



Fresh Wind Resources:  
A Guide for Churches

*Written and developed by Brad Ransom*

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# Fresh Wind Introduction



Churches all across America including churches in our denomination are struggling. Many of them have pastors, but some do not. They were once thriving, growing churches, but due to many circumstances, they have ceased to be effective. Due to the natural life cycle of churches, some of these churches may need to close. Churches, like humans have life spans. Churches are born, and churches die. This cycle is a normal part of the life-cycle process. However, not all churches that are struggling need to die. Some are located in growing areas, large cities, and have many people in their communities to reach with the Gospel, but they have lost their effectiveness. We introduce you to Fresh Wind Resources: A Guide for Churches (hereafter simply called Fresh Wind). It is our hope and desire to help churches in plateau and decline reverse their momentum and get back on a path of growth and health. This guide can help churches through a difficult process that may help them get on a correct path to effectiveness.

Please watch this Introduction Video <https://vimeo.com/356387404> to help you get started with the Fresh Wind process.

Not every church will like this process. In fact, most churches will not like it. It will force them to take a very hard and critical look at everything their church does. It will shake the very foundation of their existence. The program is not designed to tear down or to discourage churches but to help them and encourage them. The Great Commission gives us not only the command to “go and tell” but also to baptize and teach. Many have not won anyone to the Lord or had water in their baptistery in years. These churches need to reevaluate their mission. Why is the purpose of our church? Is it a club or a place to feel safe and comfortable or is it a place to reach out to the lost? To help you get started watch the video Navigating the Rough Waters of Change <https://vimeo.com/356197016> and follow the notes below.

## Navigating the Rough Waters of Change

Joshua 4:5-7 says, “**5** And Joshua said unto them, Pass over before the ark of the Lord your God into the midst of Jordan, and take you up every man of you a stone upon his shoulder, according unto the number of the tribes of the children of Israel: **6** That this may be a sign among you, that when your children ask their fathers in time to come, saying, What mean ye by these stones? **7** Then ye shall answer them, That the waters of Jordan were cut off before the ark of the covenant of the Lord; when it passed over Jordan, the waters of Jordan were cut off: and these stones shall be for a memorial unto the children of Israel for ever.”

### Principles to help navigate necessary change

- Identify your core values
- Define your philosophy of ministry
- Write a mission and vision statement
- Think strategically
- Think of the impact
- Implement change slowly

(Introduction continued)

Below is an outline of the process churches will go through during the Fresh Wind process. It is to be used interactively- led by the Pastor working with a temporary committee. It is our prayer and hope that Fresh Wind will help many churches turn around and once again become active and impactful for the kingdom.

### Fresh Wind Preparation



Begin an intentional prayer campaign for your leadership, committee, congregation and the process your church is getting ready to undertake. This will not be an easy process. It will require the sacrifice of some traditions, the removal of some past idols, and a difficult journey that will be rewarding in the end. If this process is not covered in prayer it could be disastrous. God honors our prayers plus by commissioning our people to pray they become personally invested in the process and it gives God a special opportunity to work in their hearts. This process addresses many structural and procedural issues. The entire process can seem “clinical” or unspiritual. Even though there are many systems and processes involved, you must never lose sight of the spiritual aspect as well. We can do everything right, follow all the steps, develop all the systems and follow the program step by step but if God is not “in it,” it will all fail. I do believe God wants us to be effective and that involves learning all we can, following the “rules” and developing the systems but He also wants us to fall on our faces before Him and rely on His blessings. So, work hard. Follow the suggestions outlined in this manual. These are tested and tried procedures. They do work but you will also need the blessing of God and that only comes through prayer and fasting.



Enlist a committee or task force from existing church leadership. This task force should consist of 5-7 people who have influence in the church and are willing to invest a significant amount of time and energy taking a hard and critical look at everything your church does. They should be people who are willing to recommend to the entire congregation difficult changes that may be necessary. They should be people who are committed to the success of the church and the mission of the church. It is recommended that the Senior Pastor serves on this task force but

should not be the chairman. If the church has additional staff (youth pastor, children's director, etc.) they should also serve on the task force. Additionally, there should always be several members at large who are not staff members on the task force. One of these volunteers should be elected or appointed by the Senior Pastor to serve as chairperson of the task force.



Set regular meeting times for at least the next six to eight weeks. It is usually advantageous to use times when most people will already be at church.

Wednesday night after church usually works well for many churches. The team should plan to meet for an hour to an hour and a half each week. Each section will require a couple of weeks to work through plus the implementation will be ongoing.



Copy the necessary material from this manual to distribute during the meetings.

It is helpful to have a 3-ring binder available for each task force member so all material can be kept together. Notebook paper should also be available to include in the notebook so good notes can be taken by all the task force members. There are also several videos recommended in this manual. All of the videos are available online and links will be provided for each video. Committee members can watch the videos at home or the committee can view them together and have a discussion time following.

# Fresh Wind Evaluation

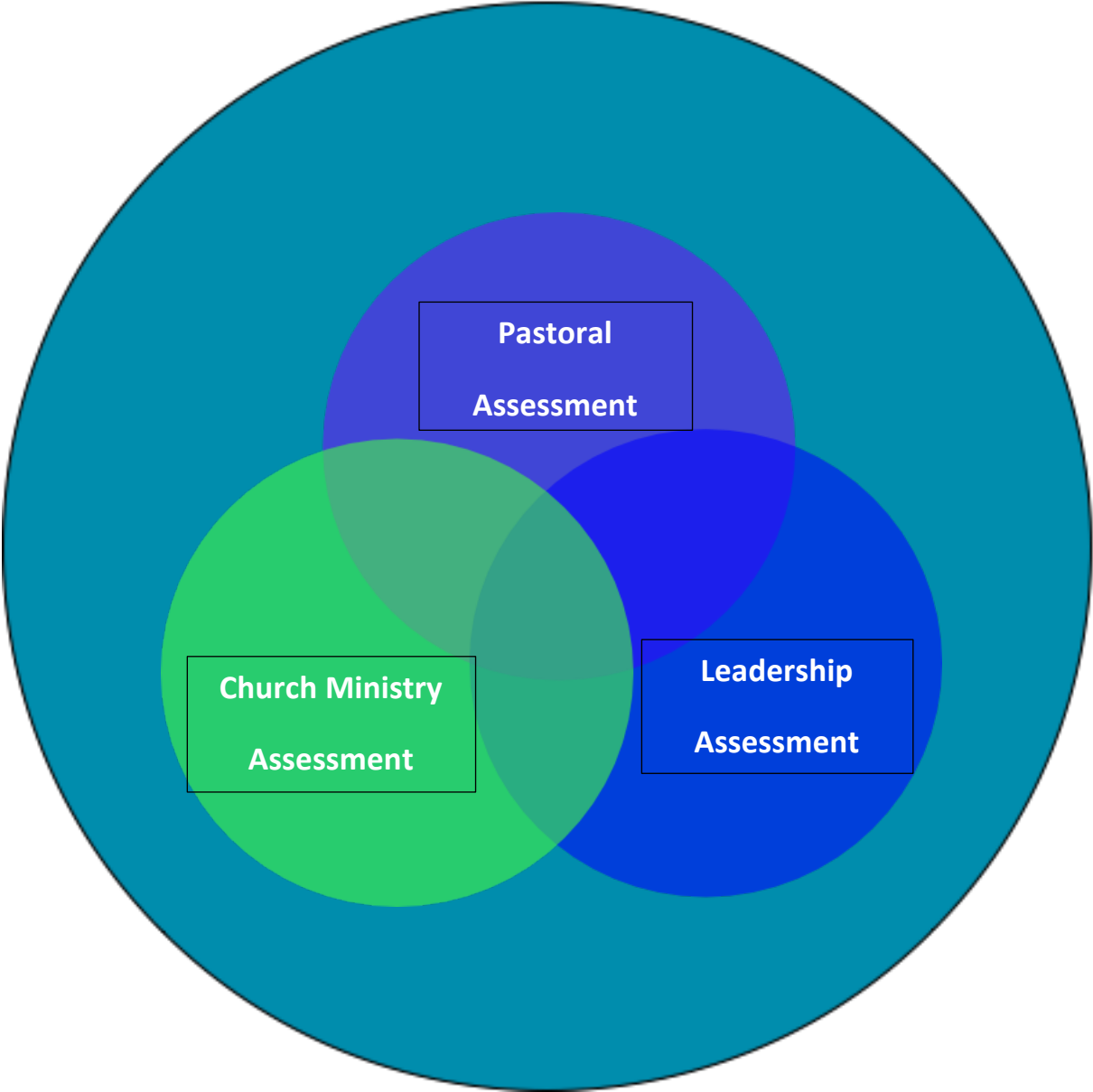


This is a difficult but necessary part of the Fresh Wind process. During this process, the task force committee will take a critical look at everything your church is and does. This is not intended to facilitate a gripe session, but it is necessary for evaluation. Most of us overlook things we are accustomed to seeing day after day and week after week. When we walk in the front doors of the church and see that big stain on the carpet, we remember the huge water leak we had two years ago and the trouble we had getting that big mess cleaned. When a guest walks in and sees the big stain, he or she thinks no one cares about the condition of the building.

Each member of the task force will need to leave their emotions and attitudes at home during this process. They must be willing to be honest and willing to look at things from a different perspective than they previously had. They must be willing to take criticism because inevitably, comments and negative evaluations will be made about areas for which some of the people on the task force are responsible. This is especially true for the pastor and staff. Be prepared for critical comments and painful moments. It is essential to remember that this process is necessary to work through to revitalize your church. If your church did not need these criticisms, you would not be going through this process.

Start by distributing the following “Ministry Assessment Instrument” to the proper people which includes, the pastor, leaders and select cross-section of the church’s adults.

# Ministry Assessment Instrument



*Source: Mennonite Brethren Churches in British Columbia, Annual Conference, 1995*

## ***MINISTRY ASSESSMENT INSTRUMENT***

### *Suggested guidelines for use*

1. The Fresh Wind Committee (task force) will be responsible for compiling and summarizing the results of this assessment instrument.
2. Determine what your team wants to accomplish through using this assessment instrument.
3. Make sure each respondent signs his/her name. This will be helpful for further dialogue if needed. It will also make the information more meaningful and authentic. This is NOT to be an anonymous “gripe session opportunity.” If respondents are not willing to sign their name, don’t include (or read) their responses.
4. Determine who you want to have fill out this instrument. It is recommended you choose those people who work closely with the pastor and/or leaders. In addition, asking all ministry leaders and a sampling of the general congregation will give you a good cross section for a meaningful assessment of the pastor(s) ministry. For an assessment of the church’s ministry in general ask either all church members or those in attendance at Sunday morning worship to fill out the first section entitled “*Church Ministry Assessment*”.
5. Make sure those who are being asked to fill out the assessment are familiar with this instrument. They should know beforehand how you plan to use and summarize the results of the assessment.
6. Your pastor and/or leaders should also know how you plan to report the results of the assessment (i.e. A summary will be presented, not individual responses). The summary should include a table of all numerical ratings, as well as a comprehensive review of frequently made written comments. A clear conclusion should be made which offers both specific affirmation and areas of growth for the pastor’s and/or leader’s ministry.



## ***MINISTRY ASSESSMENT INSTRUMENT***

### *Introduction to the Assessment Process for Respondents*

Paul urges the church to speak “*the truth in love*” so we may “*grow up into him in all things, which is the head, even Christ*” (Ephesians 4:15). The “*Ministry Assessment Instrument*” is designed to help a church speak the truth and grow in the process of church and pastoral assessment. This assessment instrument is built on the following principles.

