance at end of month
(Subtract disbursements
from receipts) \$ _____*

*Amount of balance in escrow
accounts \$ _____

Signed _____ Date _____

APPENDIX J

FOOTHILLS PRESBYTERY
New Church Development Guidelines
Quarterly NCD Church Report Form

Name of Church _____ For Quarter ending _____

Membership ____ Average Attendance: Worship ____ Sunday School ____

Visitors at Worship: Interested _____ Casual _____

No. of new members received during the quarter _____ Baptisms ____

Describe programs or activities being carried out in these areas:

Evangelism/Member Recruitment:

Leader Development:

Program Development:

Stewardship and Finances:

Building/Facilities:

Long Range Goals:

How do you think the congregation is progressing?

In what way(s) can the NCD Team be of assistance to the Pastor, Session, or Congregation?

Quarterly Financial Report

<u>Receipts:</u>	<u>For Quarter</u>	<u>Annual Budget</u>
Balance at end of last quarter	_____	_____
Regular Offerings	_____	_____
Building Fund	_____	_____
Designated Gifts	_____	_____
Special Offerings	_____	_____
Other Income	_____	_____
Aid from Presbytery	_____	_____
Total Receipts	\$ _____	

<u>Disbursements:</u>	<u>This Month</u>	<u>Annual Budget</u>
Presbytery Mission Program (10% of Regular Offerings)	_____	_____
Local Mission	_____	_____
Pastor's Compensation (total)	_____	_____
Local Program Expenses	_____	_____
Equipment and Supplies	_____	_____
Facilities Expenses	_____	_____
Building Fund/Mortgage	_____	_____
_____	_____	_____
_____	_____	_____
Total Disbursements	\$ _____	

Balance at end of month

(Subtract disbursements
from receipts) \$ _____ *

*Amount of balance in escrow
accounts \$ _____

Signed _____ Date _____

APPENDIX L

GUIDELINES FOR BUILDING A BUDGET

It is very important for the Steering Team and then the Session to be aware of the essentials in building the budget for a new congregation. We can learn a great deal from looking at the budgets of established churches, but there are enough unique features of a new congregation to make it important to give special attention to these items:

1. Presbytery Mission Program. The Presbytery New Church Development Guidelines (Appendix G, #5) require that an amount no less than to 10% of the gifts of the people in the congregation excluding capital funds be given to the Presbytery Mission Program. These funds are to be sent to the Presbytery monthly. Local Mission funds shall be over and above the funds for the Presbytery Mission Program.

2. Pastor's Salary and Benefits and Professional Expenses. The Presbytery has minimum standards for the payment of Pastors. This means that the Presbytery will not approve a call to a Pastor that does not meet these minimum standards. The standards are revised from time to time, and the Search Team/Steering Team/Session should be aware of what they are. That does not mean that a Pastor should be called for these minimums. We believe that New Church Development calls for our best leadership and that we should make every effort to pay to get this caliber of leader. The call should include the following: Salary, Housing Allowance, Benefits Plan, Social Security Allowance, Auto Allowance, and Continuing Education Allowance.

3. Equipment and Supplies. It is not always obvious what needs to be secured for a new congregation in this area, but some of the essentials are: a good computer; a good copy machine; good desk(s), files, and office chair(s); basic office tools and supplies. These are the basic tools of the work of the church and should be of good quality.

4. Other staff. The music program and secretarial help are two areas in which it may be possible to begin with volunteer staff. However, both are very important, and it is essential that adequate provision be made to assist the Congregation and Pastor with paid part time staff if necessary. It is important for the church to have a strong music program and often this can be secured only if the leader is paid. It may be necessary to Provide money in the budget for competent and regular part time secretarial staff if adequate volunteer help is not available.

5. Funds for Rental and Construction Facilities. The most obvious need of a new congregation is a building for use by the congregation. From the beginning some funds should be set aside for a Building Fund even though most of these funds will be secured through a special campaign to raise money to build. Before that campaign is held there will be expenses such as surveys, some site work, architect's fees, etc., that must be paid. Less obvious but equally important, is the cost of facilities for use before a building is built. These include the rental of a place to worship and an office for the Pastor.

6. Program Expenses. The heart of the life of the new congregation is its program. Adequate provision must be made for materials and supplies, the training of leaders, books and study materials, and publicity. It is easy for the new Mission and then the new congregation to be so intent on the securing of funds for a building that the program needs of the congregation are neglected. In the final analysis, the program of the church--what it does together and what it does to serve others--is what the church is all about. The building simply houses the programs. Therefore, it is essential that the new congregation plan a budget that includes enough money for the program of the church.

