

The Diocese of the Rocky Mountains Church Planting Manual

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SECTION 1: THE PURPOSE

Why Plant Churches?

We believe that the starting of new congregations is the most effective method ...

Of Spreading the Gospel

As the early Church began to live out the Great Commission, their methodology was to plant churches in every city where a door was opened. Through this work the Gospel was spread throughout the world. In our day, we must focus on planting new churches if our focus is to remain on the lost. Whereas established churches tend to grow primarily through transfer growth, new congregations most often see a larger portion of their growth come from conversions. In order to be most effective in bringing the unsaved to the knowledge and love of Christ, we must plant churches.

Of Reaching Younger Generations

Of course, people of all ages are a part of planting churches, however, church plants are often disproportionately made up of younger generations who are attracted to the significance of the new cause and the innovation allowed.

Of Reaching New People Groups

The demographic profile of the United States is rapidly changing. New subcultures that speak different languages and have different customs require different kinds of churches. To reach subcultures we must plant new churches in their midst.

Of Reaching Transient People

The ease of entrance into new church plants provides a quick connection point for people who are new to an area to make friends and get involved. This makes church planting highly effective at reaching new families and peoples in a particular area. Because our nation is increasingly transient, this makes church planting even more important.

Of Strengthening Our Existing Churches

Church planting not only creates new congregations, it revitalizes and motivates our existing churches. In the same way that grandchildren bring new energy to their grandparents, new baby churches bring renewed life to established churches. Church plants bring faithful innovation in methodology, a passion for reaching the lost and evangelistic effectiveness, and provide an example of risk-taking for the Gospel. These offerings make their way into the Diocese and surrounding churches and help create healthy and mission-focused churches.

Effective church planting is essential for the long-term health and fruitfulness of the Diocese of the Rocky Mountains as well as the advancement of the Kingdom of God.

Answering Some Common Objections to Planting

“Why would we plant a new church, when we already have a church there”

Of course, existing churches are taken into account in where and how we plant new churches, but with few exceptions, every area needs more churches for all the reasons mentioned above. Because of the breadth of expression within Anglicanism, there is room for many different churches in most geographic areas. We must move beyond a “turf” mentality and see new churches planted as a win for the Kingdom.

“Don’t we already have enough churches?”

The truth of the matter is, no. Not logistically, because even with the church buildings that we have, there are not enough seats to hold the number of unchurched in our midst.

Also, not from a perspective of mission, because statistics tell us that higher the number of churches per capita in a city, the greater the percentage of people who go to church. More churches bring more people. Unfortunately, the number of churches per capita is decreasing. In 1900, the census bureau counted 212,000 churches for a US population of 76,212,168 (349 people per church) in 2000 it counted 349,000 churches for a US population of 281,421,906 (806 people per church) in 2016 there were 350,000 churches serving a US population of 318,900,000 (911 people per church).

“Shouldn’t we first strengthen the churches we already have?”

Yes, we should continue to help our existing congregations remain or become strong healthy churches, but not at the neglect of church planting. These two endeavors are not mutually exclusive as already addressed above. If we wait to plant churches until all of our existing churches are healthy, we will never plant new churches.

“We need to grow bigger churches!”

Large churches have their place and can be hugely important to the work of the Gospel and the Diocese. At the same time, however, statistics show that to reach the lost we must plant new churches. The average new church gains most of its new members (60-80%) from the ranks of people who are not attending any worshipping body, while churches over 10-15 years of age gain 80-90% of new members by transfer from other congregations. What we need to focus on is saturation, not size.

*Much of the previous two subsections were adapted from: Tim Keller’s article [Why Plant Churches?](http://download.redeemer.com/pdf/learn/resources/Why_Plant_Churches-Keller.pdf)
Available at http://download.redeemer.com/pdf/learn/resources/Why_Plant_Churches-Keller.pdf*

SECTION 2: THE PRIMARIES

Mission

The office of church planting of the Diocese of the Rocky Mountains (DRM) exists to assess, encourage, equip, and support church planters in the DRM.

Vision

Every church in the diocese is a healthy church planting church.

Identity

The office of church planting of the DRM is a Gospel-Centered, Sacramental, Missional family of Church Planting Churches characterized by:

Ancient Faith- Our churches will hold to the faith once delivered to the saints as the Anglican church has received it. We place special emphasis on the reading and study of God's Word. The Bible shapes our imagination, worship, values, practices, and common life.

Global Relationships- Church is not the work of individuals, but of communities that are part of the larger global community of believers. We are committed to a highly relational way of living and working together. While we have a special partnership with our friends in Rwanda, we recognize our broader relationship to the 80+ million Anglicans across the globe.

Local Mission- We are committed to engaging our local communities with the gospel of Jesus Christ to bring those who are far away near to Christ. The primary expression of this local mission is church planting.

What do we believe

We desire to live out the faith that has been received and carried on by the historic Christian Church throughout the centuries in ways that engage people today. This includes a commitment to the Bible as the Word of God—that it is the truth by which we order our lives. We also hold to the central place of Jesus Christ as the unique Son of God—that salvation is found in His sacrificial death and resurrection alone. Our beliefs are summed up in:

Apostles Creed – The Apostles Creed is Trinitarian in structure and is the oldest creed of the Christian church. Though not written by the apostles, it serves as the basis for other creeds that followed.

Nicene Creed – Other than the Apostles creed, the Nicene Creed is the most universally accepted statement of the Christian faith. The core concerns of the Nicene Creed are the Trinity and the deity and humanity of Jesus Christ.

39 Articles – The Thirty-Nine Articles are the authentic confession of the Anglican Church. They represent the essence of classical Anglican doctrine.

Jerusalem Declaration (*See Appendix I*) – With the desire to be faithful Anglican Christians, the Global Anglican Future Conference (GAFCON) published the Jerusalem Declaration as the basis of fellowship in the Anglican Communion.

What does success look like

The office of church planting of the DRM will succeed to the extent that it:

1. **Recruits** - Church planters dedicated to leading church planting churches
2. **Assesses** - Men based on their readiness to plant a church
3. **Equips** - Planters through training, coaching, and ongoing support

Key components for success

Our primary goal is to see healthy church plants planted by healthy church planters within the DRM. Our long-term strategy is to create an ecosystem within which church planting is normative and local planters flourish. The step-by-step process of crafting proper ways of thinking and effective systems may take longer but will build a solid foundation for sustained effectiveness. In pursuit of this goal, we have four primary focuses:

Instilling Convictions - We want to continue to build into the fabric of our Diocese the uncompromising certainty that church planting is a biblical mandate for the diocese. Church planting is difficult work because of the current culture, resistance to the gospel, and attacks from Satan. Because the local church is the hope for the world, a strong conviction about church planting is a necessity. Our diocesan practices that will help cultivate conviction are:

- Winter Synod
- Annual visit from the Bishop to our local churches
- Visitation of existing churches to church plants
- Every church in the diocese provide a gift or an encouraging word to a new congregation
- Weekly prayers in our congregations for new church plants

Shaping Culture - The establishment of the unwritten values, assumptions, expectations, tolerances, and practices that create an environment for the flourishing of church planting. Our diocesan practices that will help cultivate a church planting culture are:

- Celebration of new churches at the Winter Synod
- Ordination process
- Relational gathering of church planters to encourage and pray
- Training and coaching

Creating Constructs - The implementation of systems and structures needed for the support of church planting. The seven systems are:

- **Leadership Pipeline:** a clearly defined path for the raising up of new church planting leaders
- **Assessment:** a process to discern the presence of the proper gifts and graces within a potential church planter
- **Training:** a process for equipping planters with the needed skills and knowledge
- **Coaching:** a system by which a planter meets regularly with a coach for wisdom and direction
- **Ongoing Support:** an intentional focus on caring for planters relationally, emotionally, physically, and spiritually in their work
- **Funding:** a strategy to assist the planter in obtaining the funds needed for church planting
- **Strategic Oversight:** the people and teams specifically tasked with overseeing and advancing church planting

Facilitating Collaboration - We commit to work together within our Province and diocese for mobilizing our local churches for the work of church planting. Collaboration will lead to the enrichment, encouragement, and joy of our church planters. Our diocesan practices that will help cultivate a church planting collaboration are:

- Winter Synod
- Local gatherings of church planters to encourage, support, and pray
- Open communication and sharing resources

SECTION 3: THE PLANTER

The Church Planter Profile

It is our joy and responsibility as leaders to help identify and develop potential church planters. Our Diocesan assessment process assists in the work of discernment for determining the readiness of the potential planter. We are looking for the following attributes in a church planter:

Spiritual Vitality - A vibrant relationship with Jesus, strong devotional practices, a commitment to Word and Sacrament

Theological Clarity - A clarity on the Gospel, a thorough knowledge of the Bible, a clear understanding of the faith as the Anglican Church has received it

Clarity and Strength of Calling to Plant a Church - A clear calling as opposed to a fall back that is pursued when there are no other options or under compulsion from a leader in their lives

Healthy Marriage and Family - Strong spousal support, a mature marriage, children in a state of health that will allow them to flourish in this work. Also, under consideration is the financial health of the family.

Relationship Building - Church planting is a people work, we need planters who love people and can intentionally make new relationships

Leadership Ability - The planter must have the ability to lead others, cast vision, create systems, and prayerfully make decisions with integrity and humility

Emotional Health – He has addressed issues of identity, depression, anxiety, hurts, fears, and woundedness in his life- not that these things do not exist, but that they are identified, and properly managed, and that healing has been sought

Missional Lifestyle – He has demonstrated an ability to seek the lost and gather a group that he subsequently has built up; understands and has lived out a life that engages the culture of their city

Disciple Making Skills – He recognizes that church planting is all about making disciples and has shown the knowledge and ability to equip the saints for the work of ministry

Entrepreneurial Aptitude – He is a self-starter, a high level of risk-tolerance, the ability to see what could be and the perseverance to see it through for the long haul

Anglican Ethos – The planter desires to pursue the work of ministry as a faithful part of the Anglican family through Word and Sacrament, in the liturgical tradition, in submission to the polity of the church

Planter/Location Fit – He shares an affinity, understanding and connection with the ethos, culture, and people of the potential plant location

The Church Planter Assessment

A thorough and comprehensive process for the evaluation and assessment of potential church planters is extremely important to make sure that a potential planter is well suited for this very specialized work. It would be presumptuous, to say the least, that any assessment could proclaim who God can and cannot use to plant a church. The assessment process, rather, is meant to facilitate the discernment of the church with regard to the readiness of a candidate in comparison to the skills, knowledge and fitness expected for the task of planting.

Our church planter assessment is relational, so the soul of the planter is cared for; and practical, to test competency and health. Our goal is to be a servant to all potential planters in the process of discernment.

Discernment begins with informal conversations with candidates, the Rector of his church, and the Canon for Church Planting. When it is deemed right and fitting, the candidate enters into the official Diocesan assessment process by contacting the Canon for Church Planting.

The process consists of online assessments, pre-assessment written questions and an assessment in which the candidate and spouse are interviewed together. At the end of the assessment, the candidate will be told that they are *ready, ready with conditions, or not ready yet*.

Again, it is important to stress that this assessment is meant to be a service. Church planting is a unique ministry that comes with specific stresses and requires distinctive skills. Assessment helps make sure that the proper groundwork is laid for our planters to plant healthy churches and to remain healthy in the process. We have no desire for hoops or bureaucracy; we are, however, committed to being very serious about our stewardship of the work of church planting and the faithful men who would seek to do the work.

No person will be given permission to plant within the Diocese of the Rocky Mountains without first going through an assessment.

An example of our pre-assessment questions can be found in Appendix II of this manual. The official version will be sent to the candidate upon entering the assessment process.

SECTION 4: THE PROCESS

The Church Planting Process

Below serves to be a proposed process by which the planter moves from discerning God's call to plant a church to actually planting a multiplying congregation.

