



5 year Strategic Plan for Transformation and Revitalization of Existing Disciple Churches

Overview

This document presents the method and means that the Christian Church (Disciples of Christ) of Greater Kansas City region will strategically partner with multiple churches within the Greater Kansas City area for revitalization and transformation. Partnering church revitalization strategies with the care and understanding of congregational autonomy vital to Disciples' ethos, the New and Transforming Church Commission (NTCC) tailored the strategy to fit within the General Church's 2020 Vision and Mission First! initiative.

Vision

To be a faithful, growing church that demonstrates true community, deep Christian spirituality and a passion for justice. – Micah 6:8

Mission

To be and to share the Good News of Jesus Christ, witnessing, loving and serving from our doorsteps “to the ends of the earth.” – Acts 1:8

Strategies

1. CCDOCGKC, through the NTCC, will come alongside selected churches during the search and call process to consider pastors with identifiable skills for renewal and church revitalization.
2. CCDOCGKC will come alongside churches with an existing pastoral relationship for the purpose of revitalization.
3. Through an application process, CCDOCGKC will Identify, Coach, and Mentor churches and pastors who show traits and postures necessary for revitalization to occur.

Priorities

There are five priorities for our transformation and revitalization strategy:



1. Be an incubator of pro-reconciling/anti-racist progressive missional churches that sees their potential community in all ethnic and racial backgrounds.
2. Maximize the success of each transformational church by providing resources and support to become an effective and diverse congregation.
3. Have 5 transforming missional congregations within 5 years that are focused on reconciliation, justice, and Christian unity.
4. Be a teaching region by inviting multiple interns at congregations in the revitalization process, which will provide hands on experience needed by future pastors in many regions.
5. Mobilize all regional churches to support transformational missional church endeavors.

Steps

There are steps to make the revitalization process successful and to fulfill the priorities of the strategy. The greatest asset to a revitalizing church is a pastor with the skills for transformation and revitalization (such as exhortation and encouragement). In addition, the congregation needs to have a clear understanding of the model and vision for renewal. Therefore, CCDOCGKC must structure staff and finances to the long-term development of revitalizing/renewal pastors.

Step 1. Identify-The New and Transforming Church Commission must intentionally identify potential or existing pastors with renewal skills. Pastors with an interest in renewal will be invited to go through an assessment. The assessment will allow the regional leadership to better understand the pastor's personal history, leadership skills, call to church renewal/revitalization, and character of not only themselves, but also their spouses/partners (if applicable). This is to ensure their suitability for renewal/revitalization work.

Step 2. Evaluate- The New and Transforming Church Commission must intentionally evaluate potential congregations with the appropriate spiritual posture, strategic gifts, and location opportunities for successful sustainable missional revitalization. This will be considered via applications and interviews with church board and church staff (if applicable) along with a SWOT analysis.



Locations and suggestions used by The New and Transforming Church Commission will also serve as reference point for consideration.

Step 3. **Support**-Providing appropriate support is a two-part process. First, due to the many stresses in revitalization and transformation, a mentor is assigned to have tough one on one conversations with a renewal pastor; this is to include but is not limited to having conversations about relationships, finances, self-care, and boundaries.

Second, a coach will be assigned to help the pastor partner with a five member “Reboot Team.” The team may be made up of existing congregants, potential participants in a new incarnation of the church, or a combination of each, for the purpose of the following:

1. To identify the needs within the community.
2. To identify current inhibitors within existing structures which need to be reimagined.
3. To develop a time specific plan to meet those needs using one of the suggested models.
4. To identify benchmarks of plan objectives met.
5. To strengthen or create community partnerships.

This may include appropriate outside consultation i.e. Hope Partnership “New Beginnings” etc. The renewal pastor will also be provided educational opportunities to observe staff management, leadership structures, worship teams, administration practices, discipleship programs, etc. from coach or as suggested by coach. (1 year)

Step 4. **Reboot**- Having developed a plan for renewal of sustainable mission, the church will approve a time specific “Reboot Plan” as designed by the pastor in partnership “Reboot Team.” In addition, under guidance of coach in Step 3, the congregation will begin to act on the “Reboot Plan” immediately.

