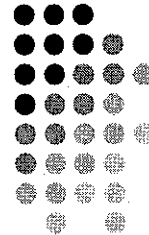


Developing a Community-based Ministry

Basic Training for Key Leaders
Toledo First Church
January 5, 2008
Monte Sahlin



Monte Sahlin

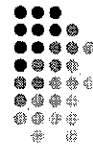
- Director of Research & Special Projects for the Ohio Conference.
- Previously Assistant to the President of the NAD for 12 years and Vice President of the Columbia Union Conference for eight years. Began ministry in 1970 at the Voice of Prophecy Evangelistic Association and took a leave of absence in 1971-72 to be trained as a community organizer
- Worked with more than 75 community-based ministries over the last 40 years. Teaches nonprofit leadership and community organizing for the Tony Campolo Graduate School at Eastern University.



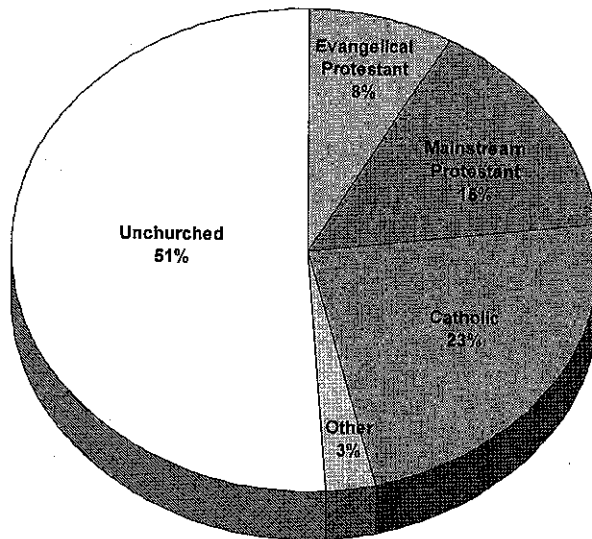
Current General Conference priorities – “Tell the World”



- Spiritual growth
- Community involvement
- Personal witness
- Metropolitan outreach
- Church planting
- Evangelism programs
- Media ministry

- 
- The mission of the church has not changed, but the context for that mission has changed significantly.
 - Our evangelistic meetings and materials assume that those who come ...
 - Use the KJV Bible and they know where to find books of the Bible, the Old Testament, etc.
 - See the Bible as an authority for truth
 - See church as a way to find “salvation”

Religious Adherents in Toledo Metro Area



Source: Religious Congregations & Membership in the U.S.: 2000

The Adventist Mission in a Secular Context

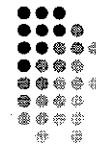
- Secular people are suspicious of organized religion and “church people”
 - Believe churches are a scam on weak people
 - Think “church people are hypocrites”
 - Child sexual abuse scandals confirm “hypocrisy”
- *The Da Vinci Code*
 - Still a best-selling novel after five years
 - Made into a major movie
 - “Proves” that organized religion is a “cover-up”

The Adventist Mission in a Secular Context



- Secular people generally do not believe in absolute truth
 - See the Bible as only one source of truth among many ... all of them valid
 - Believe the Bible has been changed by political pressure over the years and has “errors” in it
- Basic secular values
 - “To thine own self be true.” (hyper-individualism)
 - If it feels good do it!
 - If it is to your advantage, control it!

What we know about the unchurched ...



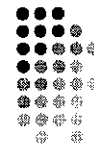
- Do believe in God ... variety of definitions
- Believe in prayer ... of many kinds
- Some interest in spirituality (varies with individuals), but not much interest in religion
- Do not know much about church, Bible, etc.
 - Limited curiosity about these things
- Less than one in ten Americans listens to Christian broadcasting
- Only 30% of Americans purchase religious books
- **Bottom line:** “My hobby is bowling, yours is religion.”

The Adventist Mission in a Secular Context



- “Pre-evangelism apologetics”
 - Ethos – the character the speaker embodies before he opens his mouth to speak; this is what makes him believable or not
 - Winning a hearing
 - Proclaim the gospel and use words if you must.
 - Actions speak louder than words.
 - A picture is worth 1,000 words.
 - What picture of God do we demonstrate with our actions?

Ellen White wrote ...



Christ's method alone will give true success in reaching the people. The Savior mingled with men as one who desired their good. He showed His sympathy for them, ministered to their needs, and won their confidence. Then He bade them, "Follow me."