1. **Pray** - Prayer is not just the first step in the church planting process but the necessary practice throughout. It is not the A, B, C's but the A-Z. We see prayer as the primary expression of dependence upon God and abiding in Christ's strength.
2. **Hear God's Calling** - God's call for a church planter is birthed out of a life of prayer. Hearing God's call is the planter's faithful response to God's gracious initiation.
3. **Get in Contact** - Email Rev. Canon Billy Waters at billy@rockymountainanglican.com or fill out the initial online inquiry.
4. **Talk with a Leader** - Once the email or online inquiry has been received, Diocesan leadership initiates a phone call. This call serves as the first level of discernment. There is no set agenda for this call except to informally hear the person's story and ask questions about their interest in church planting.
5. **Take an Assessment**
 - a. If it is determined that the applicant should move forward in the process, the applicant will fill out the pre-assessment questions (Appendix II).
 - b. Have a phone interview with a Diocesan church planting leader to determine if the candidate is a potential fit for the Diocese.
 - c. If the candidate seems to be a potential fit, then a face-to-face assessment interview will be scheduled. The candidate's references are contacted. The Planter/Location fit assessment is sent to the candidate. (*we may also wish to supplement the assessment with Church Leaders Inventory, Lifeway Church Planters assessment, Myers-Briggs, and/or StrengthsFinder assessment)
 - d. Face-to-face interview
 - e. After the assessment, the applicant will receive feedback and the leadership team's recommendation.
6. **Get Connected Locally** - Build relationships with other Anglican churches, leadership, and other planters in the area.
7. **Get Training** - Get equipped to plant a healthy church.
8. **Find a Coach** - Get connected relationally with someone in the diocese for regular calls and mentoring.

9. **Develop a Strategic Ministry Plan** - Put together a strategic plan for the church plant. This includes timeline, finances, ministry plan, demographics, launch team, communication plan, discipleship needed for a healthy church plant.
10. **Build the Infrastructure** - Build out the ministry leaders and teams, support systems, and ministries.
11. **Launch the Church** - Execute the strategic plan, build a launch team, conduct a soft-launch season, and launch the church.
12. **Team up and Multiply** - Coordinate with other Anglican churches in the area, network, develop the culture of church planting, train others, help plant other churches.

SECTION 5: THE PROVISION

How Will the Diocese Support Our Planters?

The Diocese of the Rocky Mountains wants all our planters to know that you are not alone in this work. Here are some of the specific ways in which we will support our church planters:

Assessment & Training - We want you to be prepared for the requirements of church planting, and equipped with the proper confidence and tools you will need to flourish in this ministry.

Coaching - We are requiring all our church planters to have a church planting coach. The diocese will work with you to help find and provide this coach.

Providing A Family - We want to support you through more than systems and structures, we want our planters to be a part of a supportive family. We will strive to find ways to connect you with other planters for relational support and collaboration in your ministry.

Valuing Our Planters - Our church planters are people, and we value you. We have compassion and concern for your soul and want to make sure that you are well cared for. We love your family and want them to know that they are being prayed for and supported, and that their contribution is noticed and esteemed. We understand the risk you are taking, and our love for you is not based on success, so we will be with you in both the ups and the downs.

Funding – The diocese seeks to be good stewards of our resources for all the church plants we support. Although funding is not unlimited, we want to be as generous as we can to give grants that will support your ministry as well as bring training that will help you gather the resources you need.

Providing Oversight and Direction - One of the gifts of being Anglican is that we are not autonomous local congregations, but rather we have oversight to bring correction, rebuke, encouragement, and relationship as you go about this work. We pledge to be at your side every step of the way and want you to feel as though there is always someone from whom you can seek counsel and prayer.

Methods of Gathering Funds

Launch Team - The team that is committed to plant the church with the planter commits to give sacrificially for the work of the plant. Depending on the church planting model, the launch team financial support could range from 0% - 100%. General speaking, it is suggested that one third of the funding comes from the launch team and increases yearly.

Multi-careering - Working a full-time or part-time job is a viable option when pursuing church planting. It has its extreme challenges including time constraints, but it also has advantages such as a direct connection into the mission field of your community. Resources on how to balance this type of ministry can be recommended by the Canon for Church Planting.

Raising Missionary Support - Most church planters seek funding through their relational networks, raising funds through pledges and gifts. A good resource for this type of fundraising is *People Raising* by Bill Dillon and *The Spirituality of Fundraising* by Henri Nouwen.

Seeking Funds Through the Diocese - The Diocese has some funds available for direct grants as well. Please see the section below.

Applying for a Diocesan Grant

Grants can be applied for through the Diocese by submitting a Church Planting Proposal. An example of the CPP application can be found in Appendix IV of this manual.

Grant Funding Guidelines

The Office of Church Planting will award the grants and specifically looking for:

- **Family**- Just as every child is supported in different ways, the support for the various church plants will look different. We treat every family member according to their need and opportunity.
- **Partnership** – There is high value for local participation. We want to encourage matching gifts and seed money to encourage greater buy in.
- **Sustainability** – Is there a plan for congregational support to increase as Diocesan financial support will decrease each year? We have found less money over longer periods of time creates greater ownership with both the church plant and diocese. Longer support helps the plant weather the most vulnerable years of 2-4.
- **Stewardship**- We will invest diocesan resources according to their potential and what will yield greater Kingdom results. (Matt. 25:14-30)
- **Discernment from the Spirit** – Metrics and logic hold high priority, but we must always be attentive to the work of the Spirit. What is God doing? Something might be unusual, but might be what we are called to support

Funding Priorities

While the Diocese is not the primary source of funding for planters, we desire to create an environment that prepares planters to plant, equips them to gather resources, and supports them in the process of planting. In our estimation, here are our funding priorities (not in order of importance) that will help lead to church planting success:

Networks

- Networks are the most effective means by which we can assess, coach, train, and support church plants in a particular geographical location¹. Networks provide a much needed niche for work that presents unique challenges and opportunities.

¹ The State of the Church Planting in the United States: Research Overview and Qualitative Study of Primary Church Planting Entities. By Ed Stetzer and Warren Bird

- The method that has proven most effective for increasing capacity in Church planting are Networks or their functional equivalent.
- Priority will be given to those works that will yield the greatest harvest and potential for the kingdom (Matthew 25:14-30)
- Since Networks contain multiple church plants at various stages, they will require greater resources and long range planning.
- All grants will be dispersed as matching funds to serve as motivation for the Network to engage in resource gathering.
- Grant request must clearly articulate how the funds will meet specific needs

Plants

- Priority will be given to those works that will yield the greatest harvest and potential for the kingdom (Matthew 25:14-30)
- All grants will be dispersed as matching funds to serve as motivation for the planter to engage in resource gathering
- The applicant must show evidence of how the grant will help move towards sustainability
- Grant request must clearly articulate how the funds will meet specific needs

Capacity and support structures

- Internship and Residency Programs
- The cost for a certified church planting coach is \$2,400+/planter/year
- Assessment and Training Events

Grant Funding Timeline

- **July 15** Grant proposals are sent out
- **August 15** Follow email about Grant proposals is sent
- **September 15** Due date for grant proposals
- **September 21** Office of Church Planting (OCP) receives proposals
- **Sept. 1 - Oct. 1** OCP discernment and prayer
- **October 21** OCP decides on the grants
- **Oct. 21 - Nov. 14** Onboarding grantees
- **November 14** Grantees are onboarded
- **November 14** OCP reports out to the Diocesan council
- **January 1** Grantees begin to receive funding
- **June 1 & Jan. 15** Reports due

How We Make Decisions

1. **Prayerfully-** All decisions will be made from a dependence upon God and His wisdom.

- 2. Guided by our values and good stewardship-** We believe God has given the diocese of the Rocky Mountains a unique call and identity. Therefore, our stewardship will reflect these guiding beliefs.
- 3. In a timely manner-** We will strive to respect the planter's fund raising schedule by providing a response in an appropriate time frame.
- 4. The Diocesan Council appropriates funding for the work of church planting-** The Diocesan Council carries fiduciary responsibility for the diocese. Therefore, the Council appropriates a certain amount annually for the overall work of Church Planting to the Office of Church Planting.
- 5. The Office of Church Planting and the Bishop review each CPP-** The Office of Church Planting, along with the Bishop, will give final review and approval for all church planting proposals. The Office of Church Planting will report back to the Diocesan Council its decision and also provide quarterly progress reports of each CPP.
- 6. The Grantee signs the Grant Disbursement Agreement-** Before the grantee receives diocesan funding, they will sign the disbursement agreement and meet the conditions.

APPENDICES

Appendix I: Setting up a Church

Because the church is an organized organism, there are certain steps that a church must follow to have proper oversight and remain legally responsible. Below are twenty-six suggested action points under two stages that will assist to that end.

Stage 1

1. Legal name of church is reserved with the state
2. Register the address
3. Logo and branding is completed
4. Establish a temporary Parish Council
5. Director and Officer insurance in place
6. Adopt Articles of Incorporation and Bylaws
7. Register with the state
8. Apply for FEIN
9. Bookkeeper in place
10. Open bank account
11. Set up software and payroll
12. Open state wage withholding account
13. Open Electronic Federal Tax Payment System (EFTPS)
14. Church management software in place to receive donations
15. HR paperwork
16. Expense system set up
17. Liability and workman's comp insurance in place
18. Employee health and dental
19. Committed money transferred to church account

Stage 2

1. Planter on payroll
2. Website designed
3. Identify reimbursement for volunteers
4. If 501c3 does not come under the diocese that start the application process
5. Obtain sales tax exemption in state (once 501c3 is in place)
6. Compile Employee Manual (establish employee policies)
7. Establish contribution processing procedure before launch service

Appendix II: The Jerusalem Declaration

In the name of God, the Father, God the Son and God the Holy Spirit:

We, the participants in the Global Anglican Future Conference, have met in the land of Jesus' birth. We express our loyalty as disciples to the King of kings, the Lord Jesus. We joyfully embrace his command to proclaim the reality of his kingdom which he first announced in this land. The gospel of the kingdom is the good news of salvation, liberation and transformation for all. In light of the above, we agree to chart a way forward together that promotes and protects the biblical gospel and mission to the world, solemnly declaring the following tenets of orthodoxy which underpin our Anglican identity.

1. We rejoice in the gospel of God through which we have been saved by grace through faith in Jesus Christ by the power of the Holy Spirit. Because God first loved us, we love him and as believers bring forth fruits of love, ongoing repentance, lively hope and thanksgiving to God in all things.
2. We believe the Holy Scriptures of the Old and New Testaments to be the Word of God written and to contain all things necessary for salvation. The Bible is to be translated, read, preached, taught and obeyed in its plain and canonical sense, respectful of the church's historic and consensual reading.
3. We uphold the four Ecumenical Councils and the three historic Creeds as expressing the rule of faith of the one holy catholic and apostolic Church.
4. We uphold the Thirty-Nine Articles as containing the true doctrine of the Church agreeing with God's Word and as authoritative for Anglicans today.
5. We gladly proclaim and submit to the unique and universal Lordship of Jesus Christ, the Son of God, humanity's only Savior from sin, judgement and hell, who lived the life we could not live and died the death that we deserve. By his atoning death and glorious resurrection, he secured the redemption of all who come to him in repentance and faith.
6. We rejoice in our Anglican sacramental and liturgical heritage as an expression of the gospel, and we uphold the 1662 Book of Common Prayer as a true and authoritative standard of worship and prayer, to be translated and locally adapted for each culture.
7. We recognize that God has called and gifted bishops, priests and deacons in historic succession to equip all the people of God for their ministry in the world. We uphold the classic Anglican Ordinal as an authoritative standard of clerical orders.
8. We acknowledge God's creation of humankind as male and female and the unchangeable standard of Christian marriage between one man and one woman as the proper place for sexual intimacy and the basis of the family. We repent of our failures to maintain this standard and call for a renewed commitment to lifelong fidelity in marriage and abstinence for those who are not married.
9. We gladly accept the Great Commission of the risen Lord to make disciples of all nations, to seek those who do not know Christ and to baptize, teach and bring new believers to maturity.
10. We are mindful of our responsibility to be good stewards of God's creation, to uphold and advocate justice in society, and to seek relief and empowerment of the poor and needy.