Potential Revitalization Models



Merger/Acquisition- This model is where a healthy church acquires a declining church OR two churches merge together for the purpose of creating a healthy church. It can either be that one congregation yields its property and leadership to another congregation or that the two form a new covenantal leadership team.

Legacy/Ethnic Transition- This model is where a change in ethnicity has occurred in the population of the neighborhood. Thus the legacy church empowers the leadership team of the ethnic church to lead in missional direction for the community. Sometimes this means gifting the resources held by the legacy church.

Leadership/Covenantal- This model is where the existing church will be led by a new objective leader from outside of the congregational culture. The pastor's skills play a significant part in the congregation's revitalization and the congregation is bound by covenant to behavioral changes.

Internal/Organic- This model is where an existing church remains in its current location with current pastor and key personnel and has the ability to do the hard work to evaluate and create a strategic plan to move toward a healthy church.

Locational/Transplant- This model is where the church has moved due to the surrounding environment transforming from residential to industrial. Typically the new demographics in the new area are more conducive to growth, and the new facilities are better suited for revitalization.

Potential Revitalization Sites

Historic Northeast KCMO
Roeland Park KS
Downtown KCK
Lee's Summit, MO
Olathe, KS

Westside KCMO
Independence, MO
Gladstone, MO
Mission, KS

Financial Plan

The Greater Kansas City Region has had a long and stellar history in new church development, and has established a sizeable endowment and investments that provide income for new church projects. The Regional Board has also committed to raising funds specifically for Transforming Church work. Existing



congregations have the opportunity to add support to this ministry through the Annual Fund.

In efforts to support church renewal, there would be grants available to the renewing congregation and pastor that would be agreed upon and dispersed over a five year period. A Memorandum of Understanding would hold in covenant the church and CCDOCGKC.

The bulk of support for a local church's renewal would come from the existing congregation's budget in order to encourage and maintain congregational sustainability. The level of support from CCDOCGKC depends the amount of support received. The more a church finds ways to become sustainable, the more investment for CCDOCGKC.

Outcomes

1. Redeveloped anti-racist/pro-reconciling missional communities that are zealous for Missio Dei, spiritual practices, children's development, and Christian education.
2. Leaders that are well developed and supported to be the catalyst of deep transforming spiritual communities.
3. Rejuvenation and revitalization of congregations within the CCDOCGKC Region.

Affiliation

The congregation must remain affiliated with the CCDOCGKC throughout the Memorandum of Understanding also in accordance with CCDOCGKC By-Laws and affiliation requirements.



DRAFT

Memorandum of Understanding

[Church Name]

And

Christian Churches (Disciples of Christ) of Greater Kansas City

New and Transforming Church Commission representative:

[Church Name] – Contact Information

Contact Name:

Name on Checks/Mailings:

Mailing Address:

City, State, Zip:

Phone 1:

Phone 2:

Email 1:

Email 2:

Web Address:

Twitter Handle:

Facebook-Organization Page:

Facebook-Individual Page:

Other social media sites/handles:

W-9 on file (y/n):

* * *

This Memorandum of Understanding (the “MOU”) is made and entered into by and between The New and Transforming Church Commission of the Christian Church (Disciples of Christ) of Greater Kansas City Region a Missouri nonprofit corporation (CCDOCGKC) and a [STATE] nonprofit corporation [Church Name]



- A. As a church strategy service of the Christian Church (Disciples of Christ) of Greater Kansas City Region the New and Transforming Church Commission seeks to i) identify potential Disciple church transformations throughout the CCDOCGKC Region by creating pro-reconciling and anti-racist communities of compassion and care related to the mission of God, ii) provide financial and other support and guidance to those Transformational Churches as they seek to redevelop and reestablish their ministry and iii) help connect those Transformed Ministries with other Disciples and Disciples related organizations throughout the Church that provide care each day through child welfare programs, affordable housing, elder care and other areas of missional outreach.
- B. As [TYPE OF MINISTRY], [ORG NAME] exists as a [LONG ORG DESCRIPTION].
- C. CCDOCGKC is willing to provide [ORG NAME] with financial and other support as it undertakes to develop and grow its ministry and to designate it as an “Affiliated Ministry” of the CCDOCGKC Region.
- D. [ORG Name] is willing to identify itself as an “Affiliated Ministry” of the CCDOCGKC, share its journey of growth and development with the CCDOCGKC, and participate in combined learning and development activities through the term of this MOU.