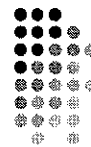
The Ministry of Healing, page 143

“Christ’s Method”



“Mingle” present, involved, observing	“Show” demonstrate or act out	“Minister” service, caring, compassion
“win their confidence”		
<u>“then”</u> ask them to “follow” Jesus be a disciple, learn, grow – study the Bible, pray, share		

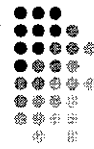
Findings from Research about Adventist Church Growth



Spirituality	Community involvement
Intention	Atmosphere
Sabbath events for the unchurched	

Source: Adventist Congregations Today

New Paradigm



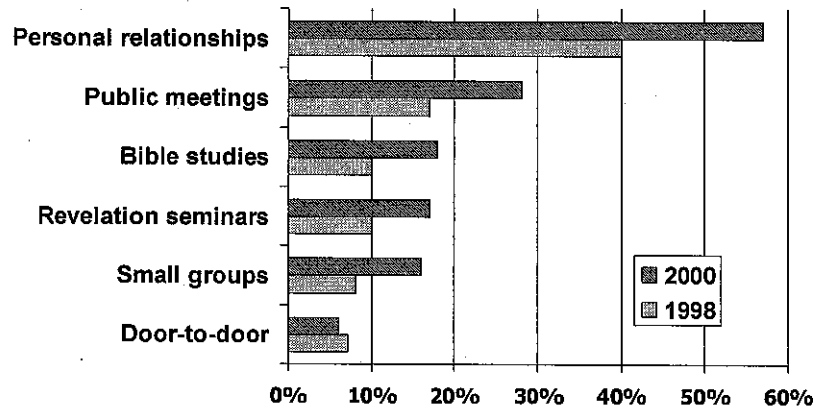
Community assessment	Community visibility	Community service
Friendship Evangelism		
Discipleship Program		

Key Insight



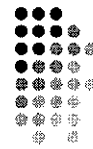
- The primary way to reach unchurched people is through personal relationships.

What have you observed to be the most effective methods to get new members in your local church?



Survey of Members Columbia Union
Conference

What is friendship evangelism?



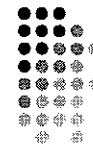
- An unstructured, informal, conversational approach to sharing faith in the context of everyday life

What it is not ...



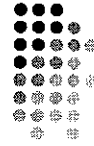
- It is not an approach for those who have the spiritual gift of evangelist
- It is not a memorized speech
- It is not going door to door in an organized canvass of a community
- It is not giving Bible studies; it is what happens before Bible studies begin
- It is not manipulative or pressure

Discussion



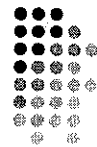
- Have you been involved in any kind of witnessing program in the past?
- How did you feel about it?
- What were the results?

Friendship Evangelism Skills



- Learning to listen
- Unconditional love (“charity”) and acceptance
 - Genuine friendship
- When are unchurched people open to talk about spirituality?
 - Story listening
 - Checking for readiness
- Introducing the option: “follow Jesus”

Friendship Evangelism Training



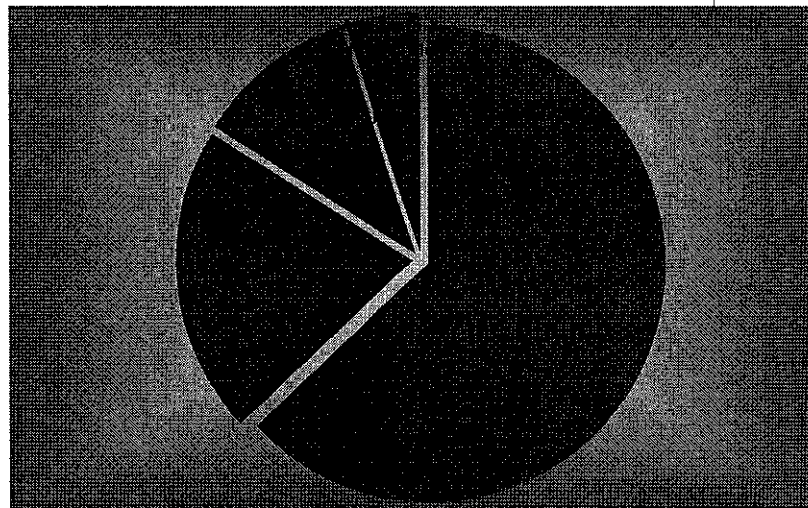
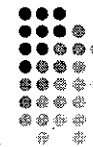
- Book *One Minute Witness*
- Training curriculum: *Friend 2 Friend*
- Six sessions of 1 to 2 hours each
- 20-minute presentations on DVD
- PowerPoint slides
- Textbook
- Practice exercises and discussion time

Barriers to a relational approach to evangelism



- The longer a person is a member of the Adventist Church, the fewer non-Adventist friends and acquaintances they have.
- Most Adventist Church members do not live in the community where their church is located.
- How do we develop a pool of relationships with pre-Christian people?

Adventist visibility in major metropolitan areas



How do churches become highly visible in the community?