11. We are committed to the unity of all those who know and love Christ and to building authentic ecumenical relationships. We recognize the orders and jurisdiction of those Anglicans who uphold orthodox faith and practice, and we encourage them to join us in this declaration.
12. We celebrate the God-given diversity among us which enriches our global fellowship, and we acknowledge freedom in secondary matters. We pledge to work together to seek the mind of Christ on issues that divide us.
13. We reject the authority of those churches and leaders who have denied the orthodox faith in word or deed. We pray for them and call on them to repent and return to the Lord.
14. We rejoice at the prospect of Jesus' coming again in glory, and while we await this final event of history, we praise him for the way he builds up his church through his Spirit by miraculously changing lives.

Appendix III: Pre-Assessment Questions

We are thankful that you would trust us with this process of assessment for church planting. Our goal is to love you, serve you and help you discern if and how you are called into the very specialized work of church planting. Please answer these questions as honestly and as fully as possible. After you have completed the questions, please email them to Canon Billy Waters at billy@rockymountainanglican.org. We are praying for you!

Testimony and Calling

1. Share how you met Jesus including what your life was like prior, the key factors that led you to Jesus, and how your life changed after meeting Jesus (begin very briefly with your family of origin).
2. Describe your spiritual disciplines and how you walk, hear and learn from God.
3. Do you believe God has called you to plant a church rather than serve in an established one? Explain why.
4. If yes, how has God specially called and equipped (abilities, gifts, experiences that would enable you to plant a church) you to plant a church?
5. Is your spouse persuaded of a call to church planting? Explain.
6. Have you ever been disciplined or dismissed from a Christian congregation or denomination? Have you ever been denied or removed from an ordination or credentialing process with another Christian congregation or denomination? If so, please provide an account of the circumstances and your assessment of the matter according to Scripture.
7. Why are you seeking to plant with this Diocese? Have you considered seeking planting elsewhere, and if so, why have you chosen to do so with us?

Marriage and Family

1. What is your marital status?
2. If divorced, separated, or remarried, please describe the circumstances of such.
3. If never married, do you anticipate marriage, or have marriage plans?
4. If married, how long have you been married?

5. Please describe briefly how you and your wife met, what your courtship was like, and how long you dated before marriage.
6. Do you have any children?
7. If so please list names and ages of your children?
8. Do you have a regular date night together?
9. If so, please describe what you usually do on your date night?
10. Do both you and your wife work?
11. If so, please describe what your wife does, and what percentage of your household income is supplied by each?
12. Have you given an honest and candid answer?
13. How does your wife feel about your ministry and about your plans to plant a church? In what way will she participate with you?

Physical and Emotional Health

1. Do you feel as though you are physically healthy enough for the rigors of church planting? Are there any physical health issues that could affect your planting work?
2. Do you feel as though you are emotionally healthy enough for the work of church planting?
3. Do you or have you in the past struggled with depression and/or anxiety? If so, can you describe how you currently manage this struggle and what support /accountability systems you have in place?

General Theology

1. Who have been your primary theological teachers, or influences? In other words (apart from the Bible), what authors, theologians (either living or dead), movements, denominations, or schools of thought have most influenced your theology?
2. Outside of the Bible, what is the most theologically intensive book you have read cover-to-cover?

3. Describe your understanding of the Gospel and how that shapes your everyday life.
4. Please give your view of the scriptures. What role does Scripture play in your daily life? Respond to the statement; "I believe the Bible to be the inspired, the only infallible, authoritative Word of God."
5. Briefly describe your philosophy of ministry.
6. What is the role of the church? Support the role of the church scripturally as well as define how the church is different from an organization?
7. Describe your understanding of the order of deacon, priest and bishop and distinguish their individual offices as well as their liturgical function.
8. What role have the sacraments played in your devotion and formation?
9. Have you read the Constitution and Canons of the Diocese? Are you willing to submit to the Constitution and Canons, and to the Bishop of this Diocese?

Missional History

1. How do you describe mission? Reflect on the Great Commandments and the Great Commission and how it should impact the life of an individual and the ministry of a local church.
2. Describe a time when you personally brought someone to a belief in the Gospel of Jesus Christ.
3. Describe an instance in which you personally disciplined another person.
4. Describe a time when you were able to see multiplication in your ministry (i.e., a time when you were able to gather, grow and multiply a ministry).

Appendix IV: Church Planting Proposal Grant Application

Church Planting Proposal

Diocese of the Rocky Mountains

Introduction and Instructions

PLEASE READ CAREFULLY

We are thankful that God is stirring you to engage in the work of church planting as part of the Diocese of the Rocky Mountains. Church planting and the work of Gospel mission are at the heart of who we are as a Diocese.

This granting opportunity is specifically for the work of church planting. Applications for other ministries will not be approved. We will consider two types of applications: direct funding for a church plant/Network or support for a church planting initiative (i.e., a program that is in direct support of church planting such as a planting curacy or residency program).

Since we receive many proposals a year, each covering multiple pages, it is crucial that each proposal follows a clear, well-considered plan and includes adequate information for the project. The following is the template for a Church Planting Proposal (CPP) within the Diocese of the Rocky Mountains. Please include the following information in the order that is outlined, using the template provided. If anything is clearly not applicable, please note accordingly.

Please know that there are always more ministry opportunities than money in the budget. We will do our best to fund as many applications that fit the vision and values of the Diocese and our church planting efforts, but please know that an application for funds is not a guarantee. We are in prayer for you and beg your prayers for our leaders who must engage in these difficult grant decisions.

Church Planting Proposal

Diocese of the Rocky Mountains, Anglican Church in North America

SECTION 1: Proposal Summary

1. Basic Information

Title of Initiative or Church Plant

The official name of the church must be approved by the bishop, so this is simply the working descriptor (e.g., North Denver Plant or Sioux Falls Plant)

Primary Contact Person for the CPP:

Name

Email

Cell phone

Leadership Role

2. Vision and Goals of CPP

In three sentences or less, provide a vision statement of what you would like to see in the next year. In addition to the vision statement, list the 3-5 goals that you want to accomplish. For the list of goals, please include metrics and time markers.

3. Total Dollar amount requested

Please provide the total dollar amount requested for this grant. In addition to the grant request, outline the desired date and how it is to be distributed (monthly, one time).

SECTION 2: Detailed Leadership Information

1. Planting Leader Information

This section provides details of the primary leader of the initiative requesting funds. Often this is the Lead Planter. If this is a mother-daughter or lay initiated plant and the lead planter is yet to be determined, or this request is for a church planting support program such as a church planting residency, please answer accordingly.

Name, Email, Cell Phone

Leadership Role (Lead Planter, Curacy Overseer, etc.)

If a church plant:

Has the planter attended the DRM assessment (if assessed by another group, please specify)? Please attach the assessment report.

Does the planter currently have a church planting coach?

If a planting initiative:

Has the leader discussed this initiative with the Canon for Church Planting or Network Leader?

2. Other Leaders

In addition to the primary contact person, please list the following names and information, along with any further information about any individual that you believe is helpful to the decision-making process regarding the CPP.

Rector of mother church or sponsoring the initiative: Name, Email, Cell Phone

Treasurer: Name, Email, Cell Phone

Names of other significant individuals involved in the ministry partnership, noting whether they are ordained: Name, Email, Cell phone

SECTION 3: Detailed Information on the Plant or Initiative

If a church plant:

Give a 1-2 page description of the origins of the church plant and its future vision (i.e., tell the plant's story and where it is headed) including:

1. **Origin:** The story of how the church plant came about
2. **Location:** A description of the location (e.g., city, neighborhood, community, etc.) in which the planting work will take place (include demographics as helpful).
3. **Mission:** What is the reason why the church exists?
4. **Vision:** What is the preferred future for the church plant?
5. **Values:** What are the core values for the plant?
6. **Challenges:** What are some of the challenges and hardships that you are experiencing?

If a planting initiative:

What church is the primary overseer of this work?

Give a 1-2 page description of the origins of the initiative and its future vision (i.e., tell the plant’s story and where it is headed) including:

1. **Origin:** The story of how the initiative came about
2. **Description:** A description of the initiative including its primary purpose and how it supports the work of church planting
3. **Challenges:** What are some of the challenges and hardships that you are experiencing?

If the initiative is a church planting residency, please include a tentative job description and overview of the training plan for the curate(s) and a list of the qualifications for selecting the curate(s).

If a church planting residency is already in the mix, please introduce us to that person and describe how he matches the vision of the CPP.

SECTION 4: Rationale: Kingdom, Diocese, Local Community

Please expand the rationale for your CPP relative to the growth of the Kingdom and the mission of Christ in your local area. How do you see this expanding and/or multiplying the work of the Gospel in your area and in our Diocese?

What specific missional opportunities and needs in your location/church/area will be met through this plant or initiative?

SECTION 5: Financial Details

The Past

If they exist, please include up to three previous years’ budgeted and actual income and expenses for the church/plant.

The Future

Assuming this CPP is approved, present a budget with a 3-year funding plan including the grant you are requesting. Include the anticipated budget for the CPP proposal. Describe how the grant you are applying for will meet specific needs in your plant or initiative.

SECTION 6: Concluding Comments

Please feel free to add concluding comments as you desire.

****Please send a copy of this completed CPP proposal to the following people:***

- The Rev. Canon Billy Waters: billy@rockymountainanglican.org or if you are part of a Network, please send it to your Network Leader.
- The Rector of the mother church or sponsoring church of the initiative

Appendix V: When does a Church Plant transition into an Existing Church

It is important to have guidelines that help inform when a church moves from being under the care of the Office of Church Planting and into broader diocesan support. The following guidelines are not meant to be hard and fast but provide categories to help determine who is responsible for support and accountability.

- 5 Year Funding Timeline Elapsed
OR
- ASA over 25 in rural areas OR 50 in urban/suburban areas
- Financially Self-Sustainability shared by a breadth of givers
- Sustainable Self-Governance (i.e., a Parish Council within the church)
- Stories of Viability and Self-Replication

Appendix VI: What is a Church Planting Missioner

The Missioner is either (a) a non-presbyteral church planter, or (b) a priest or developing priest that carries a deep conviction concerning their call to plant a church but their growth and development as a church planter needs to be more fully realized. Quantitatively this is expressed with two or more yellow lights within the knock out factors of the Church Planters Assessment.

The Missioner is a position that affords space and time for the candidate to provide confidence to the Office of Church Planting that they are able to effectively steward resources towards the work of church planting

The Missioner will be evaluated annually by the Canon of Church Planting and/or the Network Leader. Typically, if a Missioner is laboring for longer than three years and there isn't sufficient progress toward viability, this work will not transition to church plant status.

The Missioner is directly overseen, supported, and sent by the Rector of a local Anglican Church. If the Mission is unable to find an ecclesiastical home, they will not be considered as a Missioner. As the initiative continues to grow and develop, the Office of Church Planting should be contacted for further assessment.

The Church Planting Missioner is different from a Church Planting Apprentice or Resident. The purpose of the Apprenticeship is to assess the planters calling and location. The Missioner has determined location but their competencies need further testing. In the Residency, the location and planter are fully assessed, and he is given the green light to enter into the pre-launch work.

Markers for transitioning from a Missioner to a Church Planter might include the development of:

- A community with an ASA over 12 in rural areas OR 35 in urban/suburban areas
- A fullness of ecclesial life, with worship, formation, mission all consistently present
- A Broad base of tithing, not one or two sources
- Appropriate governmental and tax-exempt statuses
- By-laws and Church Council oversight (either inside church or through a supporting church)
- Shared leadership and ownership with laity

Appendix VII: Definition and Relationship of a Network to the Diocese

What are the roles:

- Bishop - Sets the 1-3 year strategic direction for the Diocese. The diocesan direction includes the church planting priorities.
- Council - Provides fiduciary oversight for the Bishop's overall strategic direction.
- Canon for CP - Carries out the church planting priorities set by the Bishop. The Bishop collaborates with the Canon for CP to establish CP priorities but ultimately the direction is determined by the Bishop.

Process for establishing the strategic direction

- May - The Bishop meets with Canons to shape the next 1-3 year strategic direction.
- June - The Bishop shares the vision with the DC.
- August - The DC provides the OCP a preliminary budget for church planting
- September - CP grant requests are due to the OCP
- October - The OCP shares with the DC the overall church planting amount and daylight the details to the DC. The details are not for decision but discussion.
- November - The DC votes on the funding for the Bishop's diocesan priorities.
- February - The Bishop shares at the Synod and the Synod votes to confirm the budget.