1. Assessment should be prayerful, loving and supportive rather than accusing, blaming, polarizing, or destroying.
2. Assessments should be based, as much as possible, on observable behavior rather than inferred attitudes and personality traits.
3. Assessment should be carried out responsibly and openly, rather than shrouded in anonymity and secrecy.
4. Assessment should be as comprehensive as possible rather than focusing solely on the pastor or single aspect of the pastor’s ministry.
5. Assessment should promote growth in the ministry of the church rather than serving as a vehicle for bringing about pastoral change.

You are asked to prayerfully consider each item in this instrument before responding. You are encouraged to offer your own responses rather than conferring with other individuals before you respond. Set a deadline for assessments to be completed and turned in to the committee.

When all responses have been received, the committee will summarize the responses. The summary will be shared with both the church and the pastor. The pastor will not receive your response form. However, you are asked to sign your response. Why? Because assessment demands integrity, accountability, and follow-up. In some cases, the assessment summary committee may feel a need to engage in further dialogue with individuals regarding their responses. If you are not willing to sign your name, we will not include (or read) your responses.

Finally, you are asked to pray for your church, your pastor(s) and other church leaders, and the assessment summary committee during the assessment process now taking place in our church. As part of this process, your pastor(s) and other church leaders will be involved in a program of self-assessment. May God grant to each of us wisdom and grace as we participate in this process.

## ***MINISTRY ASSESSMENT INSTRUMENT***

### *Introduction to the Assessment Process for Pastors and Church Leaders*

If you have not already done so, you should familiarize yourself with the instrument and the principles, which guided the creation of the instrument. The principles are listed in the “*Introduction to the Assessment Process for Respondents.*”

The effectiveness of any assessment instrument depends largely on the way it is used by the local church. To that end a few suggestions are offered.

Assessments should be undertaken on a regular basis. Some congregations may wish to do so annually, others may prefer to assess at other intervals. However, congregations should recognize that overly long delays between assessments could allow problems to grow and fester to the point that serious, destructive conflict becomes inevitable.

Since every member of the congregation has particular needs and perceptions, it seems important that responses should be solicited to as many aspects of the pastor's work as possible and from as many members as possible. If the entire congregation is not invited to respond, those who are invited should be representative of the congregation and selected in an impartial manner.

When all responses have been received, a committee should summarize the responses. The summary should include a table of all numerical ratings as well as a comprehensive review of written comments, which were made with enough frequency to insure they represent a significant segment of the congregation. Finally, a clear conclusion should be made which offers both specific affirmations and areas of growth for the pastor's ministry.

Each assessment form asks for the signature of the respondent. Why? Because assessment demands integrity, accountability and follow-up. Although the pastor should receive only the assessment summary, signatures help respondents to be responsible for their assessment. In addition, the assessment summary committee may feel that in some cases further dialogue with individual respondents will help to clarify issues and reduce the risk of larger, more destructive church conflicts at a later point in time. If you are not willing to sign your name, your assessment results will not be included (or read).

## ***Pastoral Assessment***

*The purpose of this review is to provide our pastor with an overview of his ministry. The review will be used constructively to facilitate the pastor’s ongoing growth. With this in mind, please complete the following assessment with prayerful consideration. A summary of the results of all the reviews will be shared with the pastor. Individual scores or comments will not be shared with the pastor.*

How well do you know the pastor?    Very Well      Well      Not Very Well      Hardly at all

Please indicate your involvement in the life of the church at present: \_\_\_\_\_

**Scale:**

**1 = Disagree Strongly    2 = Disagree    3 = Disagree Somewhat    4 = Agree Somewhat  
5 = Agree    6 = Agree Strongly**

**NOTE: Leave blank if not applicable.**

***PERSONAL LIFE of the pastor***

**The pastor gives evidence of:**

A deep commitment to Christ and a godly lifestyle.	1	2	3	4	5	6
A competent knowledge of the Bible.	1	2	3	4	5	6
A love for the work of the church.	1	2	3	4	5	6
A concern and compassion for unbelievers.	1	2	3	4	5	6
An active prayer life.	1	2	3	4	5	6

***HOME LIFE (where applicable)***

Takes time with spouse and family.	1	2	3	4	5	6
Spouse and family support the ministry.	1	2	3	4	5	6
Models a loving home life.	1	2	3	4	5	6
Good balance between work/leisure.	1	2	3	4	5	6
Allows for recreational time.	1	2	3	4	5	6

***AS A LEADER the pastor***

Is effective in communicating the vision and goals of the church.	1	2	3	4	5	6
Models good time management.	1	2	3	4	5	6
Models a spirit of love and a servant attitude.	1	2	3	4	5	6
Accepts suggestions well.	1	2	3	4	5	6
Supports conference/denominational ministries.	1	2	3	4	5	6
Is effective in equipping and empowering the people for ministry.	1	2	3	4	5	6
Is aware of and sensitive to peoples' needs.	1	2	3	4	5	6

***AS A COMMUNICATOR the pastor***

Encourages and challenges me to grow spiritually and mature in my faith.	1	2	3	4	5	6
Models the value of prayer.	1	2	3	4	5	6
Supports participation in the service.	1	2	3	4	5	6
Is biblical and relevant in preaching.	1	2	3	4	5	6
Helps me apply biblical truth to my daily life.	1	2	3	4	5	6
Is compelling and persuasive in his/her style of delivery.	1	2	3	4	5	6

***AS AN ADVISOR/COUNSELLOR the pastor***

Is easy to talk to.	1	2	3	4	5	6
Is a good listener.	1	2	3	4	5	6
Is perceptive and understands me.	1	2	3	4	5	6
Provides wise counsel and direction.	1	2	3	4	5	6
Admits to limits readily.	1	2	3	4	5	6

***ADDITIONAL COMMENTS:***

Our pastor does well in the following areas of ministry: \_\_\_\_\_

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The pastor should give more attention to: \_\_\_\_\_

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What do you consider to be the church's responsibilities to the pastor? \_\_\_\_\_

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How have you shown your support to our pastor? \_\_\_\_\_

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If you could say anything you liked to the pastor, what would you say? \_\_\_\_\_

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**Signature** \_\_\_\_\_ **Date** \_\_\_\_\_

## *Pastoral Self-Assessment*

*This self-assessment is designed to enhance personal growth. It will help you reflect on your ministry and personal life and will give direction for goal setting.*

What have been some of your significant accomplishments this year? (ministry & personally) \_\_\_\_\_

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Are there any aspects of your ministry you would assess as failures or discouragements? \_\_\_\_\_

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What are the strengths of your ministry on which you want to build? \_\_\_\_\_

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What is one key aspect of your ministry you would like to change? \_\_\_\_\_

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How have you worked at developing and mentoring leaders? \_\_\_\_\_

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In what ways have you encouraged and supported other members of your pastoral team? \_\_\_\_\_

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Have you fulfilled the expectations of your job description? \_\_\_\_\_

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What changes would you suggest so your job description more accurately reflects your giftedness and actual ministry? \_\_\_\_\_

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In the coming year, I would like to capitalize on the following trend and/or new opportunities: \_\_\_\_\_

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**Scale:**

**1 = Strongly Dissatisfied   2 = Dissatisfied   3 = Dissatisfied Somewhat   4 = Satisfied Somewhat   5 = Satisfied   6 = Strongly Satisfied**

**NOTE: Leave blank if not applicable.**

***Rate yourself in the following categories:***

Personal devotional life.	1	2	3	4	5	6
Ability to pace myself and take time off.	1	2	3	4	5	6

Relationship with my spouse.	1	2	3	4	5	6
Relationship with my family/children.	1	2	3	4	5	6
Ability to handle pressure/stress.	1	2	3	4	5	6
Management of personal finances.	1	2	3	4	5	6
Involvement with non-Christians.	1	2	3	4	5	6
Preaching/teaching ministry.	1	2	3	4	5	6
Care/contacting ministry.	1	2	3	4	5	6
Administrative/organizational skills.	1	2	3	4	5	6

Several goals that I would like to achieve in the next year: \_\_\_\_\_

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Several goals that I would like to achieve with the church leadership team: \_\_\_\_\_

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Several goals that I would like to see the church body achieve: \_\_\_\_\_

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## ***Church Ministry Assessment***

*The following assessment will help you reflect on the ministry of our church. As you consider the strengths and weaknesses of the various ministries of the church may you recognize the importance that each member plays in maintaining an effective ministry.*

### **WORSHIP**

**Scale:**

**1 = Disagree Strongly   2 = Disagree   3 = Disagree Somewhat   4 = Agree Somewhat  
5 = Agree   6 = Agree Strongly**

**NOTE: Leave blank if not applicable.**

The worship services help us focus our attention on God and His Word.	1	2	3	4	5	6
The worship services are uplifting.	1	2	3	4	5	6
The style of worship meets the needs and goals of our church.	1	2	3	4	5	6
Prayer is viewed as an important part of worship in the church.	1	2	3	4	5	6

### **PREACHING/TEACHING**

Is biblical and relevant to daily life.	1	2	3	4	5	6
Provides a clear understanding of God's word.	1	2	3	4	5	6
Encourages spiritual growth.	1	2	3	4	5	6
Is challenging and motivating.	1	2	3	4	5	6

### **VISION/LEADERSHIP**

The church's vision/mission statement is clearly communicated and known.	1	2	3	4	5	6
The pastor & staff have a good working relationship with the church leadership.	1	2	3	4	5	6
The leaders are sensitive to the needs of the members and seek their input.	1	2	3	4	5	6
Leaders are chosen basis on their spiritual qualifications and ability to lead.	1	2	3	4	5	6
I support and regularly pray for our church leaders.	1	2	3	4	5	6

***ADMINISTRATION/ORGANIZATION***

The organizational structure is effective with clear lines of responsibility/accountability. 1 2 3 4 5 6  
Events and services are organized well. 1 2 3 4 5 6  
Members' needs are cared for through the ministry of the church. 1 2 3 4 5 6

***DISCIPLESHIP/EQUIPPING***

Spiritual growth is taking place through small groups, classes, etc. 1 2 3 4 5 6  
The church is effective in helping new Christians grow in their faith. 1 2 3 4 5 6  
Growing in Christlikeness is highly valued and fostered in the church. 1 2 3 4 5 6  
Training is provided for the various ministries of the church. 1 2 3 4 5 6  
People are challenged to be involved in ministry and their gifts are affirmed. 1 2 3 4 5 6  
The purpose of each ministry program is clearly stated. 1 2 3 4 5 6

***EVANGELISM/MISSIONS***

There is a sense of purpose and direction in reaching our community. 1 2 3 4 5 6  
Members show a desire to share Christ with their friends. 1 2 3 4 5 6  
People are coming to Christ through the ministry of the church. 1 2 3 4 5 6  
The church is committed in prayer and financially to world missions. 1 2 3 4 5 6  
A good percentage of the church budget is designated for missions. 1 2 3 4 5 6

***STEWARSHIP/FINANCES***

The budget appropriately reflects the church's vision and goals for ministry. 1 2 3 4 5 6  
Biblical stewardship is frequently and effectively taught. 1 2 3 4 5 6  
I am committed to give proportionally of my income to the church budget. 1 2 3 4 5 6

***ADDITIONAL COMMENTS***

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Signature \_\_\_\_\_ Date \_\_\_\_\_

## ***Church Leader Self-Assessment***

*It is important to remember that the entire leadership team plays a vital role in the quality of ministry at this church. Therefore, in a time of evaluating how things are going it is essential the team be assessed. Please complete the following to give the present assessment its widest scope.*

Name \_\_\_\_\_

Position/role \_\_\_\_\_

***Please place a check mark in the most appropriate box:***

I am fulfilled and happy about my position and role on the leadership team.