7. Balance. With each NCD, as with any church or family, all areas of program, staff, outreach, evangelism, development, stewardship, facilities and management must be kept in balance.

8. The new church must consult with the NCD Team before making any major expenditures: planning new buildings; changing the mortgage; buying or selling property; or capital expenditures.

APPENDIX M
BUDGETING FOR NEW MISSIONS AND CONGREGATIONS

It will be the policy of Foothills Presbytery to give, or help secure through grants, up to \$200,000 in Program Assistance to each new congregation that it organizes. This will be given for a period of five years from the beginning of a Mission and will be given in approximately the following amounts over a period of sixty months:

First Year (12 months)	\$pastor's compensation plus \$20,000 in start up costs
Second Year (12 months)	40,000.00
Third Year (12 months)	30,000.00
Fourth Year (12 months)	20,000.00
Fifth Year (12 months)	<u>10,000.00</u>

The NCD Team will decide when to begin the payment of this Program Assistance, but it will usually begin when the NCD Task Force begins the Mission. It will begin at least by the time the Organizing Pastor begins work in the field. The NCD Team will give a clear written statement to the Task Force detailing the Program Assistance schedule that will be followed.

It is understood that Program Assistance to each new Mission/Congregation from all sources will normally not exceed \$200,000. (This is done so that we will make the best use of available funds).

SUMMARY OF PRESBYTERY FINANCIAL COMMITMENT
FOR BUILDING A NEW CHURCH

Program	Up to \$200,000 over five years
Building	\$150,000 building grant
Land	Approx. \$100,000 to \$500,000
TOTAL	Up to Approx. \$850,000

The NCD Team may vary the financial assistance to match the needs of each new church.

APPENDIX N

INCORPORATION OF NEW CONGREGATIONS

One of the first things that should be done after the congregation is organized is incorporation as a non-profit corporation under the laws of the state of South Carolina and in accord with the Book of Order (G-7.0400). This means submitting a request for incorporation with the Secretary of State. A copy of the Charter and Bylaws of Incorporation must be submitted and approved by the state. The Presbytery's Attorney can help supply forms.

At the time of incorporation, the congregation will elect a Board of Trustees in accord with the Charter and the Book of Order (G-7.0401). The congregation can designate the Session as the Trustees, or may elect active members to serve as Trustees, following the Book of Order.

Incorporation is important and should be done as soon as the congregation is chartered so that corporate officers will be available to do such things as (G-7.0402):

- 1 Sign contracts entered into for the building of a church building by the congregation.
2. Sign mortgages.
3. Apply for loans.
4. Hold title to property.
5. Enter into any sort of legally binding contract.

All subject to the authority of the Session or Congregation and under the Constitution of the Church.

Prior to charter and incorporation, the new church should not sign legal commitments such as one through four above. The Presbytery may sign other types of legally binding contracts, such as those with architects, in connection with the church.

**BIBLICAL-THEOLOGICAL CONSIDERATIONS
FOR NEW CHURCH DEVELOPMENT**

The biblical/theological framework for a strategy for mission through new church development is grounded in the belief that mission is derived from the very nature of God. In a paper read at the Brandenburg Missionary Conference in 1932, Karl Barth forced the Church to wrestle with the question of mission when he articulated mission as an activity of the Godhead. Because mission was understood as being derived from the very nature of God, it was to be discussed in the context of the doctrine of the Trinity, not of ecclesiology or soteriology.

The classical doctrine on the *missio Dei* as God the Father sending the Son, and God the Father and the Son sending the Spirit was expanded to include yet another “movement”: Father, Son and Holy Spirit sending the church into the world. As such, The biblical/theological framework for a strategy for mission has its origin in the heart of God. God is a fountain of sending love. This is the deepest source of mission. There is mission because God loves people.³

The New Church Development Team of Foothills Presbytery believes that church’s identity must be re-discovered in light of the Reformed contours of *missio Dei*. As Wilbert Shenk has suggested:

The criterion by which we may judge the recovery of the church’s identity is whether the church has a restored missional consciousness...the church was instituted for the service of *missio Dei*, and this remains its essential

³ David Bosch, Transforming Mission: Paradigm Shifts in Theology of Mission, (New York: Orbis), 2000, 389-390.

purpose... the sole source of renewal of the church is the *missio Dei* as the basis for its life in relationship to the world.⁴