How does the OPC and DC relate in regard to funding:

- In addition to the 1-3 year strategic direction set by the Bishop, the DC has guidelines that inform the future work of Church Planting. The guidelines help to empower church plants to make long term ministry decisions while providing the DC the freedom necessary to make annual tweaks based upon the Lord's leading.
- The DC approves the total amount for CP grants for that year.
- The Canon of CP working with the OCP and under the Bishop's authority will determine the CP request before the October meeting with the DC.

What does accountable leadership look like:

- Members of the OCP will be assigned a grantee to supervise the milestones of the CP. They will have 6 meetings a year one of which will be a mid-year review
- The monthly updates and mid-year review will be cascaded to the OCP during our monthly meetings. (The OCP **to** the Canon for CP)
- After three or four OCP meetings, the Canon for CP will provide the Bishop an account of the work. Also, there will be an opportunity to look forward to the next 4 months. (The Canon for CP **to** the Bishop)
- After the strategic meetings with the Bishop, the Bishop with the Canon for CP will report out to the DC. (The Bishop **to** the DC)

Who appoints members of the OCP:

- The Canon for Church Planting with the Bishop's approval will appoint members to the OCP.

- Before appointing members to the OCP, the Canon for CP will consult existing members of the OCP and consider who is a potential leader for an emerging CP network.

What is the relationship between CP Networks and the Diocese:

- The Diocese is considered first membership and seen as a family. Networks are a subset of the diocese as a second membership team commissioned from the diocese with a specific task of church planting within the diocese.
- CP Networks are a *methodology* for planting churches and providing CP support. Because methodologies are fluid and subject to change, this methodology should always be subject to evaluation for its effectiveness.
- The CP Networks will be overseen and supported by the OCP

Appendix VIII: The Essentials of Church Planting Networks

Vision for church planting networks in the DRM

To see every church in the DRM a healthy church planting church

Justification for the vision of Church Planting Networks

- Networks are the most effective means by which we can assess, coach, train, and support church plants in a particular geographical location². Networks provide a much needed niche for a work that presents unique challenges and opportunities.
- The method that has proven most effective for increasing capacity in Church planting are Networks or their functional equivalent.

Definition of a Network

A church Planting Network in the DRM is a gospel centered team of churches with a shared purpose of planting churches in specific city or region.

How does a Network accomplish its task

The health of a church planting network can be seen in its ability to cultivate church planting conviction, culture, constructs, and relational collaboration.

1. **Conviction-** church planting is biblically mandated and an essential, non-negotiable aspect of our ministry as a network
2. **Culture-** a church planting culture values risk, mutual trust, and dependence upon God's sovereignty to accomplish the work of church planting
3. **Collaboration-** Growing together through engaging in practices of unity, shared learning, and honest feedback and support.
4. **Constructs-** church planting must be intentionally pursued, and it needs specific systems: strategic leadership, leadership pipeline, assessment, coaching, training, financial support, and ongoing support

Network outcomes

Networks will succeed to the extent that it:

- Recruits men who are called to church planting with a conviction for church multiplication
- Assesses men based on character, readiness, gifting, and calling to plant a church in a specified area.
- Develops men through training, coaching, and ongoing support.
- Deploys multiple congregations throughout a specific geographic region.

² The State of the Church Planting in the United States: Research Overview and Qualitative Study of Primary Church Planting Entities. By Ed Stetzer and Warren Bird

Criteria for a Network

- Contains at least two churches in a geographical region; one of which has demonstrated self-sustaining and self-governing dynamics for at least 2 years.
- Possesses a network leader that can devote time to the development of the Network
 - Member of OCP
 - Network development of 4 C's and 7 Systems
 - Committed to personal development
- The Network has a long-term plan for planting, supporting, and multiplying churches.
- The Network Leader is appointed by the Canon of CP and Approved by the Bishop.

Network Leadership

The network leadership consists of a network leader and the network leadership team. The Leadership team are the Rectors and emerging Rectors (if invited by the Rectors) of the participating churches. The primary role of the network leader is to lead through vision and initiation. The primary role of the network leadership is to provide a leadership pipeline, assessment, coaching, training, resource allocation, and relational support to the church plants in the network.

Network Affiliate Churches

A Network is a team of churches committed to planting churches in a particular geographical location. However, if the Lord creates relationships and opportunities to plant outside of the identified Area, room has been created for an "affiliate" church plant. Affiliates share common culture, theology, and ecclesial structure but not necessarily a common geography, bishop, or province. Affiliate churches are connected by leaders or relationship with a specific sending and supporting church within the Network, but not every church within the Network.

An Affiliate Must:

- Is part of the confessing Global Anglican Communion under an orthodox bishop
- Hold to the classical Reformed teachings on the nature of grace, sin, and salvation
- Hold to the classical view of the male presbyterate
- Be committed to being a multiplying church
- Be prayerfully supported by a network church as a missionary work
- Be organizationally supported by the network through the sharing of intellectual property and resources

An Affiliate May:

- Be sent from a network church as a former member or staff member
- Be sent with resources from the sending church; both financial and personnel
- Be visited by sending church leadership

An Affiliate is Not:

- Sent by the entire network
- Financially supported by the network member churches

Appendix IX: Grantee Orientation Meeting

Grantee Orientation Meeting

Purpose of the Orientation Meeting

The purpose of the orientation meeting is to congratulate and orientate the grantee to how the OCP will support and hold the grantee accountable.

Content of Meeting

- Congratulate the grantee and inform them of the grant amount.
- Remind the grantee of why the OCP exists and who we are
 - Why do we exist- The office of church planting of the Diocese of the Rocky Mountains (DRM) exists to assess, encourage, equip, and support church planters in the DRM.
 - Who are we- The office of church planting of the DRM is a Gospel-Centered, Sacramental, Missional family of Church Planting Churches characterized by:
- You will be assigned an OCP Representative that will do regular check-ins and receive the mid/end of the year reports.
- The Disbursement Agreement must be signed before funds are released. If they were a grantee last year, their January 15 Grant report (with financials) must be submitted before funds are released.
- Go through the Grant Report. It is due on June 15.
- We will have 4-8 week informal check -ins to encourage, pray, and see how you and your family are doing.
- Assure them of their great work and close in prayer.

Important Dates

- **July 15** Grant proposals are sent out
- **August 15** Follow email about Grant proposals is sent
- **September 15** Due date for grant proposals
- **September 21** Office of Church Planting (OCP) receives proposals
- **Sept. 1 - Oct. 1** OCP discernment and prayer
- **October 21** OCP decides on the grants
- **Oct. 21 - Nov. 14** Onboarding grantees
- **November 14** Grantees are onboarded
- **November 14** OCP reports out to the Diocesan council
- **January 1** Grantees begin to receive funding
- **June 1 & January 15** Reports due

Appendix X: Grant Disbursement Agreement

Grant Disbursement Agreement

November 15, 2018

Grantee:

Summary

We are so grateful for your love for Church Planting and partnership in the gospel in the Diocese of the Rocky Mountains. You have been awarded \$X for the period from January 1, 2019 - December 31, 2019. This letter of agreement sets forth the terms and conditions of the grant award.

Terms

The grant will be disbursed at the end of each month in the calendar year. Grant funds will be used exclusively to support the ministry as set forth in the Grantee's approved proposal. The Grantee is to remain in good status with the Diocese of the Rocky Mountains as explained in the constitution and canons.

Condition

A condition is an action or event that must come to pass before the grant monies can begin to get disbursed. Your condition is:

Goals

This is a list of the specific, measurable, and time oriented goals that are outlined in the grant proposal. These goals are:

Reporting

The Grantee will provide an updated Profit and Loss statement and a quarterly written report no more than two pages outlining the progress of the work. The written reports will be accompanied by a phone call by a member of the office of church planting. Church planting is hard work. We want to know how to pray for you and have greater awareness of the joys and challenges of your work.

Agreement

Grantee agrees to this agreement between the Grantee and Diocese of the Rocky Mountains.

(Representative of the Diocese of the Rocky Mountains)

(Grantee)

Appendix XI: Church Planting Grant Report

Church Planting Grant Report Diocese of the Rocky Mountains

Introduction

We are thankful that God has called and equipped you to engage in the work of church planting as part of the Diocese of the Rocky Mountains. Church planting and the work of Gospel mission are at the heart of who we are as a Diocese.

We acknowledge that church planting is a difficult, risky, and a rewarding adventure. As a diocese, we desire to support and partner with you in all the necessary ways so that you can fulfill the call that God has placed on your life. Financial support is key component of that support. In attempt strive for better learning and stewardship, we are asking for you to fill out a grant report.

Why grant reporting is important

1. Celebrate what God is doing- This is a midpoint in the budget year where we can pause and reflect on what God is doing through church planting. By capturing these workings in a grant report, it allows the diocesan leadership to also share in the celebration.
2. Continual learning- We always want to be a learning diocese. Grant reporting provides a time for thoughtful reflection so that we can grow in wisdom and stewardship. Lesson learned can be used to assist other works in the diocese. This is a powerful way that we can collaborate together.
3. Awareness for further support- In grant reporting process, it may surface some of the obstacles or opportunities in the church planting work. As difficulties arise, we can offer support to overcome those hardships. The same is true with new opportunities for greater investment. Also, faithfulness during the grant year, will help to inform future funding.

Guidelines for grant reporting

1. Your total report will include a 2 page grant report and a financial report
2. This is not meant to be burdensome so keep things clear, honest, and straightforward.
3. Grant reporting is a team effort. Whether it is your spouse, lay leaders, or paid staff encourage your team to share their observations.
4. Due by June 15 and January 15
5. Understand that this report will be shared with the Bishop and Diocesan Council.

Grant Report Template

1. How are you and your family
2. How do you see God moving
3. Progress – Please describe the progress made toward your grant proposal. The impact may be relational, missional, numerical, or programmatic. If you had metrics in your proposal, specify how you are doing. Were there any unanticipated results, either positive or negative?
4. Lessons learning – What are the lessons that you are learning? Did unforeseen obstacles or opportunities arise? Describe what you learned.
5. Future plans – Based upon your progress, how might this inform the next quarter?
6. Evaluation- How can the OCP do a better job in supporting church planters?
7. How can we be praying for you?
8. Financial report – Please provide updated financials which includes: budget versus actuals, profit and loss, and account balance. This financial report is included with your 2 page grant report.

Appendix XII: Apprenticeship Manual

Church Planting Apprenticeship

What is an Apprentice

Regardless of the field, an apprentice is passionate about their trade and are willing to work, risk, and humble themselves to learn and grow. A church planting apprentice is responding to God's call to plant a church and has chosen to take a period of time to mature his competencies and character under the leadership of the local church or Network.

Purpose of the Apprenticeship

This position is designed to fulfill a twofold purpose. The first purpose is to further clarify the leaders calling into church planting. The second purpose is to allow the local church or Network the opportunity to see if the Apprentice is called to plant with the network. Regardless, the ultimate goal is to see the Kingdom of God come through vigorous planting of new churches by a planter who has a crystal calling to plant gospel centered churches.