IN ORDER TO ACCOMPLISH THEIR MUTUAL GOALS CCDOCGKC AND [ORG NAME] AGREE AS FOLLOWS:

1. Agreements of [ORG NAME]:
 - a. In cooperation with the Christian Church (Disciples of Christ), as well as other denominations, faith communities, neighborhoods, community organizations, and public/government entities whenever possible in [GEOGRAPHIC AREA OF SERVICE], actively seek out and develop opportunities for its intended ministry. This includes but is not limited to: [MISSION DESCRIPTION].
 - b. Connect, Support, and Celebrate as possible with others around key issues affecting those served by the ministry.



- c. Actively work to educate the communities it engages as well as the Christian Church (Disciples of Christ) about its goals, values and commitments.
- d. Serve, as appropriate, as a mentor/encourager to other ministries and individuals within or considering the CCDOCGKC Church Transformation Initiative who may be interested in developing similar organizations.
- e. In order to assist the growth of other similar ministries and to help foster the growth of transformational ministries, prepare a semi-annual report by June 30 and December 30 (or the nearest weekday) of each reporting year about the ministry and Programs of [ORG NAME], its activities, successes and failures and what it has learned from its work that could benefit other ministries throughout the country. The reports will include providing financial reports evidencing the use of the grant received from the CCDOCGKC.
- f. Share the story of [ORG NAME] and its development and activities in writing and through speaking engagements with Disciples and others in local and broader contexts. This includes [ORG'S] Director (or her/his designee) writing 2 blog stories March 30 and September 30 (dates are rough ideas and can be modified) of each year in the MOU. [ORG NAME] grants [CCDOCGKC] the right to share the story of their ministry in a variety of media formats including written and electronic as well as through the use of images. In doing so, CCDOCGKC will seek the editorial input of [ORGS NAME]. This also includes an expectation that [ORG NAME] will be represented at Regional Assembly and Regional events whenever possible.
- g. Maintain its status as nonprofit corporation in good standing in the State of [LOCATION]. (This expectation applies to the parent ministry/church with which [ORG NAME] is affiliated, where applicable.)
- h. Maintain its status as an organization exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code Obtain and maintain its status as an organization exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code.
- i. Operate and conduct [ORG NAME] Programs and all related activities ethically, morally and in compliance with all applicable federal, state and local laws and regulations.



- j. Maintain active relationship with the Disciples congregations/communities in Kansas City and the Christian Church (Disciples of Christ) of Greater Kansas City.
 - k. Maintain commercial general liability insurance, which includes coverage for contractual indemnity, with limits of \$1,000,000 per occurrence and \$2,000,000 annual aggregate and provides coverage to CCDOCGKC as additional insured. Such insurance must afford coverage on an “occurrence” basis and not a “claims made” basis. [ORG NAME] will provide immediate written notice to CCDOCGKC of any material changes, restrictions or termination of such coverage. [ORG NAME] will provide the CCDOCGKC with evidence of such insurance coverage on or prior to the date of this Agreement and assure that CCDOCGKC always has evidence of such coverage and of any changes or modifications to such coverage.
 - l. Adhere to mutually agreed upon guidelines that may from time to time be reasonably established by CCDOCGKC for Affiliated Ministries (the “Affiliated Ministry Guidelines”).
2. Agreements of Christian Church (Disciple of Christ) of Greater Kansas City Region:
- a. Provide a grant to [ORG NAME] in the amount of [\$XX-TOTAL OF SCHEDULED GRANTS LISTED BELOW] to support its work to develop and operate the Programs and the sharing out of the Programs to others. This grant will be made available to [ORG NAME] as follows:
 - i. **January 15, 20xx: [\$XX]** Grant from Transforming Church Fund
 - ii. **July 15, 20xx: [\$XX]** Grant from Transforming Church Fund
 - iii. **January 15, 20xx: [\$XX]** Grant from Transforming Church Fund
 - iv. **July 15, 20xx: [\$XX]** Grant from Transforming Church Fund
 - v. **January 15, 20xx: [\$XX]** Grant from Transforming Church Fund
 - vi. **July 15, 20xx: [\$XX]** Grant from Transforming Church Fund
 - b. Based on the Semi-Annual Reports and other information provided by [ORG NAME], offer perspective and advice within one month of receipt of



the report where possible. Offer access to the New and Transforming Church Commission historical experience and learning in [RELEVANT SKILLS] and nonprofit development.