Most of the time     Sometimes     Hardly ever

Comments \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

### **Scale:**

**1 = Disagree Strongly    2 = Disagree    3 = Disagree Somewhat    4 = Agree Somewhat  
5 = Agree    6 = Agree Strongly**

**NOTE: Leave blank if not applicable.**

Our pastoral staff is provided with clear job descriptions.	1	2	3	4	5	6
My responsibilities are clearly defined.	1	2	3	4	5	6
Ours is a team effort in leadership.	1	2	3	4	5	6
Our pastoral staff is adequately supported financially.	1	2	3	4	5	6
I am modeling godliness in lifestyle, financial stewardship, and faithfulness in service.	1	2	3	4	5	6

The strengths I bring to my role as a leader of this church are \_\_\_\_\_

\_\_\_\_\_

What are the strengths in the life and ministry of the congregation? \_\_\_\_\_

\_\_\_\_\_

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What areas of congregational life need change and growth? \_\_\_\_\_

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I would like to see our congregation grow in the next one to three years in the following ways \_\_\_\_\_

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The three areas where the church needs to put the greatest emphasis are \_\_\_\_\_

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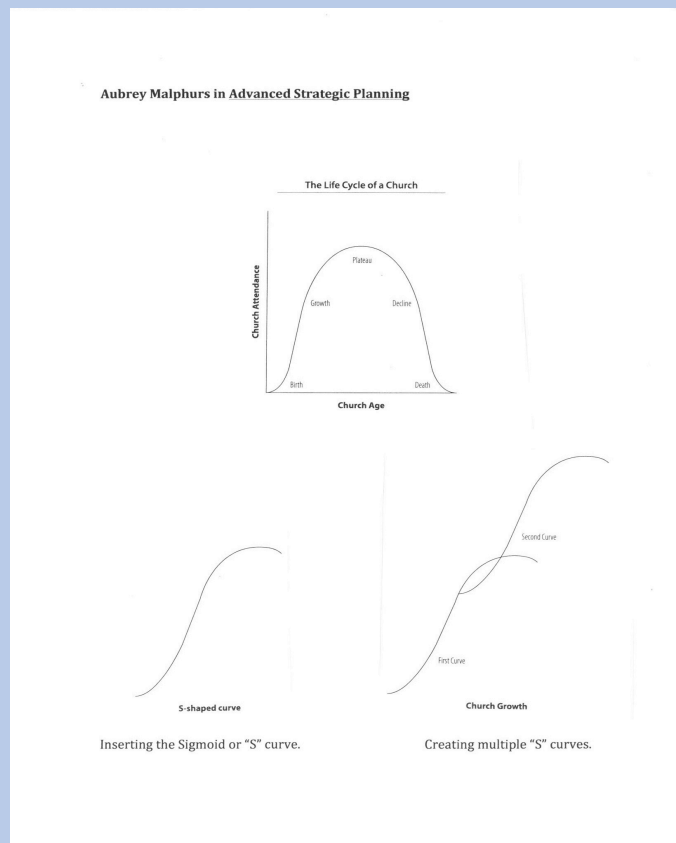
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*(evaluation continues)*

Begin each task force (committee) meeting with prayer. Pray for guidance and a good attitude. If everyone does not begin and stay in the right frame of mind during this process, some will be offended and hurt. The task force cannot take this process lightly. It must be done with spiritual maturity and concern for the church keeping the final outcome in mind. Before you start the evaluation process it is important to understand church health from the Fresh Wind perspective. To help, watch the video [Creating Momentum](https://vimeo.com/manage/videos/536916660) <https://vimeo.com/manage/videos/536916660> and follow the notes below.

## Life Cycles and Church Health

All living things, including local churches have a life span



Momentum keeps things going strong (S-Curves)

- Momentum is essential for any church

- Momentum is the action that keeps us moving forward
- Momentum rarely happens spontaneously
- Momentum is created by hard work that comes through casting vision and creating a plan to move forward.

### Creating Momentum

- Promote/invite (4 weeks)
- EVENT
- Follow up
- Ride the wave-REPEAT



### Casting Vision for Momentum

- Share the vision/need
- Be clear
- Use your Mission statement
- Use your Vision statement
- Build a team
- Focus on excellence
- Plan your strategy
- Do it over and over again
- Create excitement
- No one will invite unless there is something going on

- Stopped momentum is reverse momentum
  - Average weekly attendance?
  - That's the # of guests needed annually to stay flat
  - Basic attrition

### Avoiding Faceplanting in the Sand

- S curves are anything that causes excitement and creates momentum
- Avoid poor planning
- Think and walk through every event and service ahead of time

### Obstacles to growth

- Small church image – studies suggest that a primary difference between growing and declining churches is their attitude
  - C. Peter Wagner in *The Every Church Guide to Growth* says, “One of the key elements in breaking growth barriers is for the church to begin thinking and acting like a larger church.”
- Ineffective evangelism
- Inadequate programming
- Downward momentum
- Inadequate facilities
- Inadequate leadership
- Inadequate finances
- Poor administration

### Creating momentum in a forward direction

Bob Franquiz, Pull.

Take advantage of natural “big” days (Easter, Christmas, Mother’s Day, etc.)

Create Mini Easters or “Mini Big Days.”

- January- Sunday after Martin Luther King weekend
- February- Sunday after Super Bowl (Valentine’s Day)
- March/April- Good Friday, Easter
- May- Mother’s Day
- June- Father’s Day
- July- Independence Day
- August- Back to school
- September- The Sunday after Labor Day weekend
- October- Any Sunday except Columbus Day weekend (fall festival)
- November- Daylight Savings Time, Thanksgiving
- December- Christmas Eve

### Critical Mass

- Critical mass refers to the number of people necessary at an event in order for the attendees to feel like there are “enough” people there.
- Lack of critical mass kills momentum. A reoccurring event without critical mass will demoralize the participants and eventually fizzle out.
- How do you grow enough in the early stages to gain critical mass?
  - Have one-on-one meetings with lots of different people
  - Meet one on one with people who are interested in the church until you develop critical mass for a dinner event, launch team meeting, etc. Or, host one person or one couple at a time in your home for dinner.
  - Keep meeting one on one until they are committed to the launch team

### Measuring a “WIN”

Winning creates momentum. Sometimes it’s easy to know when we win. Sometimes isn’t not. There are cycles that every church goes through. There are ups and there are downs. So, the question is, “How do we measure a win?”





Chris Sonksen, When Your Church Feels Stuck.

- Define the Objective
- Creating a dashboard

### DASHBOARD

Week of	7-Oct	14-Oct	21-Oct	28-Oct
Attendance	182	201	212	196
Children	53	56	61	48
First time guests	5	6	8	5
Giving	4,367.98	3,992.87	2,376.27	1,894.04
Volunteers	37	37	35	33
Small group attendance	48	50	56	61
Baptisms	4	0	0	2
Salvations	3	2	0	1

(Evaluation continued)

To begin the evaluation, have the entire task force take their notebooks with them, pen in hand, and go outside into the parking lot. Once the group is outside, go to the driveway that enters your parking lot. If there are several, walk around and look from each perspective. We will begin with an evaluation of the church facilities. Make notes and comments in the margins of your notebook.

# Fresh Wind Evaluation



The following section is a detailed breakdown of the physical attributes of the church facilities, a look at leadership, worship services, etc. It is meant to be as comprehensive as possible. There are sections that will not apply to every church situation, however, each section should be thoroughly gone through and examined without bias or presumption. There are some similar sections and there may be a temptation to skip over them without taking an honest look. Avoid the temptation. The evaluation will be time consuming and tedious but very important to the overall success of the program. The only way the Fresh Wind evaluation can work effectively is if the task force honestly examines each area mentioned with integrity and honesty.

Church members “own” their church. They are familiar with everything. They know why things are the way they are and why things look the way they look. Over time it becomes easy to overlook the obvious as well as the little things such as smudges, cracked and peeling paint, stains, runs in the carpet and other similar issues. Guests and new comers will not overlook these things. If your church wants to attract guests and expects them to return, you must be willing to take a hard and critical look at each of the following areas.

Recently my wife and I had the privilege of moving into a brand-new house. After the builder completed all his work, we were asked to do a “final walk through.” We were given a roll of blue painter’s tape and asked to go through the entire house and look on the ceiling, on every wall, at every fixture for flaws and imperfections. Every time we found a smudge, defect, flaw or scratch, we were to put a piece of blue tape next to the area. The goal of this walk through was to identify every detail that was not perfect so the builder could fix it before closing and handing us the keys. This assessment is similar to a “final walk-through.” The purpose of this evaluation is to identify every flaw, problem, and deficit in every “room” of your church’s facility, ministry, leadership, and more. It is tedious and exhausting! I have walked through this process with many churches in the past. I have witnessed first-hand the overwhelming scope of this project, but it is absolutely necessary!

One issue you may encounter throughout this process is conflict with other leaders. As earlier stated, this is not an easy process to go through. No doubt, there will be conflict. Instead of resisting the conflict, learn to embrace it as a process of change. The best thing you can do is learn how to handle conflict. Provided is a video [Dealing with Conflict](https://vimeo.com/354922175) <https://vimeo.com/354922175> and notes below.

## **Conflict Resolution**

### **Understanding Conflict**

**Definition-1:** [fight](#), [battle](#), [war](#) an armed conflict. 2 : competitive or opposing action of incompatibles.

### **Characteristics of Conflict**

- A conflict is more than just a disagreement. It is a situation in which one or both parties perceive a threat (whether or not the threat is real).
- Conflicts continue to fester when ignored.
- We respond to conflicts based on our perceptions of the situation, not necessarily to an objective review of the facts.
- Conflicts trigger strong emotions.
- Conflicts are an opportunity for growth.

### **Important Forms of Communication**

- Talking.
- Listening.
- Trust.
- Loyalty (faithfulness).

### **Conflict resolution. Five conflict resolution skills everyone must learn**

1. Prayer.
2. Verbal skills.
3. Nonverbal skills. (Body language, eye contact, etc.)
4. Learning to deal with stress.
5. Emotional awareness.

## Understanding Others- 6 Hats Exercise (www.debonogroup.com)

### White Hat thinkers...

- Are concerned with facts and figures
- Are computer like
- Are non-emotional
- Don't like hunches, intuition or opinions
- Unique ability to separate facts from fiction. For example, they may say, "We are a Christian nation, but 50% of our people are unchurched, another 25% are nominal. So we're not as Christian as we think."
- They are fond of saying things like, "What are the facts?"
- "Show me the statistics"

### Red Hat thinkers...

- Are emotional
- Express their feelings
- Feel no need to justify their feelings
- Go with hunches, intuition and impressions
- They are fond of saying things like, "Don't ask me why, I just don't feel good about this decision."
- "I have a hunch this is going to turn out ok."
- "My gut feeling is that the timing isn't right."
- "This is how I feel about the matter."

### Black Hat thinkers...

- Are logical, but always negative
- Dwell on why something cannot be done
- Are usually critical
- Confirm facts but sow doubt
- They are fond of saying, "Yes, people appear to have bought into the vision but most people aren't sharing their true feelings."
- "Attendance is up but we are compromising the Bible."
- "Granted, we have more people but more people just bring more problems."
- "This is what's wrong with the matter..."

### Yellow Hat thinkers...

- Are optimistic
- Focus on benefits and the positive
- Looks to the future
- Offer new ideas and encourage others
- They are fond of saying, "That's a great idea...let's go for it!"
- "The sky is always darkest before the sunrise. It'll be ok."

- “It’s a long shot but God is faithful!”

#### Green Hat thinkers...

- Are creative
- Are open to new ideas
- Seek out alternatives and options
- Focus on bringing about change
- They are fond of saying, “Let’s try an entirely new approach to this matter.”
- “Let’s see if we can come up with three new ways to meet this challenge.”
- “What else could we do.”
- “What are some other alternatives that we haven’t thought about yet?”

#### Blue Hat thinkers...

- Are concerned about organization
- Direct and control discussions
- Ask questions
- Seek to negotiate
- They are fond of saying, “What do you think about the matter?”
- “Sounds too good to be true, what might go wrong?”
- “Let’s plan this out step by step.”
- “You may be right, but let’s hear from everyone else first.”