This understanding of *missio Dei* leads then to a paradigm shift concerning the churches understanding of missions. For years, the American church has tended to shape the gospel in such a way as to make its institutional extension and survival its priority.⁵ Regrettably, this has (too often) been the motivation that higher governing bodies have embraced for engaging in new church development. For example, since 1965 the Presbyterian Church (U.S.A.) and its predecessor bodies have experienced a net loss of 1,760,816 members. That is an average annual net drop of almost 49,000, or about 1.1 percent. Put differently, [the PCUSA] has lost one member every 11 minutes for the last 36 years.⁶

This dramatic drop off in membership George Hunsberger refers to as a misunderstood “crisis of size.” He writes, “we have come to regard the church as being in the religion business, and right now sales are down.”⁷ Often it has been this crisis of size that has stimulated the need for new church development.

Unfortunately, this motivation to build new churches was forged within a production-consumer mentality and, as such, was completed adrift of the theological moorings associated with the concept of *missio Dei*. “In the North American setting we have come to view the church as a ‘vendor of religious services and goods’. To this notion we attach the language of production, marketing, sales, and

⁴ Wilbert Shenk, Write the Vision, (Harrisburg: Trinity Press), 32-33.

⁵ Darrell Guder, Missional Church: A Vision for the Sending of the Church in North America, (Grand Rapids: Eerdmanns Publishing Co), 1998, 5.

⁶ Jack Marcum, “Changing Loss to Gain,” Presbyterians Today 92, (July/August 2002), 4

consumption. A congregation becomes a retail outlet or franchise of the denominational brand.”⁸

When new church development is driven by demographic trends rather than a Reformed theology of mission understood within the contours of *missio Dei*, the mission of the church may be reduced to numerical growth for the sake of survival. When new church development operates out of a production-consumer model rather than being deeply rooted in the conviction that God loves people and God sends the church in the power of the Spirit to share that love, *missio Dei* is domesticated and the church becomes idolatrous

The NCD Team of Foothills Presbytery attempts to plant new churches within a theological framework of *missio Dei* and into a dramatically changing cultural context. The Presbyterian Church in North America has long interpreted the *missio Dei* as an activity by which the church was to raise up “missionaries” to travel to a different cultural and geographic context and proclaim the gospel. However, such interpretations of missions are, currently, undergoing a dramatic paradigm shift⁹. Today, the mission fields of the Presbyterian Church (USA) begin

⁷ George Hunsburger, “Sizing Up the Shape of the Church”, in The Church Between Gospel and Culture, (Grand Rapids: Eerdmans), 1995, 334.

⁸ Ibid.

⁹ See David Bosch, Believing in the Future: Toward a Missiology of Western Culture, (Valley Forge, Trinity Press International), 1995, p32 who writes, “*The church is missionary by its very nature....because God is a missionary God, God’s people are missionary people. The church’s mission is not secondary to its being; the church exists in being sent and in building up itself for its mission. Unless the church of the West begins to understand this, and unless we develop a missionary theology, not just a theology of mission, we will not achieve more than merely patch up the church*”. See also Loren Mead, The Once and Future Church, (Alban Institute, New York), 1991 p 4 where he writes, “*Our present confusion about mission hides the fact that we are facing a*

at the front doors of the local churches¹⁰. Today, American Presbyterians are waking up to the reality that they are living and worshipping in a post-Christian, post-Constantinian, post-modern society¹¹. As such, the PC(USA) must envision itself as a missionary Church, sent by God into the world; and this world begins at its front door.

Thus, the Presbyterian Church (USA) finds itself attempting to remain faithful to its gospel and its Lord amidst a dramatic paradigm shift in its understanding of mission. The NCD Team of Foothills Presbytery believes itself called by the Lord to help lead the paradigm shift from a church that does mission

fundamental change in how we understand the mission of the church. Beneath the confusion we are being stretched between a great vision of the past and a new vision that is not yet fully formed.”

¹⁰ See Douglas A. Wilson, Living the Vision: Commitment to Evangelism, published by the Presbyterian Church Office of Mission and Evangelism, which states on page 2 that “in 1999, the General Assembly adopted A Vision for Church Growth in the Presbyterian Church (USA)...The Vision recognizes that: The United States is a **mission field**”. For a cogent summary of this paradigm shift in contemporary American culture see also Kennon Callahan, Effective Church Leadership: Building on the Twelve Keys, (Harper & Row, San Francisco), 1990. In chapters 1&2 Callahan’s thesis is “the day of the professional pastor is over. The day of the missionary pastor has come.” And, “the day of the churched culture is over. The day of the mission field has come”.