- c. In conversation with [ORG NAME], make available resources in the areas of [SAMPLE: organizational development, fundraising and communication strategies]
 - d. [IF APPLICABLE:] Facilitate a mentor/coach for [ORG DIRECTOR], particularly in the area of [RELEVANT SKILLS]
 - e. [IF APPLICABLE:] Assist in {SAMPLE OF IMMEDIATE NEED:} board development.
 - f. Provide opportunities for contact and engagement with other Disciples and Disciples related organizations as well as others that the CCDOCGKC may engage who are working in similar areas [LIST IN DETAIL].
 - g. Help to focus attention in the broader Church (including within [ORG NAME]'s own geographical area) on the development of [ORG NAME] and its mission.
 - h. Working with [ORG NAME], discover and create ways to share the learning from [ORG NAME] with Disciples and broader communities in other geographic locations.
3. Understanding of Affiliated Ministry relationship: As long as [ORG NAME] remains in accordance with its responsibilities under this MOU, it is authorized to identify itself publicly as a ministry affiliated with the CCDOCGKC. However, in all contracts and agreements (including loans and other debt instruments) it must make clear that the CCDOCGKC is not responsible for and does not guaranty the debts, liabilities or obligations of [ORG NAME] and that acknowledgment of [ORG NAME] as an Affiliated Ministry does not constitute a representation of the financial strength or solvency of [ORG NAME].
 4. Term and Termination: This MOU shall be effective on the date the last party has executed this MOU and shall continue in force and effect until December 31, 20xx unless earlier terminated by either party. At the end of the term, the CCDOCGKC and [ORG NAME] may consider extending this MOU for additional one-year periods. If as a result of the failure of [ORG NAME] to meet its



obligations under this MOU the CCDOCGKC may, in its sole discretion, terminate this MOU. Additionally, if the CEO of [ORG NAME] is a Disciple Minister with standing and should fail to comply with the Disciples of Christ Code of Ethics for Ministers, the CCDOCGKC may, in its sole discretion, terminate this MOU.

5. Independent Status of Parties: [ORG NAME] acknowledges that the CCDOCGKC's agreement to designate [ORG NAME] as an affiliated ministry is only an acknowledgement that the ministry of [ORG NAME] is consistent with the ministries of the CCDOCGKC and of the Church and that [ORG NAME] and CCDOCGKC are and will remain wholly independent organizations and that, except for the grant provided herein, CCDOCGKC has no financial responsibility for [ORG NAME] or any obligations of [ORG NAME].
6. Indemnification: CCDOCGKC and [ORG NAME] (each an "Indemnifying Party") will indemnify, defend and hold harmless the other, its affiliates, directors, officers, agents and employees from and against any and all claims, demands, losses, costs, expenses, obligations, fines, penalties, liabilities, damages or judgments (including without limitation attorneys, accountants and consultants fees and court costs), caused or contributed to, directly or indirectly, by, or otherwise resulting from the negligence or wrongful act of the indemnifying party or its willful misconduct. This obligation to indemnify shall survive the termination of the MOU. The party seeking indemnification shall notify the Indemnifying Party promptly of any claim, action or suit for which indemnification is sought and shall cooperate with the Indemnifying Party in every reasonable way to facilitate the defense of such claim, action or suit. In no event shall either Indemnifying Party be liable for any indirect, special, incidental, punitive or consequential damages of any kind or nature whatsoever, suffered by the other party.



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Christian Church (Disciples of Christ) of Greater Kansas City

**Christian Church (Disciple of Christ)
Greater Kansas City Region**

[LEGAL NAME]

By: _____

By: _____

[NAME], President and Regional Minister

[PASTOR NAME, TITLE]

Date: _____

Date: _____

By: _____

By: _____

[NAME], Chair New and Transforming Church

[ELDER/BOARD MEMBER, TITLE]

Commission

Date: _____

_____ Date: _____