#### Case studies for discussion

*Imagine you are members of your church’s leadership team. Try wearing some of the hats and role-play with the group the way each hat would react to the following situations. After a few minutes of discussion, switch hats and approach the same question from the hat color’s perspective. This is a fun and interactive way to see how others think and will likely respond to a situation and/or challenge.*

- 1. The weekly worship attendance at your church is averaging 135 people but the sanctuary only seats 150 comfortably. The pastor has suggested the church start a second worship service in order to make room for more people. Do you think this is a good idea or not? Discuss this idea with the rest of the team.*
- 2. The college leader of your church wants to start a coffee house outreach ministry as a way to reach students from the local college. He has asked for permission to remodel an area for the coffee house at a cost of \$20,000. What do you think? Discuss this with the rest of the team.*
- 3. The community around your church is deteriorating which is causing some people to leave the church. The pastor feels the church must relocate or die. What do you think? Discuss this with the rest of the team.*

(evaluation continued)

Below is a detailed but not exhaustive list. No list can outline every detail, but the task force must find every detail. Use the following list as a check list to get you started.

## Facilities

### **Parking lot entrances**

- a. Are the entrances clearly marked? Are there directions for “in and out? Could a first-time guest enter safely?
- b. Would a guest know where to enter and exit?

### **Parking**

- a. Is the parking lot paved? If so, is it in good condition? Are there potholes and cracks?
- b. Will a first-time guest know “how” and where to park?
- c. Is the parking lot striped? If so, are the stripes clear and in good condition?
- d. Do you have tire bumpers? If so, are they straight and in the proper places? Are they in good condition?
- e. Is there a safe place to walk from the parking lot to the building? Is the path clear to guests?
- f. Do you have any parking lot attendants or greeters to help guests park and get to the buildings?

### **Exterior of buildings**

- a. What is the general condition of all the buildings?
- b. Is the paint peeling or in good shape? Are the colors attractive and modern?
- c. Are there clear signs pointing people to the main building entrance, gym, Sunday School classes, etc.?
- d. How are exterior hard surfaces such as sidewalks? Are they in good condition or are there cracks and dangerous areas?





- e. Are there any flower beds? If so, are they weed free? Are they healthy and look attractive?
- f. How does the lawn look? Is it freshly mowed and edged to look pristine on Sunday morning? Is it green (in season) or a dying weed patch?

### **Signage**

- a. Is your exterior church sign in good condition? Does it have accurate information on it?
- b. Once a person enters the buildings, are there signs clearly posted directing guests to the needed areas such as the restrooms and nursery?
- c. Are signs big enough and in locations where guests can easily spot them?
- d. Are there signs directing people to Sunday School classes and the sanctuary?
- e. Do you have inappropriate signs such as “Your momma doesn’t work here so clean up after yourself” or “please flush?” These signs may make sense to regular people that see them every week, but how will they be seen by a guest?
- f. Is your signage current or out of date? Is it attractive and helpful?

### **Foyer**

- a. A foyer is usually the first thing a guest sees when entering your building. Is it inviting?
- b. Is the foyer clean?
- c. How is the paint? Is it up to date and fresh?
- d. Does the paint color match the carpet or tile color? Is there a color theme or is everything white? White appeals to many, but it can also look cold, clinical, and uninviting.
- e. Is the floor covering in good condition?
- f. Is there a welcome center or somewhere for a guest to get information about the church?
- g. Does your church have too many “rules” posted such as “no food or drink?”

## Classrooms

What is the general condition of all of your classrooms? Walk into every classroom and evaluate their condition.

- a. Are classrooms arranged together for easy access (all adult classes in same area and all children's classes in same area, etc.)?
- b. Is the paint in good condition? Is it up-to-date and a warm color theme?
- c. Is the carpeting in good condition? Are there stains or runs?
- d. Has the carpet been replaced in the past 15 years? If not, even if it is in good clean condition, chances are, it is out-of-date and should be replaced.
- e. Are the adult classrooms decorated, or are the walls blank?
- f. Are the tables and chairs in good condition? Are they comfortable?
- g. Is the temperature comfortable?
- h. Are there extra supplies available for guests such as Bibles, pens, Sunday school quarterlies, etc.?
- i. Are the teen rooms up-to-date?
- j. Are they painted with teens in mind, or are they what adults would prefer?
- k. Are there activities and recreational things available for early arrivers such as a gaming system or other entertainment?
- l. Is there a place for teens to gather and visit with other teens?
- m. Is the furniture comfortable and suitable for teens?
- n. Are the children's classrooms accessible for children?
- o. Is the floor clean, and is the floor covering appropriate for children?
- p. Is the floor soft and safe for children?
- q. Are the classrooms brightly painted with age appropriate colors and designs?
- r. Are there activity areas and learning areas?
- s. Are there plenty of extra supplies available such as age appropriate Bibles, pens, crayons, color sheets, water containers, etc.?
- t. Are there age appropriate toys for boys and girls?
- u. Are all toys sanitized and in a safe, working condition?

- v. Is the nursery in close proximity to the sanctuary and adult classrooms? (Most parents feel more comfortable with the nursery being close by.)
- w. Is it safe?
- x. Do you have a “check-in, check-out” system in place?
- y. Is the nursery clean and in good condition?
- z. Is the paint appropriate for a nursery?
- aa. Would small children feel “invited” to come in?
- bb. Would a guest feel comfortable leaving their child in your nursery?
- cc. Is it possible for parents to “peek” inside the nursery without the children being able to see them?
- dd. Are there clearly marked places for children’s personal supplies to be kept such as bottles, pacifiers, diaper bags, etc.?

### **Sanctuary**

- a. Is the sanctuary in good condition?
- b. Is it bright and inviting?
- c. Are the walls clean and appropriately decorated?
- d. Are the ceiling tiles in good condition and free of stains?
- e. Are all of the light fixtures in good working condition and do all the light bulbs work?
- f. Is the carpet in good condition and up-to-date?
- g. Are the pews or chairs clean, comfortable, in good condition and up to date?
- h. Are the other furnishings in good condition?
- i. Are they free of clutter and clean?
- j. Are the piano and other instruments in tune and in good working order?
- k. Does the sanctuary smell musty or have any odors?
- l. Has it been updated in the past 10-15 years, or are the colors and decorations out of date?
- m. Is the seating inviting to guests or have regular attenders “claimed” seats by leaving pillows, sweaters and other personal items in seats?

## **Restrooms**

- a. Is each and every restroom clean and sanitary?
- b. Do they smell fresh?
- c. Are there adequate supplies such as towels, toilet paper, and other necessary items?
- d. Are the restrooms private?
- e. Are there provisions for controlling odors such as air freshener spray or exhaust fans?
- f. Is there hot water?
- g. Are the decorations up-to-date?
- h. Are there small trash cans in each of the women's stalls for feminine hygiene product disposal?
- i. Is the floor covering clean and up-to-date?
- j. Are the restrooms serviced and cleaned at least every week?
- k. Are the fixtures (toilets, sinks, etc.) a neutral color (white or bone)?

## **Offices**

- a. If your church offices (pastor, secretary, Sunday school office, etc.) are visible from hallways or foyers, they need to be neat and tidy.
- b. Are the offices free of clutter and look professional?
- c. Are there unnecessary things stored giving a look of a storage room instead of an office?
- d. Are they decorated appropriately?
- e. Is the floor covering up-to-date, clean and in good condition?
- f. Is your phone system, answering machine, voice mail, etc. current with accurate information recorded? Are messages checked daily and calls returned?
- g. Are staff offices private? Do offices comply with basis standards for counseling such as windows for accountability and accusation protection?
- h. If music is played in offices, is it appropriate for a church office?

## **Hallways**

- a. Are hallways open and free of clutter?
- b. Are they bright and clean?
- c. Is the paint up to date and in good condition?
- d. Is there adequate lighting?
- e. Are the walls free of holes from doorknobs?
- f. Are bulletin boards and other decorations up-to-date? (Bulletin boards and missionary update boards, often found in church hallways, should be updated at least twice a year.)
- g. Is the floor covering in good condition and up to date?

## **Fellowship hall and kitchen**

- a. Is the fellowship hall clean?
- b. Are tables and chairs set up or stacked against the walls?
- c. If tables and chairs are stacked, are they safely arranged to avoid an accident?
- d. Is the kitchen clean, and are counter tops free of clutter?
- e. Is the refrigerator clean and void of outdated foods?
- f. Is the paint clean and up-to-date?
- g. Is the floor covering appropriate for eating?
- h. Is it clean and free of stains and wear?
- i. Is there adequate lighting? Are all the light fixtures in working condition?
- j. Are the ceiling tiles in good condition and free of stains.

## **Gymnasium (if applicable)**

- a. Is the gym in good general condition and free of holes in the walls?
- b. Is the floor covering in good working condition and attractive?
- c. Is equipment available and in good working condition?
- d. Is the ceiling in good condition and free of unbroken tiles or torn insulation?
- e. Are the light fixtures in good condition and are all light bulbs working?
- f. Is the paint in good condition and up to date?
- g. Is there water and cups readily available?

## **Storage areas**

If storage areas are visible or off hallways, they should be considered important in appearance.

- a. Are storage rooms clean and organized?
- b. Are they safe to enter?
- c. Are there adequate and appropriate supplies that are useful for the ministry?
- d. Are there things stored that have not been used in the past year? If so, they should be discarded.

## **Playground**

If your church has a playground or playground equipment, consider the following:

- a. Is the play area safe with padded or shock absorbing ground covering?
- b. Is the equipment in good condition and safe?
- c. Is there age appropriate equipment for different aged children?
- d. Are there different areas for older children and smaller children?
- e. Is the area fenced and safe from intruders?
- f. Is there seating areas for parents or supervisors to sit while watching children?
- g. Is there shade?

## **Other Areas**

Examine all other areas of your facility that are not specifically mentioned above and notice paint, floor covering, lighting, etc. Are all these areas up-to-date and in good condition? Do all light switches and electrical outlets have covers? Are lower electrical outlets covered to avoid accidental electrocution?

## **Carpeting and Other Floor Covering**

Is all carpeting and floor covering in all areas clean and in good condition? Floor covering can make a building look out-of-date if it is not neutral in color and design. If floor covering has not been replaced in the past 15 years, it is probably in need of updating.

## Ceilings

Are all ceilings in good condition and free of stains? Is the paint fresh and an appropriate color? Generally, lighter colors make ceilings look taller and more open.

## Lighting

Is all lighting adequate for tasks intended in various rooms? Are all the light bulbs working in every fixture? Do all lights work? Are all electrical systems, boxes and wires (including extension cords and power strips) safe and out of reach of children?

# Leadership



## Staff Evaluation

The next section of the evaluation deals with staffing. It is a difficult evaluation because it deals with people and personalities. It is not intended to be a platform for criticism and character assassination. It is intended to look at the overall performance and responsibilities of the various roles and how these roles functioning within the mission of the church.

During this entire process it is vitally important to be developing new leaders. Leaders are the backbone of church ministry. Any church going through the Fresh Wind process must think about the need to develop new leaders. You can watch a video on Developing Leaders at <https://vimeo.com/manage/videos/536879975> and follow the notes below.

## Developing Leaders

Are leaders born or developed? - Two arguments.

1. Leaders are born not made: Great man theory and trait theories believe that people inherit certain qualities and traits that make them better suited to leadership.

2. Leaders are made not born: Behavioral theories believe that people can become leaders through the process of teaching, learning and observation.

### The verdict (My opinion)

Leaders are both born and developed.

- There are two types of leaders based on this opinion.
  - Regular leaders (developed, not born)
  - High capacity leaders (born and developed)

### 3 Strategies for Discipleship

1. We must disciple people to maturity.

2. Discipleship must be comprehensive.

- Bible study
- Prayer
- Worship
- Fellowship
- Witness/Ministry

3. We must disciple with the intention of moving people into ministry and reproducing.

5 ongoing leadership commitments from Mark Miller's book, Leaders Made Here.