The Apprentice Profile

We are looking for the following attributes in our church planting apprentices:

1. **Spiritual Vitality** - A vibrant relationship with Jesus, strong devotional practices, a commitment to Word and Sacrament
2. **Theological Clarity** - A clarity on the Gospel, a thorough knowledge of the Bible, a clear understanding of the faith as the Anglican Church has received it
3. **Developing a Calling to Plant a Church**- A developing calling as opposed to a fall back that is pursued when there are no other options or under compulsion from a leader in their lives
4. **Healthy Marriage and Family** - Strong spousal support, a mature marriage, children in a state of health that will allow them to flourish in this work. Also, under consideration is the financial health of the family.
5. **Relationship Building** - Church planting is a people work, we need planters who love people and can intentionally make new relationships
6. **Leadership Ability** - The planter must have the ability to lead others, cast vision, create systems, and prayerfully make decisions with integrity and humility
7. **Emotional Health** – He has addressed issues of identity, depression, anxiety, hurts, fears, and woundedness in his life- not that these things do not exist, but that they are identified, and properly managed, and that healing has been sought

8. **Missional Lifestyle** – He has demonstrated an ability to seek the lost and gather a group that he subsequently has built up; understands and has lived out a life that engages the culture of their city
9. **Disciple Making Skills** – He recognizes that church planting is all about making disciples and has shown the knowledge and ability to equip the saints for the work of ministry
10. **Entrepreneurial Aptitude** – He is a self-starter, a high level of risk-tolerance, the ability to see what could be and the perseverance to see it through for the long haul
11. **Anglican Ethos** – The planter desires to pursue the work of ministry as a faithful part of the Anglican family through Word and Sacrament, in the liturgical tradition

Apprenticeship Expectations

1. Apprentices are expected to invest an average of 15-20 hours per week. The total apprenticeship spans approximately 9 months.
2. Attend a two hour monthly cohort meeting.
3. Read 4-6 books about church planting.
4. Weekly participation in an intentional coaching relationship with the Senior Leader.
5. Weekly involvement at the church and engagement in the agreed upon area of focus.
6. A monthly summary of your experience and take-a-ways to be shared at the monthly cohort.
7. A church plant prospectus at the completion of the Apprenticeship.

Apprenticeship Experience

What does a typical month look like? While we recognize that in church world situations are adaptable and flexible, Apprentices can anticipate a combination of the following:

1. Meet once a month with cohort for teaching input and report out
2. Meet once a week with Sr. Pastor to discuss the topic of the month
3. Attend once a week a staff meeting
4. Attend once a week a worship service
5. Serve in one of your focus areas
6. Attend once a month a Board/Vestry meeting
7. Attend and participate once a month in a cohort meeting

What are some examples of a focus areas? We will tailor fit the Apprentice's focus area based on the strengths and growth needs of the Apprentice. This will be one of the topics discussed at the weekly cohort meeting.

1. Planning a worship service
2. Preaching
3. Teaching
4. Governance
 - a. Board meetings

- b. Staff Meeting
 - c. Planning retreats and meetings
 - d. Administration training
 - e. Budgets
5. Adult Discipleship
 6. Youth Discipleship
 7. Children Discipleship
 8. Mission and Contextualization
 9. Developing vision and mission
 10. Setting up a Church Plant
 11. Launch Team Development
 12. Church Planters soul care
 13. Spousal support
 14. Leading volunteers/staff
 15. Ordination in the Anglican Church
 16. Leadership Development

What does the weekly meeting with the Senior Pastor look like?

1. Prayer
2. Teaching input and book discussion
3. Review of the previous week
4. Preview of the week to come
5. Discussion

What does the monthly cohort look like?

1. Eat together
2. Prayer and worship
3. Report out Apprentice experiences
4. Discussion
5. Plan the next month's learning opportunity

Appendix XIII: Residency Manual

Introduction to the Church Plant Residency

What is a church planting residency?

A church planting resident is one who has been clearly called to plant a gospel centered church in a particular geographical location.

The following is in place for every church planting resident at the beginning of their residency:

- They fit the Church Planting Resident Profile (See Appendix A)
- They have been assessed and approved by the sending church or network
- They are already ordained as a Priest in the Diocese of the Rocky Mountains (DRM) or currently in the ordination process in the DRM.
- They have a clear call to a neighborhood/suburb.

Purpose of the Residency:

The time between receiving a clear call to plant a church and launching a church can be a daunting season for a church planter. The Residency serves to help planters successfully navigate this season by providing support, wisdom, prayer, strategic planning, and potential funding. The National American Mission Board estimates that church plant survivability goes up 250% when the Planter has had intentional Leadership development and training.

During the residency the church planter will: (See Phases Section for a timeline)

- Be on the ground in the target neighborhood/suburb building relationships, listening and learning, and praying
- Clarify the vision, mission and strategy for planting the church
- Network
- Recruit and develop prayer partners
- Work on raising financial support for first two years
- Cultivate relationships with the unchurched in the target area
- Start to gather a launch team (type of team based on chosen strategy)
- Lead and pastor the launch team
- Ensure that key admin responsibilities are being completed in preparation for launch/sending.

How Is the Residency Different from the Network Apprenticeship?

- The Apprentice is taking a period of time to mature his competencies and character
- The Apprentice is still clarifying the call to plant a church
- The Apprentice is still being assessed for church planting
- Apprentices may be at any point within the DRM ordination process

Phases of the Church Plant Residency:

We recognize that every church plant, planter, and context is different, therefore the phases of the residency may need to be modified. However, in our experience the process tends to follow this pattern. Also note that this is not a comprehensive list, nor does it mean that once you complete something it will never show up again. Much of the work started in phases 1 or 2 will continue through phase 3 & 4 and into the launch year.

Phase 1: Learning (~Month 1-3)

- Start meeting with your direct report (1-2 times per month)
- In conversation with your direct report start the process of securing a church planting coach
- In conversation with your direct report put together a “Time Allotment Form” (See Appendix B for an example). Also note that your time allotments will change through the year so make sure to update your form
- Prayer walk the area in a strategic way - Print a map and mark off what you have covered. Initially this should be a large time allotment
- Keep a journal along the way capturing your observations, the potential underlying values, and how they might respond with Christ’s love in worship, formation or mission (See below for types of questions to be asking)
- Learn everything possible about the local context by walking the neighborhood, talking to people (see next main bullet point), and Google: (Make sure to take notes)
 - Who lives in the neighborhood?
 - What is the history of the neighborhood?
 - What changes are taking place? (population trends, etc.)
 - On a map, define the geographical limits and features of the area
 - Where do people work? Play? Worship?
 - What churches are already present and what are they doing in the area?
 - How well is the area cared for?
 - What tends to bring people together?
 - Any social services in the area? If so, what are they doing and how well?
 - What values do people place on personal possessions (property, cars, RV’s, etc.)
 - What else needs to be observed in your context?
- Begin local networking with key leaders in your target area to determine needs and assets of neighborhood:
 - Business owners
 - School admin and teachers
 - Other church leaders in the area
 - Non-profit leaders in the area
 - Police district (ask to do a ride-along)
 - Neighborhood association leaders
 - District Council members
 - Door-to-door
 - Who else for your context?

- After collecting your info, write a report presenting all that you have learned about the target area, including your analysis and conclusions
- Present this report at a Network meeting

Phase 2: Planning (~Month 4-5)

- Coaching meetings should be started in this phase
- Write a Church Planting Strategy Proposal (See Appendix C for a Sample)
- Present the Proposal to the direct report
- Reduce the Strategic Proposal to a 1 page Info Sheet
- Attach budget numbers to the Strategy Proposal and create an estimated budget for the first 3-6 years of church plant
- Present the estimated budget to direct report
- Create and begin to implement a plan for raising funds to meet the budget needs
- Create an Admin Transition Plan (See Appendix D for a sample)

Phase 3: Gathering (~Month 6-9)

- Continue Coaching
- Raising funds!!!!
- Start regular info meetings for people who might be interested in joining you
- Process with the direct report what gathering your launch team might look like (prayer, food, vision casting, talking through values, how does being Anglican impact these times? etc.)
- Process with the direct report what the liturgy will look like in your context
- Start gathering and meeting as a launch team
- Start living into your vision as a launch team (i.e., serving the neighborhood, worship, discipleship, evangelism, etc.)
- Clarify vision and values based on prayer and meetings with your launch team members
- Start to implement Admin Transition Plan

Phase 4: Sending (~Month 10-12)

- Continue Coaching
- Gatherings continue to develop. Depending on where you are in the ordination process, you may be gathering at this point for worship, inviting people to “come and see”, or your gatherings may still be a prayer service and a meal.
- Ministry in area continues to grow and develop
- Raising funds!!!!
- Prepare for launch - What do you still need as a church? Where will you meet? What programs will you have? Teams in place to accomplish the strategy? Who will lead music? Liturgical pieces in place?
- You should be on track to finish Admin Transition plan before you launch (See Appendix D for sample)
- Help plan and implement a Sending Service
- Live into your calling trusting in our faithful God to lead you and the new church

How will Church Plant Resident's be cared for in this process?

Church planting is not easy, and it will expose many of your weaknesses. A missionary for Serge said that when we move into front-line ministry it is like pouring miracle-grow on all our sins. You will need to daily run to Jesus in repentant faith to see and savor all that God has done for you in the life, death, and resurrection of his Son. You will not be alone in this process, our God never fails to make himself known in the ordinary, sometimes hard, realities of Church planting.

- Continue Coaching
- Each Resident will meet on an ongoing basis with the direct report
- It is expected that each Resident will receive coaching specific to church planting and this coaching will continue through the launch year (Residency year sending church and supplemented by the Diocese, then cost will need to be factored into church plant budget for launch year)
- Each Resident will be expected to take allotted time off to rest, and if they have a family to enjoy time with their family away from the work of planting a church
- The Resident will be compensated through the sending church for their Residency year. This way each Resident can fully focus and work on the calling at hand and not have to worry about working to support themselves.
- Each Resident will also be under the Bishop and will report to him through Ember Letters on a regular basis.

Church Plant Resident Profile

We are looking for the following attributes in our church planting residents:

1. **Spiritual Vitality** - A vibrant relationship with Jesus, strong devotional practices, a commitment to Word and Sacrament
2. **Theological Clarity** - A clarity on the Gospel, a thorough knowledge of the Bible, a clear understanding of the faith as the Anglican Church has received it
3. **Developing a Calling to Plant a Church**- A developing calling as opposed to a fall back that is pursued when there are no other options or under compulsion from a leader in their lives
4. **Healthy Marriage and Family** - Strong spousal support, a mature marriage, children in a state of health that will allow them to flourish in this work. Also, under consideration is the financial health of the family.
5. **Relationship Building** - Church planting is a people work, we need planters who love people and can intentionally make new relationships
6. **Leadership Ability** - The planter must have the ability to lead others, cast vision, create systems, and prayerfully make decisions with integrity and humility
7. **Emotional Health** – He has addressed issues of identity, depression, anxiety, hurts, fears, and woundedness in his life- not that these things do not exist, but that they are identified, and properly managed, and that healing has been sought
8. **Missional Lifestyle** – He has demonstrated an ability to seek the lost and gather a group that he subsequently has built up; understands and has lived out a life that engages the culture of their city
9. **Disciple Making Skills** – He recognizes that church planting is all about making disciples and has shown the knowledge and ability to equip the saints for the work of ministry
10. **Entrepreneurial Aptitude** – He is a self-starter, a high level of risk-tolerance, the ability to see what could be and the perseverance to see it through for the long haul
11. **Anglican Ethos** – The planter desires to pursue the work of ministry as a faithful part of the Anglican family through Word and Sacrament, in the liturgical tradition

Sample of Residency Time Allotments



RiSo Church: Brent's Time Allotments for Pre-Launch Year

Note: 1 block = 4 hrs per week

Role 1 :: Church Planter (8 blocks)

- Promote vision for neighborhood (1/2 block)
- Networking (2 blocks)
- Recruit and Develop Partners (prayer partners, financial partners, core group members) (2 blocks)
- Cultivate relationships with "not-yet's" or "unchurched" (2 blocks)
- Identify & develop Church Planting Resident & PT Worship & Arts Leader (1/2 block)
- Admin (1 block)

Role 2 :: Pastor (4 blocks)

- Prayer & gospel-formation (1 block)
- Serve the neighborhood (1 block)
- Lead and care for the Core Group (1 block)
- Counsel & Discipleship (1 block)

Role 3 :: Network Partner (1 block)

- Attending Wellspring Network Churches (on a 3 week rotation: Englewood, Littleton, Neighborhood church)
- Network gatherings
- Help develop Network Structure
- Develop Church Planting Resident resources for Diocese
- Sermon Prep

Sample of Church Planting Strategy Proposal



NEIGHBORHOOD. GRACE. CELEBRATION

"For in him all the fullness of God was pleased to dwell, and through him to reconcile to himself all things, whether on earth or in heaven, making peace by the blood of his cross." - Colossians 1:19-20

Name? RiSo Church

Where? Denver CO in the River South District (RiSo), with a primary focus on Ruby Hill. Surrounding neighborhoods include Athmar Park, Overland, College View/South Platte, and Baker.