¹¹ See Guder, Missional Church, p 1 & 2 where he writes, “The Christian church finds itself in a very different place in relation to its context. Rather than occupying a central and influential place, North American Christian churches are increasingly marginalized, so much so that in our urban areas they represent a minority movement. It is by now a truism to speak of North America as a mission field.” For a discussion on the challenges the church must address in the face of post-modernity see Craig Van Gelder, “Defining the Center – Finding the Boundaries” in George Hunsburger and Craig Van Gelder, The Church Between Gospel and Culture: The Emerging Mission in North America, (Grand Rapids: Eerdmans Publishing Co.), 1996. For a good discussion of a post-Christian society see chapter two in Ben Johnson, New Day-New Church, (CTS Press: Decatur GA). For a fine overview of the decline of mainline Protestantism and an overview of the new church paradigms emerging in a North American context see Donald Miller, Reinventing American Protestantism: Christianity in the New Millennium, (University of California Press; Berkeley), pp 1-22.

to a missional church¹² by committing itself to launching new churches that will embrace this thoroughly evangelical, missional vision and praxis.

A missionary church consists of those women and men who have been called and sent into the world to bear witness to Jesus Christ and the reign of God.¹³ This missional nature stems from the fact that the church, according to Lesslie Newbigin, is to exist for the rest of humankind offering its gospel to those outside.¹⁴ As such we can speak of a “missionary encounter between the gospel and our culture.”¹⁵

The New Church Development Team of Foothills Presbytery is committed to launching missional new churches. To this end, the NCD Team recognizes that a sign of a new church faithfully living out its missional mandate is spiritual and numerical growth. A new church faithful to its Lord will possess such a quality of their shared life together that its membership, budget, infrastructure and worship life will grow numerically.

Further, the NCD Team has learned that to be faithful to the *missio Dei* it must pay close attention to and encourage both the spiritual and numerical growth of each mission church. Thus, the NCD Team feels called to place an equal emphasis

¹² See George Hunsburger, “Acquiring The Posture of A Missionary Church” and John R. Hendrick, “Congregations with Missions vs. Missionary Congregations”, in George Hunsburger and Craig Van Gelder, The Church Between Gospel and Culture: The Emerging Mission in North America, Grand Rapids: Eerdmanns Publishing Co. 1996, pp 289-307.

¹³ See Karl Barth, Church Dogmatics, Vol IV, Part 3 pp 795 ff where he writes, “*It is with a task and to fulfill this task, that the community is sent into the world and exists for it....(The Church) exists for the world....If it had not been given (the task), it would not have come into being. If it were to lose it, it would not continue.*” Barth goes on to state that, “*Jesus Christ, is in nuce, but in totality and fullness the content of the task*”. Barth takes Act 1:8 as his biblical framework.

¹⁴ See Lesslie Newbigin, Gospel in a Pluralistic Society and The Open Secret.

¹⁵ Newbigin, *Foolishness to the Greeks*, 61-62.

upon the ongoing development of the new churches stewardship and spirituality; its membership and witness.

To God be the glory both now and forever.

FOOTHILLS PRESBYTERY
POLICY STATEMENT ON THE LOCATION OF NEW CHURCHES

Because the opportunity to begin new congregations is so great and because the resources of the Presbytery are limited, we will adhere to these guidelines in establishing new congregations in Foothills Presbytery.

1. We will attempt to establish new congregations in those places that will spread the congregations geographically in the Presbytery while at the same time taking into account the populations density of the different parts of the Presbytery.
2. We will ordinarily begin congregations that we believe will reach at least 500 members by the time they are 20 years old, but we recognize that there may be special situations in which congregations need to be started that will be smaller. Potential should exist for the NCD to grow to 400 in five to ten years.
3. We will attempt to be responsive to the need to begin racial ethnic congregations in the Presbytery.
4. We will secure the cooperation of nearby churches.
5. We will ideally locate new churches at least four miles from an existing PC(USA) church. If located closer, we would secure support from the neighboring church.

Guidance for selecting locations/property for new churches also comes from the following:

1. Demographic studies of the six counties of the Presbytery.
2. Recommendations from our congregations.
3. Growth projections from county offices.
4. Requests from Presbyterians living in a newly developing area.
5. Newspaper and media coverage of newly developing areas.
6. NCD Team tours of areas to see housing and other developments.