1. Define it
2. Teach it
3. Practice it
4. Measure
5. Model it



(Staff evaluation continued)

Staff members, whether paid full-time, part-time, or volunteer, are an important part of the Fresh Wind process. It is important for each staff member to know what is expected of him/her and how he is expected to minister to the congregation, boards, and community. It is important all staff members have a detailed ministry description and a ministry agreement. If your church does not have these documents, there are a number of good resources to get examples. Do an internet search for “Pastor Ministry description” or an appropriate search to find what best fits your church. Be careful with documents you download from the internet. Documents must be thoroughly read and edited to fit your ministry context. Nothing should be downloaded and printed as is. Different descriptions will be appropriate for different churches. Choose documents carefully and edit them to fit your church.

## **Pastor**

The pastor is the leader of the church. Regardless of your church constitution or structure, God ordained the pastor to be the leader. If the pastor does not lead well the church will not do well. Most pastors are good leaders if they are allowed to lead. Almost always, God gives vision and direction to the pastor who is responsible to cast that vision and direction to the leaders and the church. Churches that do not follow the leadership of the pastor are out of the will of God. That may take a moment to sink in. Some may even disagree with me, but I believe the Bible is clear in giving oversight of the local church to the pastor. When committees, boards, and even families or individuals try and dictate leadership or “take over,” the church is in for trouble.

Granted, in some isolated cases, pastors do not lead well. For whatever reason they do not receive the vision or cast it to the congregation. In these cases, the pastor may need to enlist the help of a coach to help him. To view a video on coaching, click <https://vimeo.com/356047119> and follow the notes below.

## Coaching

The word “Coach” in this context is derived from the concept of a stagecoach.



A stagecoach was used to move people and mail from point “A” to point “B.”

The purpose of coaching is to help move a person from where they are to where they want/need to be.

### 4 Reasons to Ask Questions

1. Most of the information we need is already inside of us. Although I don’t believe “all” the answers lie within our brains, we do know more about our situation than anyone else does. Often we do not have creative ideas because we are too close to the situation and can’t see the forest because of the trees. A coach asking us good questions helps draw out what we already know and helps us to understand the process in a clearer way. It also helps us organize and develop goals and a plan.
2. Asking questions creates buy-in. People are more likely to carry out their own plans and ideas rather than someone else’s. Buying in to ideas creates solutions.
3. Asking questions empowers us. Bouncing our ideas off of others gives us confidence to move forward. Ideas in our own heads are just ideas but when we think through them out loud and receive validation from someone else, our ideas become an action plan with great potential.
4. Asking questions develops leadership capacity. When a coach draws out solutions it empowers the coached to see the potential and motivates them to get it done.

*To give you a better idea of how an actual coaching session may go, I have written a role-play that may help you better understand the process. After some small talk to get everyone comfortable, I would jump in with a question such as...*

QUESTION: So, tell me, what is the heaviest ministry issue on your plate right now?

ANSWER: Well, probably that we have stalled as far as reaching people goes. We used to see people saved regularly but lately it seems like no one is responding.

QUESTION: What has changed in your ministry or in what you're doing that could explain this?

ANSWER: I think one thing is that maybe we have lost our focus.

QUESTION: What do you mean you've lost your focus?

ANSWER: Well, we used to be very focused on evangelism and making sure we had teams following up with guests that came to our church. Things have gotten so busy that we've let administrative and other things creep in that have changed our focus from evangelism to preservation.

QUESTION: That's interesting and a common problem. Tell me, what are two or three specific things you can do to help shift the focus back to evangelism?

ANSWER: Well, I guess one thing we could do is make sure we have a set time for visitation and to reach out to visitors that have visited our church. Also, we need to recruit more volunteers to help in this area.

QUESTION: So, what do you see as the first step in getting this accomplished?

ANSWER: I need to call a meeting of our current volunteers and get them motivated to start our visitation program back up.

QUESTION: Excellent! When do you think you can have this meeting?

ANSWER: I think we can schedule it and invite everyone a week from Sunday.

QUESTION: Great. Is it ok if next time we talk I ask you how the meeting went? Then we can talk about the next step and how to possibly get more people involved.

ANSWER: Sure.

Obviously, this conversation could go on from there to further explore ideas and help the person being coached to see the next steps. Notice, as the coach, I didn't give any answers or advice. I simply asked the person I was coaching to think through the process and come up with their own ideas.

(Pastoral evaluation, continued)

The church leadership may need to work closely with the pastor to help him but ultimately, the responsibility for leadership falls on his shoulders.

This section is designed to take a very serious and detailed look at the pastor and other staff. If the pastor does not score well in this section, it does not mean he cannot be a good leader. It may mean he needs help. The church leaders may need to come alongside him, provide coaching, leadership development, and send him to conferences and other training events. Use the following section to evaluate the leaders.

- a) Does the pastor feel a strong call of God to this church and the people?
- b) Is he committed to the work?
- c) Is he committed to this Fresh Wind process?
- d) Is the church adequately compensating the pastor?
- e) Is he looked at as God's man and is his leadership followed?
- f) Are the people willing to follow his leadership even if it requires major changes in the immediate and long-term future?
- g) Is the pastor trustworthy and dependable especially in confidential matters?
- h) Is he regularly sent to conferences and conventions for fellowship and opportunities to better equip himself for ministry?
- i) Is he given an allowance for professional expenses such as books, CD, Christian conferences, training classes, etc.?
- j) Does the church provide for his continuing education?

*The pastor is the overseer of the church and the staff. He should be a man that allows each person to do his or her job while not micromanaging them. It is important that he not usurp the authority from their responsibilities while still leading the overall ministry.*

### **Youth Pastor**

- a) Does the youth pastor feel a strong call of God to this church and the youth he ministers to?

- b) Is he committed to the work?
- c) Is he committed to the Fresh Wind Process?
- d) Is the church adequately compensating the youth pastor?
- e) Is the youth pastor trustworthy and dependable especially in confidential matters?
- f) Is he allowed to lead the youth in a relevant way or is he restricted by older generations who may not understand today's culture and what is necessary to reach young people?
- g) Does he have the volunteer staff he needs to effectively minister to young people?
- h) Is he sent to conferences to sharpen his skills and ideas?
- i) Does the church provide for his continuing education?

### **Music Minister**

- a) Does the music minister feel a strong call of God to this church and the people he ministers to?
- b) Is he committed to excellence in the work?
- c) Does the music minister have the ability to do his job? Is he talented vocally and can people follow him musically?
- d) Does he spend adequate time planning and preparing for services? Are things put together quickly before services with little or no planning?
- e) Is the music minister adequately compensated for his work?
- f) Is the music minister trustworthy and dependable especially in confidential matters?
- g) Is he allowed to be culturally relevant to be able to minister to younger people as well as older members of the congregation?
- h) Is he given the resources he needs to adequately equip the music ministry?
- i) Is he regularly refining his skills and being sent to worship conferences and workshops?

### **Secretaries**

- a) Does the secretary do quality work?
- b) Is he or she committed to excellence in everything the church produces including the bulletin, newsletters, emails, etc.?
- c) Can the secretary hold in confidence the affairs of the church and things that transpire in the church office?

- d) Is the secretary adequately compensated for his/her work?
- e) Is he or she loyal to the staff and the church?

### **Janitor**

- a) Does the janitor take pride in his/her work?
- b) Does the janitor have a written job description so he/she is well aware of all responsibilities?
- c) Is the janitor committed to excellence?
- d) Is he/she adequately compensated for the work done?
- e) If janitorial duties are done by volunteers, is there a detailed check list so volunteers will know what needs to be done?
- f) If the janitor is a paid service, is there an annual contract and bids received annually for competitive pricing?

### **Lawn Care**

- a) Does the lawn service take pride in how the church property looks or do they just “mow the grass?”
- b) Is there a written job description so they know specifically what is expected of their services?
- c) Are they adequately compensated for their labor?
- d) If volunteers are used, are they held to high standards of excellence?
- e) Are flowerbeds, plants and trees taken care of and trimmed around?
- f) Does it look like pride is taken with the church grounds or do guests and passersby wonder if the property is vacant?

### **Other**

Every church has different circumstances and uses various volunteers and paid staff. During this point in the process, it is recommended that the church carefully consider each and every volunteer and paid staff position and for the task force to consider whether each role is being effective in its duties and ministry. This process is not to cause problems for people but to assess whether or not the people in leadership and staff positions are the correct people for the ministry

they have been assigned. If it is determined that a staff person or volunteer should not be in their present position, great care and personal concern should be used to deal with the situation. From time to time it may be necessary for a volunteer or staff person to be asked to step down from their ministry. If this becomes necessary, the procedure for removal should be done as gently as possible. If a mutual decision can be reached, it is always best, but if it is not possible, the church constitution should be consulted for the proper process.

## **Deacons**

The reason churches have deacons is found in the book of Acts suggests they have a great value to the pastor and the local church. According to Acts 6:1-7, the primary function of the deacon is to be a servant. Deacons are set aside to take the service responsibilities off the pastor so he can focus his ministry on study of the Word of God and prayer.

Deacons should be a great help to the pastor and the ministry of the church. The church should consider each one of it, deacons and make sure they fit the qualifications found in 1 Timothy 3:8-13. If they do, their responsibilities should be clearly defined and each deacon held responsible to fulfill those roles.

The church has full authority to give the deacons or any other boards or committees other responsibilities as they see necessary, but they must remember what the primary role of the deacon is. If the deacons in your church do not fulfill their Scriptural role, they should be gently confronted and made aware of their function.

## **Trustee Board, Finance Committee, and Other Committees and Boards**

Churches have different structures. At this point in the Fresh Wind process, the task force should consider each and every board, board member and the role they are to play in the ministry of the church. Each one should have a clear ministry description and expectation. Each board and member should serve at the discretion of the church body and be detailed in the church constitution.



### **Sunday School Superintendent/Small Groups Leader**

The Sunday school superintendent should be the one person ultimately responsible for the church's Sunday school program. All teachers, assistants and other Sunday school personnel are directly accountable to him. The Sunday school (Bible study) program is one of the church's most important ministries. Great care should be taken when the superintendent is chosen to serve.

- a) Does the Sunday school superintendent feel a calling to lead the church's Sunday school program?
- b) Is he committed to the success of the Sunday school?
- c) Is he an administrator which allows him to oversee the program with quality and integrity?
- d) Is he allowed to do the job required, such as: appoint gifted and called teachers, appoint substitutes, and make decisions to further the ministry?
- e) Is he trusted by the Sunday school staff and looked at as the leader?
- f) Does he have good ideas to grow the Sunday school program and increase attendance?

### **Teachers (Sunday School, Wednesday Night and Other)**

Teachers are a vital part of the educational process of the local church.

- a) Do all the teachers feel a call to teach or are they teaching out of obligation?
- b) Are all teachers committed to excellence?
- c) Do they arrive in time on Sunday morning or Wednesday night to have their room set up and to greet the first student who arrives?
- d) Are they prepared?
- e) Do they have the ability to teach the age they are assigned?
- f) Do they give adequate notice if they must be absent for a replacement teacher to be found?
- g) (Teachers of children) Do they have regular communication with parents regarding their students and what they are learning so it can be reinforced at home?
- h) Are teachers given the resources they need to adequately provide materials, decorations, etc.?

- i) Do all teachers take pride in their rooms, decorating them and keeping them up to date with season changes, etc.?
- j) Are teachers given the opportunity to sharpen their skills by attending conferences and workshops at the church's expense?