Why? We exist in our neighborhood to celebrate the goodness of what God has done for all creation in the life, death and resurrection of Jesus.

What do we envision for our future?

- We envision a diverse people who desire to make much of Jesus in every area of life
- We envision a diverse people that love to participate in the life of the neighborhood for the good of the neighborhood.
- We envision a diverse people that celebrate friendship and solidarity with all kinds of people.
- We envision a diverse people that don't have life figured out and so celebrate the persistent day-in and day-out grace of God.
- We envision a diverse people who gather regularly in one another's homes to eat together and share life together.
- We envision a diverse people delighting to participate in the life of God through Scripture and the table.
- We envision a diverse people who pray and work by the power of the Holy Spirit to bring change for the good of others, oneself, and the neighborhood.
- We envision a diverse people radically generous with their time, resources, and talents so that neighborhood churches are consistently started throughout the city of Denver.

What do we value? Because of our vision we will give priority to the following values:

- Grace
- Friendship
- Participation (All ages participating together in the life of God and in the life of our neighborhood)
- Change (transformation for the good of others, oneself, and the neighborhood)
- Generosity
- Church Planting

How?

- **Pre-launch: (Now-2017) - Brent continues on staff at Wellspring Englewood (until 03.01.17) while doing the prep work in RiSo and then starting March 1, 2017 transitions to the Church Planting Resident**
 - Finish ordination process
 - Be in the neighborhood

RiSo Church, Denver CO

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- Network inside Ruby Hill and in the city of Denver to assess needs and assets of neighborhood
 - Regular prayer walks through neighborhood
 - Recruit prayer partners
 - Cultivate relationships with 100 "not-yet's" or "unchurched" by end of 2017
 - Finish Church Planter Resident Profile & various vision sheets (see below in bold)
 - Finish raising support for first 2 years of plant
 - Implement Admin Transition Plan (**see Admin Transition Sheet for Milestones and due dates**)
 - Work with Jon to develop Ride5280 - a non-profit that serves the kids, youth and families of the RiSo area by providing opportunities to earn a bike while also gathering youth to explore together our city on two wheels.
 - Serve in neighborhood 1x per month - invite others to join
 - Intensive study of speaking Spanish
 - Start process to align with other networks & churches - research and connect with other Anglican churches that are in Latino neighborhoods - Multiethnic - AMEN (Anglican Multiethnic Network; Mosaix, Greenhouse Movement)
 - Begin the process of inviting people into the core group and meeting as a core group to pray and discuss the vision, values, and neighborhood (Goal is to have 15-25 adults in this group)
 - Help put on BBQ's, block parties, and other events (concerts at Ruby Hill, etc) to build friendships
 - Begin process to identify first church planter (for RiSo Church - Globeville Neighborhood) that we will send and invite into core group - "Church Planting Resident" - have them begin to raise support or a plan to support themselves for 2 year residency before planting. Person needs to have desire to be ordained a priest in ACNA (**see Church Planter Resident Profile - forthcoming**) and we will be patient to find the right person. We would love to have the person on board early but will wait until God connects us with the right person.
 - Start to recruit PT Worship & Arts leader (Bi-vocational; Person needs to have desire to be ordained deacon or potentially priest in ACNA). This person will not start until later in the launch year when we begin corporate services, so we have until ~Holy Week 2018.
- **Year 1: Launch (2018) - Brent is FT church planter in RiSo. We will wait to launch corporate services until we have 2-4 established Gospel Communities.**
- By early 2018, have fully operating neighborhood focused ministry that arises out of assets and needs of Ruby Hill (Ride5280, School focused?). (**See Neighborhood Focus Sheet - Forthcoming**)
 - By early 2018 have have 1-2 Gospel Communities meeting throughout the neighborhood (**See Gospel Community Vision Sheet - forthcoming**).
 - At some point in Launch year (once we have 2-4 Gospel Communities) launch corporate service (Consider meeting in local school: Godman or space in one of the neighborhood church buildings). (**See Corporate Worship Vision Sheet - forthcoming**)
 - Identify potential people who desire to become lay leaders/deacons and have them start the discernment process. Identification will be centered around three key areas of ministry: Neighborhood, Gospel Communities, Corporate Gathering. Lead this group through Confirmation (**See Confirmation Vision Sheet - forthcoming**)
 - Church Planting Resident begins ACNA ordination process ~Spring 2018
 - Worship & Arts leader begins ACNA ordination process ~ Spring 2018
- **Year 2: Develop (2019)**

- Continue and develop year 1 objectives (neighborhood ministry, Gospel Communities, Corporate Gathering)
 - Have potential lay leaders/deacons leading key areas of ministry and also finish the process of being ordained
 - Lead second group through Confirmation process
 - Church Planting Resident completes ACNA ordination process
 - Worship & Arts leader completes ACNA ordination process
- **Year 3: Self-Supporting/Prepare to launch first church plant (2020)**
 - Continue to develop 3 key areas of ministry
 - Continue to identify and encourage people toward lay ministry and the diaconate (lead third group through Confirmation process)
 - Church Planting Resident supported by sending church (for year 3-5) and starts process of pre-launch into a strategic neighborhood (Enter pre-launch phase)
 - Worship & Arts leader supported by local church
 - Brent supported by local church
 - Identify next church planter (for Cheeseman Park Neighborhood)- "Church Planting Resident" - have them begin to raise support or a plan to support themselves. (Person needs to have desire to be ordained a pastor in ACNA)
- **Year 4: Launch first plant & start process for second church plant (2021)**
 - Continue to develop 3 key areas of ministry
 - Continue to raise up leaders (via Confirmation process)
 - Launch first Church Planting Resident - supported by sending church
 - Church Planting Resident begins ACNA ordination process
- **Year 5: Develop (2022)**
 - Continue to develop 3 key areas of ministry
 - Continue to raise up leaders (via Confirmation process)
 - Continue to support church plant (in year 2) - final year of sending church support
 - Church Planting Resident completes ACNA ordination process
- **Year 6: Prepare to launch second church plant (2023)**
 - Continue to develop 3 key areas of ministry
 - Continue to raise up leaders (via Confirmation process)
 - First church plant is self-supporting
 - Second Church Planting Resident starts being supported by sending church (for total of 3 years; years 6-8) and starts process of pre-launch into a strategic neighborhood (Enter pre-launch phase)

When? Early 2018 is when we will begin the official "launch year". This does not necessarily mean that we will be meeting as a corporate gathering at this time but the goal is that within the launch year we do start to have our Sunday Service. See the "How?" section above for more of a strategic timeline.

Who?

- We understand the danger of trying to do this alone and so we will invite others into the process to help make this dream reality. We will spend the next year (2017) developing our core group.

- We hope to be able to call the **Anglican Church in North America** (ACNA; www.anglicanchurch.net) our family. Brent Christian is currently in the process of being ordained as a Priest (Pastor) in ACNA through the Anglican Diocese of the Rocky Mountains (www.rockymountainanglican.org).
- We are part of the Wellspring Network (www.wellspringcolorado.com) and are in conversations with COR 3:6 Network (www.lakewoodlife.org/cor36) and Spanish River Church Planting (www.srcchurchplanting.com)

The River South District?

The River South District in Denver CO known as RiSo includes the area along the South Platte River N of W. Dartmouth Ave to 20th St and between Broadway and Federal. The City and County of Denver's Department of Community and Development estimates that by 2025 the population within RiSo will be 82,700. A 30% increase since 2010 (62,600 people). Denver is currently working to implement **The River South Greenway Master Plan** to restore this urban area. Among many positive things, this plan includes improved parks and safe bicycle and pedestrian connections between the various neighborhoods. Bike trails and park space will be a major asset in this community connecting RiSo to the rest of the urban core of Denver.



The Primary Neighborhood?

The Ruby Hill neighborhood is less than 5 miles south of downtown Denver. We have easy access to S. Santa Fe Dr. and I-25 for multiple ways to access downtown or navigate through the Metro area. Located on the west side of I-25, we are conveniently situated for travel to the mountains. Ruby Hill is a bicyclist's dream. From W. Florida Ave the South Platte River trail allows a bicyclist to commute downtown without dealing with cars or traffic in less than 10 minutes.

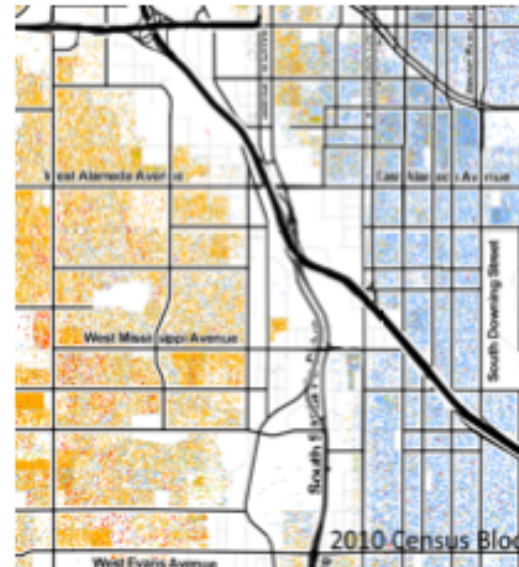
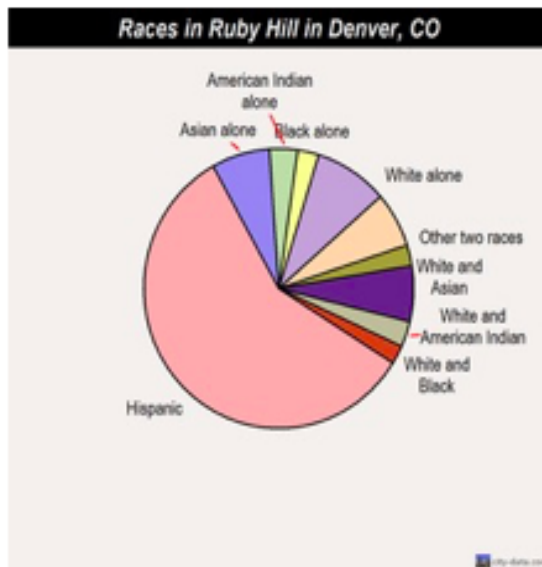
We have several great parks and walking trails in the neighborhood, from the Sanderson Gulch Trail and Park, which runs most of the length of the area, to Ruby Hill Park, the largest park in southwest Denver. Overland Pond Park, Athmar Park, and Godsman Parks also provide greenery and recreation for the neighborhood. The city has been implementing several major **improvements** to the South Platte River and Ruby Hill Park which will continue to benefit the neighborhood in the coming years.

The heart of Ruby Hill Park has been redeveloped to create areas for recreating and gathering. Some of the features include a large Pavillon, updated playground, city pool, community gardens, sledding hill, and rail yard sponsored by Winter Park Ski Resort. A mountain bike park is currently being built and an outdoor amphitheater that will host 50 free concerts each summer. For more information go [here](#).

There are 3 major college campuses less than 15 minutes drive from our neighborhood: Auraria campus, University of Denver campus, and Colorado Heights University. And there are 3 light rail stations in close

proximity to Ruby Hill. The Evans Station, Broadway Station, or Alameda Station are in walking distance by many residents, and are also quickly accessed by the numerous RTD bus routes on their way to the light rail stations (Adapted from the description on the Ruby Hill-Godsman Neighborhood Association [website](#)).

Ruby Hill Neighborhood is one of the more diverse neighborhoods in Denver. In 2013 it had an estimated population of 10,420. The median household income in 2013 was \$37,684 compared to the median in Denver of \$51,089. The average age in the neighborhood is 31. And the average household size is 3 with 48% of households being families. About 20% of the population do not speak English well or at all (Compared to 6% Denver). The majority population in Ruby Hill is Hispanic. The image below on the right is from the [Racial Dot Map](#) (Color Key: [Hispanic](#), [Asian](#), [White](#), [Black](#)) In Ruby Hill about 47% of the population have not completed high school, 12% have completed high



school or its equivalent. A majority of the women in the neighborhood work in service occupations (32%) or sales and office occupations (34%). A majority of the men work in service occupations (24%), construction (19%) and sales and office occupations (16%). About 28% of the population in Ruby Hill are below the poverty level (Compared to Denver average of 19%). 102% of married-couple families have both working. For more information on demographics of Ruby Hill go [here](#).

There are currently no Anglican churches serving the Ruby Hill neighborhood. Current churches in the neighborhood and surrounding area include Garden Park Mennonite Church, Denver Family Church, Victory Baptist Church, Saint Rose of Lima Catholic Church, Ministerio Hispano Presbyterian, Vietnamese New Life Fellowship, New Life Fellowship Church (Conservative Baptist), Denver Metro Ministries, Iglesia Vida Abundante,, Voice of God Tabernacle. The previous four churches share a building called "All Nations Ministries" and also in the building there is Caring Hands Pregnancy Center and Crossroads of the Rockies food bank. This could be a potential space to meet when RiSo Church is ready to launch corporate worship service.

The Mormons do have a temple in the Athmar Park neighborhood. At this point it is not clear how many people they actually draw from the local neighborhoods.

Ruby Hill neighborhood is positioned for growth, like the rest of the urban core of Denver. However, Ruby Hill is unique in that it is one of the last remaining "affordable" urban neighborhoods for **first time home buyers**. Therefore, it is anticipated that a large number of younger couples will be moving into the neighborhood. Ruby Hill also is home to a new affordable housing apartment complex - Ruby Hill Residences. So while gentrification is happening the hope is that the neighborhood will still be home to a diverse population that need to hear and see the beauty of Jesus.

Urbanist has a good [article](#) on Ruby Hill.

Strategic Neighborhoods for Future Church Plants?

- RiNo District - Globeville as primary neighborhood (surrounded by Sunnyside, Highlands, Five Points) - Year 3-4 Church Plant (1st Church Planting Resident)
- Cheesman Park Neighborhood or Aurora- Year 6 Church Plant (2nd Church Planting Resident)

Questions?

Contact Brent Christian :: brent@risochurch.com :: (720) 656-7110



Sample of Residency Organizational Admin



ADMIN TRANSITION FROM ENGLEWOOD TO RISO

Goal: In 2017 work to establish the institutional side of RiSo Church so that by early 2018 RiSo Church will be operating with its own board, budget, and back office. During 2017 Brent will be paid through Wellspring Church as the Church Planting Resident.

Pre-Launch (Now-2017):

1. Legal Name of Church: RiSo Church (Name is currently reserved with the State of CO)
2. Logo & branding is completed.
3. Registered Address: 1249 S Quivas St Denver CO 80223
4. Church Management Software in place (Mar 1st)
5. Online Giving set up through Church Management Software (Mar 1st)
6. Social media presence started - Twitter, Instagram, Facebook (Mar 1st)
7. Website design - in process; released later in 2018.
8. Form a Board that will serve as a steering committee for RiSo Church. (Nov 17)
9. Adopt Articles of Incorporation & Bylaws (Nov 17)
10. Register with the State of CO (Dec 1)
11. Liability & Workman's Comp Insurance in place (Dec 1)
12. Apply for FEIN (Dec 1)
13. If 501(c)3 status does not come under the Diocese then start process to apply for 501(c)3 (ongoing until completed)
14. Open Bank Account (Dec 15th)
15. Church Debit Card (Dec 15th)
16. Open CO Wage Withholding Account (Dec 15th)
17. Open EFTPS (Electronic Federal Tax Payment System) (Dec 15th)
18. Set up Quickbooks or other financial software- both software & payroll (Dec 15th)
19. Identify reimbursement method for volunteers (paper forms) (Dec 15th)

Year 1 - Launch (2018):

1. Hire Bookkeeper (Jan 1, 2018)
2. HR Paperwork for Brent in place (Jan 1, 2018)
3. Expensify set up (Jan 1, 2018)
4. Employee Health & Dental (Jan 1, 2018)
5. Money transferred to RiSo church account (Jan 1, 2018) Brent is now on RiSo payroll (Jan 1, 2018...)
6. Obtain Sales Tax Exemption in CO (Once 501(c)3 is in place)
7. Compile Employee Manual
8. Establish contribution processing procedure

Appendix XIV: Resources for Church Planters

- **On Church Planting**
 - *Plant: A Sower's Guide to Church Planting* by Winfield Bevins
 - *Planting Missional Churches* by Ed Stetzer
 - *Planting Growing Churches for the 21st Century* by Aubrey Malphurs
 - *Church Planter Manual* by Tim Keller & J. Allen Thompson (Redeemer Church Planting Center)

- **For the Planter**
 - *Dynamics of Spiritual Life* by Richard F. Lovelace
 - *The Heart of the Servant Leader: Letter from Jack Miller* by C. John Miller
 - *A Praying Life* by Paul E. Miller

- **Culture**
 - *Center Church* by Tim Keller
 - *Cultural Intelligence* by David A. Livermore
 - *Outgrowing the Ingrown Church* by C. John Miller

- **Web**
 - The Anglican Church in North America - www.anglicanchurch.net
 - Diocese of the Rocky Mountains - www.rockymountainanglican.org
 - Always Forward - www.always-forward.com
 - Church Multiplication Ministries - www.cmmnet.org
 - Serge - www.serge.org

Appendix XIV: Bylaws Template

DRM Bylaws Template

Notes

1. The underlying philosophy is that bylaws should be lean and specify only what is necessary for the smooth operating of the church and to comply with canons.
2. Some churches may build more complicated structures (maybe a finance committee, etc.) – these bylaws allow for that, but don't require it (those structures are not bylaw issues). These bylaws set the boundaries, which gives the Parish Council the ability to adapt practices for different seasons.
3. The **yellow** highlights mark areas to fill in that are specific to your congregation.
4. The bylaws, as written, have the Parish Council making decisions on budget, most bylaw amendments, and members of the Parish Council.
5. The **green** highlights are options to have the congregation voting at the annual meeting on budget, bylaw amendments, and members of the Parish Council.
6. You may also mix the two together – i.e., have the congregation vote on budget and bylaws, but not Parish Council members, etc.
7. When churches amend their Bylaws (including after joining the Diocese), they are advised to check the filing rules with their state. Some states require Bylaws, including any amendments to Bylaws, to be filed with the state (some states only require Articles of Incorporation to be filed – if those are amended, they will need to be sent in). Usually this are posted clearly in the Secretary of State's webpage.

BYLAWS OF **NAME** ANGLICAN CHURCH A **STATE** RELIGIOUS NONPROFIT CORPORATION

SECTION 1 – AUTHORITY AND FAITH

NAME Anglican Church, hereinafter referred to as “the Church,” is incorporated in the state of **STATE** and is a member church of the Anglican Diocese of the Rocky Mountains (hereafter DRM) and through the diocese is affiliated with the Anglican Church of North America (hereafter ACNA). The church agrees to abide by customaries, policies, and the Constitution and Canons of the Diocese of the Rocky Mountains, as well as all ACNA guidelines and Canons, in accordance with ACNA's Constitution. The Church shall be committed to the historic orthodox Christian faith. This faith includes the full and final authority of the Bible, the doctrine of the Trinity, the deity of Jesus Christ, and the gospel of salvation by grace through faith in Christ alone.

SECTION 2 – MISSION OF THE CHURCH

The Church seeks to join God in the renewal of all creation by inviting people to the new life found in Christ and participating with Him as He restores our relationships to Himself, to one

another, to ourselves, and to creation; to the glory of God the Father, by the work of God the Son, and in the power of God the Holy Spirit.

SECTION 3 – ORGANIZATIONAL STRUCTURE

It is the purpose of these Bylaws to provide a stable and effective organizational structure to aid the Church in accomplishing its mission. The sections that follow specify a model that helps define the roles of Rector, Board (hereinafter referred to as Parish Council³), Staff, and Congregation, while allowing the Church to be flexible in following the Lord's leading. The roles shall be defined as follows:

- (a) The members of the Congregation are to serve as the primary ministers of the Church.
- (b) The Staff is to lead and develop the ministries of the Church, as directed by the Rector.
- (c) The Parish Council is to help provide oversight for the Church and provide fiduciary accountability for the Church (see section 7).
- (d) The Rector is to lead the Church to accomplish its mission.
- (e) The Church, encompassing all of the above (a-d), submits to the spiritual authority of the Bishop.

SECTION 4 – CONGREGATIONAL MEMBERSHIP

The Congregation of the Church for purposes of these bylaws shall consist of persons who:

- (a) Profess a saving faith in the Lord Jesus Christ.
- (b) Have been baptized in the name of the Father, the Son, and the Holy Spirit.
- (c) Are faithful and regular participants in the worship and life of the church⁴.
- (d) Support the mission of the Church and the leadership needed to accomplish that mission.
- (e) Give sacrificially and regularly to the financial costs of achieving the mission of the Church.

Voting members must fulfill all of the above and be at least sixteen years of age and have attended for over **period of time**.

The primary role of the members shall be to serve as the ministers of the Church, reaching out to those who do not know Christ and ministering to those who belong to the body of believers gathered at the Church.

Members who fall into sin and refuse to repent or who deny any portion of the *Statement of Faith* shall be subject to discipline by the Rector, or someone appointed by the same. The goal of this discipline is to restore the member to a faithful participation in the church.

³ You may also use "Vestry" instead of Parish Council. Just make sure to replace every instance of Parish Council in the document with Vestry.

⁴ Some congregations have membership covenants which need to be signed. Don't stipulate what that membership covenant entails in the bylaws (like small group membership, etc.).

Discipline may include, but is not limited to, refusal of communion and dismissal from the church.

SECTION 5 – PARISH MEETINGS

There shall be an annual meeting of the congregation to:

- (a) Review the previous year
- (b) Present **(or: approve by simple majority of members)** the budget, in broad categories, for the coming year⁵
- (c) Cast vision for the coming year
- (d) Present **(or: elect by simple majority of members)** new members of the Parish Council
- (e) Approve amendments to the bylaws by 2/3 majority.**

The Rector or the Parish Council may also bring to the Congregation decisions not listed above for a nonbinding vote or a less formal expression of support, as they deem appropriate.

Special Parish Meetings may be held at such times as determined by the Bishop, Rector, or the Parish Council. Notice of Special Parish Meetings must be publicized no less than two weeks (2) prior to the meeting.

At any parish meeting of the membership, the voting members present shall constitute a quorum for all purposes, and the act of the majority of the members present at any such meeting shall be the act of the full membership. If there is no meeting and votes are collected by written or electronic means, the “presence” of the Members shall be defined as the direct receipt of their vote within a time period set by the Parish Council, no shorter than twenty-four hours and no longer than seven days. Ten percent of the current Members shall constitute a quorum.

A vote may be taken either in a meeting or else by written or electronic means. If taken in a meeting, votes may be cast by verbal, visual, or written sign.

The Rector shall preside at all parish meetings, except that if he is absent or unable to preside. In the Rector’s absence or at his discretion, the Warden shall preside. If the Warden is unable to preside, a member chosen from the Parish Council by the Parish Council shall preside.

SECTION 6 – CHURCH PARISH COUNCIL SELECTION

The Parish Council shall consist of the rector and between four to nine members (equivalent to Directors in state law). Staff and other clergy, and their spouses, are not eligible to be on the Parish Council. Each Parish Council Member shall have one vote.

⁵ You must choose one option – don’t keep both (true with all green highlights). Then make sure that your choice is consistent in the following sections.

Qualifications of Parish Council Members:

- (a) Fulfill all qualifications of Congregational Membership, as stated in Section 5.
- (b) Give (10%) to NAME Church.
- (c) Demonstrate gifts of spiritual leadership, wisdom, discernment, and maturity.

Choosing Parish Council Members:

The existing Parish Council will be the body that selects those who are to join the Parish Council on the basis of the qualifications above. [Or: The Parish Council will be the

nominating committee (or designate a nominating committee) that vets nominees on the qualifications above – presenting a slate equal to the number of vacancies to the congregation for a vote at the Annual Meeting.] or [The Parish Council will be the

nominating committee (or designate a nominating committee) that vets nominees on the qualifications above – presenting all qualified candidates to the congregation for a vote at the Annual Meeting.]