## Worship

### **Services**

The church service schedule is the backbone of the church ministry. As the taskforce works through the Fresh Wind process, we want to consider and take a careful look at every service the church does. We have already looked at some of the issues that need to be examined when we evaluated staff, facilities and other things, but this section focuses on the programs in each area of ministry. Ministries vary from church to church, so careful consideration should be given to each area of your ministry including but not exclusive to Sunday School Programs; including adult ministry, teens, children and nursery.

In each area, think critically about the program being evaluated. Here are some specific questions to consider for each age group:

- a) How does the curriculum meet the need of the students?
- b) Is the curriculum used denominationally sound?
- c) Is the material easy to use and allow for adaption?
- d) How does the material work for your specific setting?
- e) Are the time slots functional (i.e. starting and ending time, time allotted for teaching, etc.)?
- f) Is your curriculum legal? Copyright laws are very specific and you are probably in violation if you copy materials, including books and pamphlets.

### **Sunday Worship**

Sunday morning worship is usually the best attended and most influential service of the week. It is important that we “put on our best” for guests. Some have called it “getting ready for company.” When we *expect* company to come to our houses, we pick up, clean up and spruce up

to get ready. When the company arrives at our homes, we offer them our best food on our best dishes and glassware. We put them in the most comfortable seats and treat them better than we treat ourselves. Shouldn't our churches do the same? Researchers say that church guests decide whether or not to return to the church they are visiting in the first ten to twelve minutes upon entering the church campus. While it may be superficial that many people accept or reject a church based on aesthetic elements, but it is true. We must be able to attract guests and get them to come back a second and third time so they can learn about the Gospel and the ministries the church has to offer them.

For more help in this area watch the video [Creating a WOW Factor](#)  
<https://vimeo.com/356222886> and follow the notes below.

## Creating a Wow Factor

### Post churched

- 48% of Americans qualify as post-churched which means they know *about* Christianity but have chosen NOT to believe it.
- 72% of American's with "no religious preference (nones)" said the Bible is not the Word of God.
- 27% of millennial non-Christians believe the Bible is a "dangerous book of religious dogma used for centuries to oppress people." *The Bible in America: The Changing Landscape of Bible Perceptions and Engagement* (Barna, 2016).

Thom Rainer study showed what first-time guests EXPECT when they visit your church.

- Unfriendly people (cliques)
- Boring service
- Ask them for money
- Unsure of what will happen to their kids

### How to exceed expectations

- Excellence in Appearance
- Excellence in Friendliness
- Excellence in Volunteers
- Excellence in Programming

(Continued from worship evaluation)

The decision to return and become a part of your church is determined by many factors including some of the following. Sit through one of your regular worship services with notebook in hand and think about every element of your worship service and answer the following questions.

- a) Is your worship service organized?
- b) Is there a lot of wasted time announcing each event or do things flow naturally?
- c) Are your announcements quick and to the point?
- d) Are your musicians prepared?
- e) Is your music well done?
- f) Do guests understand everything going on during your service or does your church seem like a secret coven with unknown rituals? (Regular attenders may know when to stand and when to sit, which verses to sing or not to sing and other things you do the same every week, but guests don't. This will seem strange to them and makes guests feel awkward.)
- g) Do you have "old fashioned" traditions that do not serve a purpose for the worship service? Examples would be singing "Happy Birthday" and "Happy Anniversary," announcing Sunday School attendance and offerings and many other things that would not matter to most people, especially guests.
- h) Is the sermon biblical, relevant and useful to "help me live my life?"
- i) As you consider these things for your Sunday worship times you should also apply them to all your services you have each week including Sunday morning, Sunday evening, Wednesday night, and kid's services. Every service we have deserves to be done with excellence and to the very best of our ability. Nothing we do for Christ should be done half-hearted or without preparation.
- j) Invitation. How is it handled? Are people given a non-threatening way to respond to the message and/or leading of the Holy Spirit?

## *Ministry and Strategy*

Everything your church does should be about your mission. Many churches and church leaders do not know what their mission is. It can be simply stated by listing one passage of Scripture, the Great Commission in Matthew 28:19-20. Take time now to look it up, even if you know it by memory. Examine the words of the Scripture closely. The mission of every church should be the same; to win people to Christ, lead them into a mature relationship with Christ, and teach them to reproduce or basically to make disciples. A church's ministries are the vehicle that helps them fulfill their mission. It is vitally important to closely examine the ministries of the local church to see how effective they are in helping to fulfill their mission. We will deal with this more later.

### **Ministries**

Consider all the ministries of your church. If you already have a list, get a copy and evaluate each ministry and its effectiveness. Is each ministry important and is it helping your church fulfill its mission of reaching the lost? Below is a list of possible ministries your church may or may not have. Add or delete from the following list as you evaluate each of your ministries.

Adult ministries	Audio/Visual ministry
Benevolence ministry	Children's ministry
Choir	Clothes closet
Food pantry	Greeter's ministry
Ladies ministry	Men's ministry
Music ministry	Nursery
Outreach ministry	Prayer ministry
Senior adult's ministry	Sunday School
Young adult's ministry	Youth ministry
Others	

I started my ministry in the early 1980's. I bring this up because it is important to know that ministry expectations and effectiveness changes with time. Biblical ministry was pretty simple. Throughout history the church has adapted their ministry style and schedule to the culture. Until the past couple of decades, the church schedule went basically unchanged for the past 200 years in America. I may cross a line here for some but please hear me out and give this serious thought

and prayer. The Bible does not mandate how many services we have each week. I do believe the biblical example is meeting together on Sunday morning for corporate worship but the other meeting times are cultural. Many churches still meet on Sunday morning for Sunday School classes, morning worship and return for Sunday evening service. This is not bad nor am I advocating your church change this. I am just asking the question, is this effective in your context? If you minister to many young families, this schedule may be too much for many families. I'm simply suggesting that you evaluate your schedule and make sure that every service fits into your purpose and mission.

After evaluating all of the ministries of the church, there are a couple of specific things that are absolutely vital to church growth and reaching the community that must be considered. One of the most important ministries of the church and one that is often overlooked is the outreach strategy of the church. Included in the outreach strategy are things such as guest registration, visitation, church information packets, special outreach activities, Vacation Bible School, revivals, carnivals, block parties and other special services. Many churches say they have an outreach strategy but do not do any specific things to reach people in their community. To see how active your outreach ministry really is, look at your church budget. How much money is allocated for outreach activities? Most churches do not budget anything for outreach; therefore, no outreach is done. An outreach budget is essential for special events, printing, advertising and a host of other things.

For more on this watch the video on [Outreach](https://vimeo.com/356042921) <https://vimeo.com/356042921> and follow the notes below.

## Outreach

Outreach defined- “To reach beyond, the act of reaching out; an effort to build connections from one person or group to another.”

### BIG QUESTION: **What does YOUR community need?**

- Biblical mandate- Great Commission Matthew 28:19-20.
- Outreach is the only way your church will see sustainable and significant growth.

### Outreach

- Plan the event
- Have the event
- Follow up

### Some Things to Think About

- Budget for it
- Plan for it
- Recruit help
- Expect results

Outreach must point people to your church!



*(Continued from evaluation)*

**Guest registration** is one of the first most vital areas of an outreach strategy. Unless you collect contact information from guests, it will be impossible for you to follow up with them. Gathering a guest's name, address, phone number and email address gives you the information that you need to send them a thank you letter for visiting, church newsletters and email updates. Make it clear on your guest registration card that an unwanted visit will not occur. Many guests do not fill out cards because they do not want to be visited by someone they do not know in their home. Let them know they will not receive an unannounced visit. This usually puts them at ease and they will be willing to give the information needed. If you do want to personally call on first time guests, let them know you will call ahead and make an appointment.

Again, this may be a significant challenge for some pastors. It was engrained into many of us that it is the pastor's job to visit every first-time guest the week after they visit our church. This may still be culturally accepted in your community but it is not accepted in most. If you are unsure about this, take a poll among some of the people of your community that do not go to church. Ask them if they would be comfortable and appreciative of a pastor visiting unannounced at their home after a first-time visit. There are other ways to effectively follow up with guests that are less threatening and more culturally accepted.

Here are some important things to think about when it comes to guest registration.

- a) Does your church have a guest registration card easily available for guests to fill out?
- b) Is the card attractive and professionally done?
- c) Is there a place for all the necessary information you want to collect from guests? A word of caution is necessary at this point. Many churches struggle with getting first-time guests to fill out their registration card. I believe the main reason is they ask for too much information. When a guest looks at the card and sees name, birthday, age, address, and a dozen other things to fill in, it is overwhelming and viewed as intrusive. Why do you need all that information on a first-time guest? You don't. It may be necessary to redesign your card and only ask for a few pieces of information such as name, date, address, cell phone number and email. Even with only these few pieces of information you can follow up with a letter in the mail, a text, phone call, and an email. You can have a separate way to collect more information after the guest becomes a regular attender.

- d) Does your church have information packets that are available to be given to guests that give information about your church, its ministries and services? Information packets should include a brochure about your church, its ministries, service times and basic beliefs, a guest registration card, prayer request card, and other materials that will help them identify with your church.

It is helpful if you offer some type of free gift for those who return a registration card whether it be a Christian book, a pie or a sack of goodies. People love free stuff, and more visitors will be willing to fill out a guest registration card if they get something in return. You can also partner with a local food bank, crisis pregnancy center or other worthwhile organization that you can donate \$1 to for every card turned in (or something similar). This often motivates people to turn in a card knowing they are helping a local organization.

Having a guest registration or “welcome” area in your church foyer or lobby will help with the process of getting registration cards filled out as well. Make the process for distributing cards and having guests return them as easy and streamlined as possible. Make the registration process as simple and pleasant as possible. Offer coffee, juice, and a snack. Have the guest registration area staffed with a friendly volunteer that loves people and knows about your church and can answer questions, direct them to the various areas of your facility, etc.

Part of your registration process may include giving guests and regular attenders a bulletin or church worship folder. This is an important piece of print material that most churches use every week. It is one of the first impressions a guest will have of the type of materials your church produces. Church bulletins should be neat, clean, and valuable to read. If it is not done well, it is better not to have a bulletin at all.

- a) Is your bulletin attractive and well done?
- b) Does it contain information that is important or just filled with clip art and jokes?
- c) Can a person not familiar with your church find out when other services meet and necessary information about them?
- d) Is it folded straight? Sloppy bulletins are the first sign of disorganization and often communicate negatively to guests.

**Visitation/follow-up** is the process of following up with the guests who visit your church. There



are many other types of visitation such as hospital, nursing home, and shut in. These are usually visits made for church attenders and members. The type of visitation we will deal with in the Fresh Wind process is visitation of church guests. The

visitation process should begin immediately with an exit greeter. Most churches have greeters that greet people when they enter the building, give them a bulletin, etc. Most churches do not have an exit greeter. By having a friendly person at the door as people leave to thank them for attending, asking them if they have any questions, the visitation process begins immediately. The day following the visit, the guest should receive a phone call or email thanking them for their visit and asking them if they have any questions. During the first week they should also receive a letter from the church in the regular mail and if possible, a hand-written card or text message from someone other than the pastor. All guests can be added to the church mailing list and receive newsletters and correspondence from the church on a regular basis. Many people visit a church then do not return for some time. By keeping your church information coming to their home, they will have a connection to your church. When they have a need, have a death in the family or a personal crisis, or if they just decide to go back to church—they will most likely choose your church.

Whatever your visitation program looks like at your church, make sure everything you do to follow up with people who visit your church is well done and carefully thought through.

- a) Is your church stationary up-to-date and attractive?
- b) Are your letters well written with no grammatical or spelling errors?
- c) Are hand written materials legible and easy to read?
- d) Is correspondence personal or addressed to “Dear Visitor?” Take the extra time and make an effort to personally draft letters and hand-written cards to first-time guests. Nothing says “We care” like a personal touch.

**Outreach activities** are the growth potential of your church. If you do not plan and execute well organized and thought through outreach events, your church will not grow and reach new people

with the Gospel. Before we dive too deeply into Outreach, it is important to understand the culture around your church. Please watch two videos [The Great Generational Divide](https://vimeo.com/356203127) <https://vimeo.com/356203127> and [Cultural Relevance](https://vimeo.com/354956151) <https://vimeo.com/354956151> and follow the notes below.

**Cultural Relevance** (From *Planting Growing Churches* by Aubrey Malphurs)

- The Principle of Cultural Recognition
- The Principle of Cultural Adaptation
- The Principle of Cultural Evaluation
- The Principle of Cultural Exegesis

Creating Culture in Your Church. Chris Sonksen, [When Your Church Feels Stuck](#)).

Shaping culture happens through

- The stories you tell
- The heroes you make
- The things you celebrate

If you had to list four behaviors you wanted repeated in your church and that you wanted to be deeply ingrained into your culture, what would they be?

- Investing in and inviting guests
- Small groups
- Serving
- Generosity

On the first Sunday of the month you need to drive investing in and inviting guests. On week two you drive the culture of small groups. Week three you emphasize the culture of serving and then in week four the culture of generosity. The next month you do it all over again!

*(Continued from evaluation)*

Outreach activities range from the very simple to the very complex and begin with your church website and extend to the most elaborate community outreach event you can imagine. Outreach events are limitless, but some would include:

- a) Church Website
- b) Social Media
- c) Vacation Bible School
- d) Revivals
- e) Carnivals and block parties
- f) Special Christmas and Easter services
- g) Door to door canvassing
- h) Church brochure distribution

There are a lot of things to consider when thinking about outreach. One thing that may help is to watch the video [Creating a Culture of Evangelism](https://vimeo.com/356261126) <https://vimeo.com/356261126> and follow the notes below.

## How to Create a Culture of Evangelism

- Cast vision for it
- Share the Gospel weekly in your sermons
- Pray for boldness and the reaping of the harvest
- Encourage your people to engage with the unchurched (most people have 8.5 relationships outside the church)
- Train your people to do it
- Create a friendly atmosphere at church for people to invite their lost family and friends
- Focus on your community
- Train leaders for evangelism
- Plan events that people are comfortable inviting their unchurch family and friends to
- Do servant evangelism projects in the community
- Budget for evangelism (some suggest 10%)
- Pastor model it and train other leaders to model it!

## The Evolution of Evangelism

Evangelism has evolved over the years. In the 1960's the unchurched person living in the United States typically believed in the following things:

- Absolute truth
- The deity of Christ
- Trustworthiness of the Bible
- Positive image of the church and its leaders
- Foundational knowledge of biblical stories and narratives
- Basic sense of moral right and wrong

In 1975 James Engel published a helpful tool that is now known as the Engel scale of evangelism. Basically, it is a line graph with the journey a person has to travel in order to find faith in Christ.

-8 would represent awareness of a supreme being.

- 7 would represent an initial awareness of the Gospel.
- 6 would represent an awareness of the fundamentals of the Gospel.
- 5 would represent a grasp of the implications of the Gospel.
- 4 would represent a positive attitude toward the Gospel.
- 3 would represent the recognition of a personal problem.
- 2 would represent a decision to act.
- 1 would represent repentance and putting faith in Christ.
- ZERO would represent the starting place for NEW LIFE in Christ.
- +1 would represent the place of assurance of salvation.
- +2 would represent moving into the body of Christ.
- +3 would represent understanding the process and really beginning to grow.
- +4 would represent true communion with God (growing)
- +5 would represent a person really beginning to assimilate into the body of Christ.
- +6, 7 & 8 would represent further steps in growing including witnessing, involvement in ministry, missions, etc.

Where we would put people on this scale in 1960? Where would we put people today?

James Emery White in his book Meet Generation Z outlines some troubling facts. He gives 5 characteristics of Generation Z (iGen) that gives us a better insight to the evolution of evangelism.

- Recession marked.
- WiFi enabled.
- Multiracial.
- Sexually fluid.
  - 73% of Gen Z or iGen's are in favor of same-sex marriage.
  - 74% are in favor of equal rights for transgenders.
  - 49% of people between 18-24 identified as something other than 100% heterosexual.
- Post-Christian.
  - 78% of iGen's reportedly believe in the existence of God, less than half attend religious services of any kind and only 8% cite a religious leader as a role model.



- 50% also said, some non-Christian religions (such as the occult, witchcraft, spiritualism, etc.) can also lead to life eternal.

So, what does this mean?

- We must accept the fact that things are different now.
- We must realize that evangelism may be more of a process than an event.
- Our practice of evangelism must begin with a non-judgmental acceptance of ALL people.
- We've got to get visual. We live in the culture of Emoji's, social media, and videos.  
Draw pictures on a napkin!
- We must accept the fact that our Sunday church service may not be the "win all" place any more.
- It all begins with building relationships with the community. (take down political ads!)
- Evangelism has changed. Are we willing to change too?

*(outreach evaluation continued)*

Here are a few other things to consider about outreach.

- a) Does your church have a website and presence on multiple social media platforms?  
Ninety percent of first-time guests will look your church up online before they physically visit your facility. Is your website up-to-date? It is better not to include announcements or special events on your website unless you keep it updated. I visited a church website just this week and it has a calendar and information from three years ago. It is better not to have information listed than to have out of date or expired information on your website. Is your web address easy to remember? Is it clean, attractive, and simple?
- b) Every church in town has Vacation Bible School. What sets your VBS apart from every other church? Using the most recent VBS material and planning your VBS early in the summer will help. Is your event well planned and staffed? Are your rooms decorated? Does it look fun and inviting for children? Is your VBS well-staffed and safe? Do you have a check in and checkout process that will help in creating a safe and secure environment?
- c) Do you have regular revival or special evangelistic services? Are they “revival” orientated or evangelistic? Revival in the true sense of the word is to revive the church. If you have revival services then evangelism is not emphasized. Whatever type of services you have, orientate them for the specific purpose intended. Plan them well and execute them with excellence. Have your church’s past revival and evangelistic services been well attended? Advertising special events in the local newspaper, flyers, church newsletters, and bulletins is essential. Make sure all the print ads your church produces are neat, clean, and professional looking with no errors.
- d) Kid’s carnivals and block parties are a great way to reach out to your community. Many smaller towns will allow you to block off the street and have a huge party in the street right in front of your church. Check with your city hall for needed permits and other regulations. Once the event is scheduled, rent inflatable toys, set up carnival booth games, give away free food and prizes and make it fun, fun, fun. Go as extravagant as possible and advertise as much as possible. Make sure you have a registration area and require everyone to register. Use the information from registration to follow up with everyone that attends. Make registration required to participate. Give free tickets for

games and food in exchange for registering. This ensures you get folks registered and they get to participate for free.

- e) Holidays and special times of the year are natural attractions for new people to visit your church. Christmas and Easter are obvious but other natural big attendance days include Mother's Day and Father's Day, the start of school and fall time change. There may be other natural high attendance days based on your church location and area. Plan special services to draw guests during these special days. Use guest musicians, special speakers, and other things that will draw people to your service. Again, quality and excellence are a must. Advertise your special service and do it with excellence. If you use special music or in-church talent, make sure they are well prepared and do a good job. Services like Easter and Mother's Day may be the only service a guest will attend your church all year. You want to make sure the service they attend is relevant, well done and uplifting. Think back to your last Easter service and last Mother's Day. Were these special services special? Were they well done? What can you do in the future to ensure your natural big day services and special services are meaningful and attractive to guests?
- f) Door to door canvassing is still a viable outreach strategy for most areas. Volunteers can simply place printed materials on the door or actually knock to visit with residents. If volunteers knock, make sure they are trained and follow your church's procedure for safety and accountability. Teens and adult volunteers can canvass an area, hanging fliers on home doors without confrontation or knocking on the door. Never put material on or in mailboxes as this is against the law in every state. You can place your material in special door knob bags ordered inexpensively from many distributors. Check online for prices and availability. Make sure any materials you place on doors is attractive and well produced. It does not have to be professionally printed, but it must be free of errors and well done. The materials you place on people's doors directly represent your church. Make sure it is neat and well done. Always send volunteers in pairs and never allow teens or children to enter a house without an adult. Make sure your church has a policy about visitation and the responsibility of the volunteers.

Your church's teaching strategy is another important element in your church's overall outreach ministry. The teaching opportunity does not occur unless people attend your church and your teaching staff is ready to make use of the time given to them. Most people spend hours each day

at work, play, recreation and even sleeping. Only two or three hours per week is spent at church, therefore, we must make the most of the little time we have to teach and train those who come. The first important thing for you to consider about your church is your staff development.

- a) Does your church provide opportunities for your staff and volunteers to grow and learn?
- b) Does the church send staff to conferences and retreats, all expenses paid?
- c) Does the church take advantage of opportunities provided by the denomination and other churches for staff development and enrichment?
- d) Does your church require background checks for all volunteers who work with children? Some states require this and it should always be practiced even if it is not required.
- e) Does your church provide financial assistance for pastoral staff for continuing education and books?
- f) Are there books and other materials available for your church staff and volunteers to use?
- g) Are your teachers on time, prepared and excited?
- h) Is the pastor prepared?
- i) Does he have a planned preaching program that allows him to know what he will be preaching for several weeks or months?
- j) What type of Sunday school curriculum does your church use? Is it denominationally sound? Is it legal or illegally copied? Is there enough for everyone including extra copies for guests? Is the curriculum age appropriate and interesting for all ages? Is your church's Wednesday night curriculum working for all ages? Is it evangelistic? Are the teachers committed and working hard?

There are several other things that the task force needs to consider during the Fresh Wind process. Below are some of these issues. Your task force needs to consider other issues that may not be included in this assessment that is unique to your church.

For more help with systems and developing useful strategies watch the video, [Understanding and Developing Essential Systems](https://vimeo.com/manage/videos/536880469) <https://vimeo.com/manage/videos/536880469> and follow the notes below.

## Essential Systems

- Outreach
- Assimilation
- Teaching
- Worship Planning
- Stewardship
- Member Care
- Leadership
- Continual Evaluation

*(evaluation continued)*

**Budgets and financial issues** are some of the most important issues that your church may face because it deals with the law and accounting principles generally accepted in nonprofit ministries. Many pastors, treasurers, clerks, and other officials erroneously believe that tax laws and other rules do not apply to their church. Even though churches are tax exempt, they are still required to adhere to certain income tax laws including reporting salaries to employees and filing quarterly forms. Every church should have a financial policy and built in safeguards to protect your ushers, counters, treasurer, board, and pastor. If these policies are in place for everyone, no one will feel singled out or threatened. Here are some things to consider:

- a) Is your church budget regularly updated and relevant to what the church is doing?
- b) Is the offering always counted by at least two people in a secure location immediately after the offering is taken?
- c) Does your church have a regular audit, either within the church or by an accountant?
- d) Is more than one signature required on all checks and bank transactions?
- e) Are all financial records kept confidential between the giver and the treasurer?
- f) Are proper financial reports given to each giver at year's end?
- g) Are proper IRS forms filed quarterly and at year's end?

**Legal issues.** There are many legal issues that your church is required to be in compliance with according to IRS regulation and state and federal laws. There are other issues that we will discuss that may not be specifically required by law, but are good business practices. Below are some questions to consider:

- a) Does your church have an up to date Constitution and By-Laws?
- b) Does your church follow what the Constitution and By-Laws specifies?
- c) How specific is your Constitution regarding policy, meetings and changing the document?
- d) Is there policy for and consequences regarding violation concerning business meetings, financial accountability, conflict of interest, back ground checks, sexual conduct, etc.?
- e) Are W-2 forms issued for all paid staff regardless of ordination?
- f) Has an attorney examined your church's Constitution and policies?