Length of Terms:

- (a) Parish Council Members shall be elected for a three⁶ year term.
- (b) A Parish Council Member cannot serve consecutive terms – there is a one-year period before being eligible to be on the Parish Council again. [or: A Parish Council member may serve 2 consecutive terms as long as there is at least one new member also added.]⁷
- (c) At least one new member of the Parish Council shall be elected each year.
- (d) Terms will rotate at the Annual Congregational meeting.
- (e) The term of an elected Parish Council Member may be vacated by resignation, by removal as a Church Member, or by unanimous vote of the Parish Council.
- (f) Elected Parish Council member vacancies may be filled by a unanimous vote of the Parish Council.

Parish Council Subscription: Every person elected a Council member shall attest, by signing a book kept for that purpose, the following declaration:

“I do believe the Holy Scriptures of the Old and New Testament to be the Word of God and to contain all things necessary for salvation through Our Lord Jesus Christ, and I do yield my hearty consent to the fundamental declarations set forth in Article I of the Constitution of the Diocese, and to the discipline and forms of worship of the Anglican Church in North America.”

Removal: Membership in the Parish Council may be vacated by resignation, by removal as a Church Member, or by action of the Parish Council by unanimous vote (in which the person in question cannot vote). A Member of the Parish Council may be deemed to have resigned for failure to attend three consecutive meetings of the Parish Council.

⁶ 3 years is the standard, but you may opt for a 4 year term (should be no fewer than 3 years and the longest would be 5 years).

⁷ If your terms are longer than 3 years, you cannot have consecutive terms.

SECTION 7 – CHURCH PARISH COUNCIL ROLE

The Rector and the Parish Council shall be the governing body of **NAME** Anglican Church. The Parish Council aids the Rector in all agencies and efforts for the advancement of the Church and shall be presided over by the Rector. The duties of the Parish Council shall include:

- (a) to have general oversight of all operating and financial decisions, including
 - preparing and approving an annual budget [or: preparing and proposing an annual budget for the congregation to approve at the annual meeting].
 - assuring that the church is in compliance with the Financial Manual of the Diocese
 - determining the compensation of all employees
 - approving any expenditures not in the budget
 - educating the congregation in stewardship
 - keeping a proper account of all funds consistent with accounting principles that are accurate and transparent, or providing for such accounting
 - the Parish Council may accept on behalf of the Corporation any contribution, gift, bequest, or devise for the general purposes or for any special purpose of the Corporation.
 - the Parish Council shall have the authority to designate any bank, trust company, brokerage firm, or investment advisor to manage the assets and investments of the Corporation.
- (b) to make sure that the physical property of the Church is adequate to the work of the Church and that the property is adequately insured and inventoried.
- (c) notification of their Bishop when the church is without a Rector, or in instances of the gross misconduct or extreme negligence of the Rector;
- (d) election and calling of a Rector, with due regard to the needs and priorities of the full church, and with the approval of their Bishop;
- (e) to annually, or as required, review these Bylaws to consider any changes that may increase the effectiveness of the Rector and the Church and to amend bylaws according to the process explained in Section 13 of this document.
- (f) On or before the first day of March, the Rector and Parish Council shall submit to the Secretary of the Diocese an Annual Report on a form to be prescribed by the Council. The data thus reported shall be drawn from Registers of the Congregation. Required information shall include annual budget, marriages, baptisms, funerals, confirmations and transfers, new ministry initiatives, staff hires, and other information requested by the Council.
- (g) at the Rector's invitation, to assist and provide care for the Rector according to his needs, and in whatever ways appropriate to laity, for the welfare of the church (e.g., support in personnel issues, vision, and direction, equipping the saints, etc.);
- (h) ensuring that the church appropriately participates in the shared mission of the Diocese through financial contributions and supporting delegates to the Synod or Provincial Assemblies.

Parish Council Organization:

- (a) The Rector leads the Parish Council.
- (b) An elected Parish Council Member selected by the Rector and approved by the Parish Council shall be designated as the Warden (see section 8).
- (c) The Parish Council will appoint a Secretary, who may or may not be a Parish Council Member (see section 8).
- (d) The Parish Council will appoint a treasurer, who may or may not be a Parish Council Member (see section 8).

Procedures:

- (a) The Parish Council is to meet monthly as well as attend other meetings that are called for special purposes.
- (b) Action of the Parish Council shall be by consensus except as otherwise noted in these bylaws.
- (c) Voting shall be taken either in a meeting or else by written or electronic means. If taken in a meeting, votes may be cast by verbal, visual, or written sign.
- (d) A majority of the Parish Council present, which includes participation by electronic or written means, shall constitute a quorum for action by the Parish Council.
- (e) All Members of the Parish Council shall be sent at least 24-hour notice of every meeting by electronic, verbal, or written means. However, such notice may be waived by unanimous consent.

SECTION 8 – CHURCH PARISH COUNCIL OFFICERS

- (a) **President.** To fulfill state law, the Rector shall routinely be designated as President and Chairman of the Parish Council of the corporation; these designations shall in no way alter the functioning of the Parish Council as defined in these Bylaws.
- (b) **Warden.** The Warden shall lead the Parish Council when discussing the Rector's performance and compensation; the Rector shall lead the Parish Council in all other discussions unless he appoints the Warden to lead. In the absence of the Rector or in the event of his inability or refusal to act, the Warden shall perform the temporal duties of the Rector. Assistant Clergy shall function under the direction of the Warden in the absence of the Rector. The Warden is chosen by the Rector and approved by the Parish Council at the first meeting of each calendar year.
- (c) **Secretary.** Each year the Parish Council shall appoint the Secretary. The Secretary shall keep the minutes of all Parish Council meetings, the Annual Meeting, and any specially called congregational meetings. The Parish Council Secretary may or may not be a member of the Parish Council.
- (d) **Treasurer.** To fulfill state law, the Church Treasurer shall routinely be designated as the Treasurer of the Corporation. The Rector and the Treasurer shall not be the same person. The Treasurer shall be bonded by a reputable surety company at the expense of the Corporation, unless an exception is made by the Parish Council. The Treasurer shall assist the Parish Council in preparing the annual budget and provide reports and counsel as the Parish Council decides. The Treasurer may or may not be a member of the Parish Council.

SECTION 9 –RECTOR CALL AND DISMISSAL

In the event of a vacancy in the position of the Rector, the Warden shall invite the Bishop to guide the Parish Council in the process of finding and calling a new Rector who has demonstrated the ability to lead this Church to the next level of effectiveness in the achievement of its mission. The Parish Council may call an Interim Pastor, recommended by the Bishop, to fulfill the role of the Rector until a permanent Rector is in place. The names of the final candidates shall be submitted to the Bishop for his advice. No person may be elected and called as Rector without approval from the Bishop. Calling a new Rector shall require a consensus vote by the Parish Council. The congregation shall be kept informed of the progress but will not have a vote.

The Rector shall not be dismissed without the consent of the Bishop of the Diocese. In case of a controversy between a Rector and Parish that cannot be settled by the parties themselves, the parties or either of them may appeal to the Bishop, whose duty it shall be to seek to bring the parties to an amicable conclusion. Dismissing a Rector shall require a unanimous vote by the Parish Council to propose the action (the rector may not vote), and approval by the Bishop. When a Rector is dismissed or resigns, the Parish Council shall provide a severance package in consultation with the Bishop based on the outgoing Rector's past service, reason for leaving, and cooperative spirit. Severance shall not continue for more than nine months. The congregation shall be kept informed of events involving this paragraph by the Parish Council but will not have a vote.

SECTION 10 – RECTOR'S ROLE

The Rector is the spiritual leader and authority within **NAME** Anglican Church, under the authority of the Lord Jesus Christ through the Bishop of the Diocese. The Rector represents the Bishop and the Diocese to the church and is accountable to the Bishop of the Diocese for his ministry. The role of the Rector is to lead the Church to accomplish its mission. The duties of the Rector include:

- (a) exercising pastoral ministry; upholding the Gospel; proclaiming the Faith delivered once for all to the apostles and prophets; and teaching, rebuking, and correcting;
- (b) presiding at all meetings of the Parish Council, except on rare occasions when circumstances warrant that the Rector designate another member of the Parish Council to preside;
- (c) final authority in the administration of all matters pertaining to the public worship, Christian Education, vision mission and ministry within the church, subject to the godly counsel of their Bishop;
- (d) appoint, employ, terminate, and have authority over all ministers of the church and staff (lay or ordained) assigned to his office, by whatever name they may be designated, with the provision that no clergy may be called or dismissed without consulting the Bishop;
- (e) keep a register of all baptisms, confirmations, marriages, and burials solemnized by him or another minister in his church and a list of the active members of the church;
- (f) The Rector shall be accountable to the Parish Council in all fiduciary matters;

- (g) The Rector may sign, along with the Treasurer, any deeds, mortgages, bonds, contracts, or other instruments authorized to be executed by the Parish Council.

The relationship between the Rector and the Congregation is one of mutual trust and dependence in carrying out the ministry of the Congregation. As the spiritual leader of the Congregation, the Rector requires the full cooperation and support of the Parish Council. The Rector shall select all assistant or associate clergy who shall serve at the pleasure of the Rector, and the Parish Council shall determine how such positions shall be funded. Whenever matters of disagreement develop, it is incumbent on all parties to approach one another with patience, to comprehend the views of all parties, and to offer Christian charity to avoid having the relationship imperiled or hindered.

SECTION 11 – CHURCH STAFF

A Staff person appointed by the Rector shall manage each area of Church operation, including property and finance. The term “Staff” shall apply to all ministry leaders appointed for this management purpose, whether they are unpaid, part-time, or full-time with regard to compensation. Staff positions shall be created, filled, vacated, or discontinued based on the Rector’s discretion. The Rector may designate somebody to lead a “Ministry Team” for the church to provide oversight, encouragement, and practical help for the mission of the church to grow.

The Treasurer and all persons handling monies of the corporation shall be bonded by a reputable surety company paid from corporate funds. The Treasurer shall cause to be prepared and audited each year a balance sheet showing position of the corporation’s financial affairs. The Treasurer shall keep the books of accounts so as to provide the basis for satisfactory accounting of the operational budget, receive and file receipt for monies due and payable to the corporation, and pay out monies owed.

SECTION 12 – LIMITATION OF LIABILITY

- (a) Members of the Parish Council shall not be personally liable for the debts, liabilities, or other obligations of the Church.
- (b) To the extent that a person who is, or was, a Member of the Parish Council, officer, employee or other agent of this Church has been successful on the merits in defense of any civil, criminal, administrative or investigative proceeding brought to procure a judgment against such person by reason of the fact that he or she is, or was, an agent of the Church, or has been successful in defense of any claim, issue or matter, therein, such person shall be indemnified against expenses actually and reasonably incurred by the person in connection with such proceeding.
- (c) If such person either settles any such claim or sustains a judgment against him or her, then indemnification against expenses, judgments, fines, settlements, and other amounts reasonably incurred in connection with such proceedings shall be provided by this Church but only to the extent allowed by, and in accordance with state law.
- (d) The Parish Council may adopt a policy authorizing the purchase and maintenance of

insurance on behalf of any agent of the Church against any liability other than for violating provisions of law relating to self-dealing asserted against or incurred by the agent in such capacity or arising out of the agent's status as such, whether or not the Church would have the power to indemnify the agent against such liability under the provisions of state law.

SECTION 13 – AMENDMENTS TO THE BYLAWS OR ARTICLES OF INCORPORATION

The Bylaws or the Articles of Incorporation may be amended in whole or in part if the following requirements are met:

- (a) The amendment is proposed by the Rector, or the Parish Council, or a petition signed by one-third of the active Members of the Congregation.
- (b) The Parish Council votes unanimously to approve the changes in the bylaws if the proposed changes do not disenfranchise any members. Any change that would disenfranchise members would need to be approved by a 2/3 majority of members either at the annual meeting or a special meeting calling in accordance with section 5.
[or: The congregation votes by a 2/3 majority to amend the bylaws – either at the annual meeting or a special meeting called in accordance with section 5]