- g) Are your legal documents such as property deeds, articles of incorporation and mortgages safely stored in a fire proof cabinet or safe deposit box?
- h) Are business meetings conducted in accordance with proper rules of order?
- i) Does your church have a grievance policy or a proper way for disgruntle members to make complaints regarding legal or moral issues?
- j) Consider other legal issues that may be specific to your congregation.

*NOTE: All non-ordained, paid staff should have Social Security, Medicare, and state and federal taxes withheld. There are specific requirements for bank deposits and filing of quarterly IRS forms that your church must be in compliance with **even though you are a nonprofit corporation**. Check with a Certified Public Accountant or a tax attorney for specific regulations and guidelines for your church.*

# Fresh Wind Diagnosis



Once the task force has thoroughly evaluated your facilities, leadership, worship services and ministries, it is time to get started by developing a strategy and realistic plan for moving forward. Facility issues are the easiest to address. Leadership, worship services and ministries are more difficult because they involve personalities, feelings, traditions and much more. Simultaneously, you need to begin discovering your core values, drafting your mission and vision statements and developing your systems (discussed in videos listed in this manual).

## Prioritize

The honest assessment of any church will uncover multiple problems. Where do you start? You can't change everything at once, nor should you try! It is best to identify all the problems then prioritize the process to fix them. Break down changes in the following categories:



- a) Immediate attention
- b) 3-month goals
- c) 6-month goals
- d) One-year goals
- e) 3-5-year goals
- f) Long term goals

## Immediate Attention

These are issues that need to be address immediately based on the level of importance. Many times, they involve facility issues such as cleaning up clutter, paint, and signage. It may also include outreach and leadership issues, but be careful not to take on too much at the beginning of the process. It is best to tackle three of four smaller projects and get some early “wins” under your belt then move on to more difficult projects.



### 3-month goals

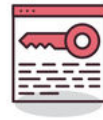
Once immediate attention items are identified and a plan of action has been developed, the task force can choose the “next level” projects. Set some goals to accomplish these in the next few months. This will allow the church to raise some money for facility improvements, to purchase additional signage, to order materials for events, etc. These goals may be to institute a teacher training event, plan an outreach event, design a new website, or social media strategy, etc.

### 6-month goals and beyond

Once the ball starts rolling on these projects move through the list from 3-month to 6-month to one-year, etc.

## **Develop a Strategic Plan**

Developing a plan is essential to success. Poor planning is usually the death of most endeavors. Strategic planning is the process of defining vision and figuring out the process to carry out a plan. Essentially, it is a plan on how to get from point “A” to point “B.” It is important to begin by asking two questions:



- a. What do we need?
- b. How do we get there?

To answer these questions, it is important to understand Mission, Vision and Strategic Planning. There are several good books addressing these issues such as Advanced Strategic Planning by Aubrey Malphurs and Church Unique by Will Mancini. I’ll summarize some important factors here then discuss them in more detail in the following section.

**Mission:** (The “what”) What are we called to do? You and your church do not need to (and cannot) do everything. Especially during a rebuilding process, the church needs to stick to the basics. Defining your mission lessens confusion and keeps you on track of doing the “most important things.” Staying on mission is key to staying focused and not getting sidetracked.

Vision: (The “how”) In determining your church’s vision there are several questions you will need to consider such as: How are we going to accomplish it? What should our plan look like? Who will need to help? What will this cost?

Strategic Planning. What is our “plan?” Have we defined our core values? (More below) What is our strategic aim? Deciding this helps us narrow the focus. Our mission may be to win and disciple our community and our vision may be accomplishing our mission through effective outreach and excellent follow up... but our planning breaks this down into bite sized pieces. Strategic planning helps us figure out how to assemble a team with specific assignments, focusing on important tasks one at a time, getting coaching from outside consultants, being accountable and much more.

Importance of Understanding Core Values (Adapted from *The Nuts and Bolts of Church Planting* by Aubrey Malphurs) Core values keeps your church on track. There are many good and valuable ministries that could be important to many communities but your church cannot do everything. In fact, it needs to strip away everything except essential things to get your church back on track.

By defining your core values, it will help your church determine important ministry distinctions, dictate ministry alignment and will inspire people to listen and more.

### **Definition of Core Values**

Core values are constant. They do not change. These are the things that are the non-negotiables for your church. They are the most important things and the ONLY things that MUST be done. They are the things you should be passionate about. They are the biblical issues that drives your church ministry. I am hesitant to start a list because each church’s core values will differ but for most churches in the rebuilding process they would likely include worship, evangelism, discipleship, children’s ministry, etc.

## Discovery of Core Values

There are a couple of ways you can discover your church's core values. The best way is to complete a "values audit." One is available below. During this process, it is valuable to study the Jerusalem church (Acts 2:42, 47b, "And they continued steadfastly in the apostles' doctrine and fellowship, and in breaking of bread, and in prayers....And the Lord added to the church daily such as should be saved.") Notice what drives the early church. Figure it out, and use it as an example to teach the congregation.

The next important step is to communicate the core values to the church. This needs to be done very strategically and intentionally. After the core values are discovered and identified, write a "Core Value Statement" and make sure everyone gets a copy. Talk about it often, and remind the congregation it is why the church does what it does. Experts say leaders must remind followers every month of the vision or they will forget it!

This is important because over the next period of time your church will have to figure out what ministries to kill, continue, and create. Some ministries are great ministries, but your church simply cannot continue to fund and staff them in the rebuilding process. Even if some ministries are valuable, they may need to be cut, discontinued, and killed for a time. On the other hand, some ministries your church is already doing must be continued. They may need to be revamped and improved, but they must continue because they fit into your core values. Thirdly, your church will need to create some ministries you discover are a part of your core values that your church is not currently doing, and you will need to start them immediately.

What will this do for our church? There are at least two main areas real strategic planning can help your church. First, it will help you evaluate your existing ministries and improve your systems and how you get things done.

Although this is more of a "structure" issue, let's talk briefly about fixing something that is broken. If we do not address "broken" systems and ministries, we will continue to do the same things and make the same mistakes over and over again. By identifying vicious cycles, we will be able to identify patterns that cause negative outcomes. In other words, if the first identifying factor of a problem is "we are dying," you need to clarify that and identify specific elements of it by looking at the cycle. "We are dying" is evident because we do not have any kids. We do not

have kids because we do not have any young families. We do not have any young families because our church is geared toward middle to older adults. This is evident by...

Another way to look at this is by recognizing that vicious cycles are ruts. Ruts are those deep patterns we create by “always doing the same things over and over.” So how do we break vicious cycles? *We break vicious cycles by figuring out a way to stop the erosion and reverse the motion.* This is done by learning how to insert leverage points. A leverage point is an intentional and strategic “thing” that you insert into the spinning cycle that stops the backward motion and begins the forward and healthy spin. Leverage points create excitement, which creates momentum, reversing the downward spirals. Do not try and tackle too much at once or start with the biggest and most difficult problem. I believe it is better to start with smaller projects and move to the bigger ones. This goes back to the issue of breaking goals down in immediate action, short range goals and longer-term goals.

Watch video [Values, Mission and Vision](https://vimeo.com/356386799) <https://vimeo.com/356386799>.

## Core Values Audit

Directions: Using the scale below, circle the number that best expresses to what extent the following values are important to your church (actual values).

Work your way through the list quickly, going with your first impression.

1

2

3

4

Not Important

Somewhat Important

Important

Most Important

1. **Preaching and teaching Scripture:** Communicating God's Word to people.

1 2 3 4

2. **Family:** People immediately related to one another by marriage or birth.

1 2 3 4

3. **Bible knowledge:** A familiarity with the truths of the Scriptures.

1 2 3 4

4. **World missions:** Spreading the gospel of Christ around the globe.

1 2 3 4

5. **Community:** Caring about and addressing the needs of others.

1 2 3 4

6. **Encouragement:** Giving hope to people who need some hope.

1 2 3 4

7. **Giving:** Providing a portion of one's finances to support the ministry.

1 2 3 4

8. **Fellowship:** Relating to and enjoying one another.

1 2 3 4

9. **Leadership:** A person's ability to influence others to pursue God's mission for their organization.

1 2 3 4

10. **Cultural relevance:** Communicating truth in a way that people who aren't like us understand it.

1 2 3 4

11. **Prayer:** Communicating with God.

1 2 3 4

12. **Excellence:** Maintaining the highest of ministry standards that bring glory to God.

1 2 3 4

13. **Evangelism:** Telling others the good news about Christ.

1 2 3 4

14. **Team ministry:** A group of people ministering together.

1 2 3 4

15. **Creativity:** Coming up with new ideas and ways of doing ministry.

1 2 3 4

16. **Worship:** Attributing worth to God.

1 2 3 4

17. **Status quo:** A preference for the way things are now.

1 2 3 4

18. **Cooperation:** The act of working together in the service of the Savior.

1 2 3 4

19. **Lost people:** People who are non-Christians and may not attend church (unchurched).

1 2 3 4

20. **Mobilized laity:** Christians who are actively serving in the ministries of their church.

1 2 3 4

21. **Tradition:** The customary ways or the “tried and true.”

1 2 3 4

22. **Obedience:** A willingness to do what God or others ask.

1 2 3 4

23. **Innovation:** Making changes that promote the ministry as it serves Christ.

1 2 3 4

24. **Initiative:** The willingness to take the first step or make the first move in a ministry situation.

1 2 3 4

25. **Other Values:**

# Fresh Wind Implementation



The ongoing part of the Fresh Wind Resources process is the implementation phase. During this phase the task force leads but hands-off responsibility for implementation to the leaders in the church. The task force will continue to evaluate progress and make sure the strategic plan is being followed.

Change must be expected and accepted. Some changes the church will have to make will be slight while others will be severe. These changes will be necessary in order for the church to turn around and once again be a church that positively impacts its community.

There will be certain immediate responses that should be expected from the task force, pastor, boards and congregation. Some will be positive and some will be negative. Not everyone will understand the Fresh Wind process nor agree with the recommendations for change and implementation. This is to be expected. However, this must not discourage the church from moving ahead. This process was begun because the church needed guidance, direction and help finding areas that needed to be changed to make the church better and have a greater impact on the community.

Implementation should begin immediately, making necessary changes as soon as possible. Critical issues should be handled first, then important issues, and finally secondary issues. Some will be relatively easy to change, and some will be more difficult. Some will require more time to implement than others, but all issues need to be carefully looked at and considered. There will be an immediate response followed by ongoing response lasting until the church has turned around and has reached its goals for change.



*After the initial implementation process, the church must continually reevaluate and adjust as necessary. Strategic planning must be ongoing and a solid process for evaluation and change implemented.*

Watch video, [Retool, Refocus, Relaunch](https://vimeo.com/356246318) <https://vimeo.com/356246318>.

### **Conclusion**

The Fresh Wind Process is not an easy one. It is a process that requires total commitment from the pastor, leaders and congregation. It will most likely uncover hurts, differences of opinions and some long-held traditions. Everyone must be prepared for the process.

# Book List

Below is a list of books that are especially useful. I have listed only a few of my favorites. There are dozens of good books to read and I suggest that you read as many as possible! As with any book recommendation, I do not endorse nor agree with all the content of every book. Please use list at your own discretion.

When Your Church Feels Stuck by Chris Sonksen

Pull by Bob Franquiz

Advanced Strategic Planning by Aubry Malphurs

ReVision by Malphurs and Gordon Penfold

Church Unique by Will Mancini

The Church Growth Flywheel by Rich Birch

The American Church in Crisis by David T. Olson

Thriving Churches in the Twenty-First Century by Gary McIntosh

One Size Doesn't Fit All by McIntosh

Beyond the First Visit by McIntosh

Taking Your Church to the next Level by McIntosh

Growing God's Church by McIntosh

Surprising Insights from the Unchurched by Thom Rainer

Pastor Unique by Penfold, Brown and Westra

The Rise of the Nones by James Emery White

Meet Generation Z by James Emery White