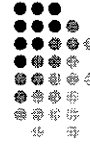
- Thought leaders in the community see the church as valuable to the community
- The church makes a contribution to the needs of the community that goes beyond its religious mission
- “If your church closed its doors tomorrow, would the community miss it? If it shuts down, would the community demand it reopen?” – Jan Paulsen, GC President

What is a community-based ministry?



- The church forms a nonprofit organization that has a charitable purpose, not a religious purpose.
- The charitable purpose meets a recognized need in the community.
- The organization operates as an agency of the church in the secular arena.
- Civic leaders are willing to support the nonprofit organization because of its value to the community.
- People not affiliated with the church are willing to make donations or volunteer time.

What needs will your community-based ministry meet?



- Help homeless, addicted mothers transition out of “street life” into normal lives
- Mentoring project for homeless, addicted men
- Other possibilities in the future?

Needs Assessment Interviews with Civic Leaders



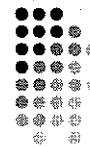
- Incomplete; no report yet.

Why set up a separate nonprofit organization?



- To make it clear to outside funders that their donations are all going to a charitable purpose in the community, not to any religious purpose
 - Some foundations and corporations require this
- To be faithful to GC policy regarding government funding
- To make it a truly community-based activity
 - Remember, actions speak louder than words

Process for setting up a separate, nonprofit agency



- Prepare a constitution and bylaws
- Get permission from the Ohio Conference
- Have the first meeting of the membership to appoint a board
- Register Articles of Incorporation with the State of Ohio (Secretary of State's office)
- File an application for tax-exempt, nonprofit status with the IRS

Options for the Constituency or Membership of Your Organization



- The members could be individuals or organizations
- GC Policy requires that they be tied to the governance structure of the Church
- Option A: Initially just two members; Ohio Conference and Toledo First Church
- Option B: Members of Toledo First Church Board and Ohio Conference officers
- Option C: Just members of the church board

Overview of the Nonprofit Sector



- America's Three Sectors
- Private Sector
 - Business and industry
- Public sector
 - Government and public schools
- Nonprofit sector
 - Charitable organizations, membership associations and professional groups



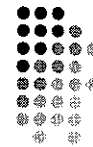
Overview of the Nonprofit Sector



- What Is the Nonprofit Sector?
 - Organizations that help the poor
 - Colleges and universities
 - Support and counseling services
 - Hospitals and community health centers
 - Environmental conservation groups
 - Performing arts/fine arts organizations
 - Advocacy groups
 - Veterans organizations
 - Civic clubs
 - Credit unions



Overview of the Nonprofit Sector



• Types of Nonprofits

Charities-- Section 501(c)(3) of IRS tax code

- Special Olympics, YMCA, Metropolitan Museum of Art

Professional and Trade Associations-- 501(c)(6)

- American Dental Association, AARP, National PTA

National Social Welfare Organizations -- 501(c)(4)

- NAACP, National Organization for Women, Sierra Club

Social Organizations -- 501(c)(7)

- Swimming clubs, garden clubs, alumni associations



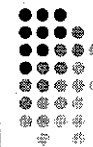
Overview Of The Nonprofit Sector



- What Is the Nonprofit Sector?
 - Approximately 1.6 million nonprofit organizations in the U.S.
 - Revenues of more than \$670 billion
 - One in 12 Americans works for a nonprofit organization
 - 56 percent of adults volunteer
 - Combined contributions of \$190 billion last year

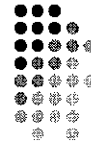


How a nonprofit corporation is structured ...



- The membership or constituency
 - The individuals or groups that “own” the nonprofit
 - They elect the board
 - Only they can amend the constitution
- The board (“trustees”)
 - Sets goals, establishes the budget
 - Appoints the director
- The director is the chief executive officer

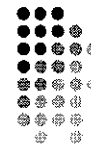
Board Role & Responsibilities



- Key Roles of the Board
 - Set Organizational Direction
 - Provide Oversight
 - Ensure Necessary Resources



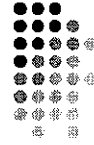
Board Role & Responsibilities



- Set Organizational Direction
 - Participate in strategic planning
 - Discern the organization's mission
 - Help articulate the vision for the future
 - Set major goals and strategies
 - Approve annual plans



Board Role & Responsibilities



- Ensure Necessary Resources
 - Hire capable executive leadership
 - Ensure adequate financial resources
 - Promote positive public image
 - Find capable and responsible board members



Board Role & Responsibilities



- Provide Oversight
 - Review financial management
 - Protect assets and approve loans
 - Measure progress on strategic plan
 - Monitor and evaluate programs and services
 - Provide legal and moral oversight
 - Evaluate the director (annually)
 - Evaluate itself (annually)

Individual Board Member Responsibilities



Act in Accordance with Legal Standards

- Duty of Care – Stay informed and ask questions
- Duty of Loyalty – Show undivided allegiance to the organization's welfare
- Duty of Obedience – Stay faithful to the organization's purpose

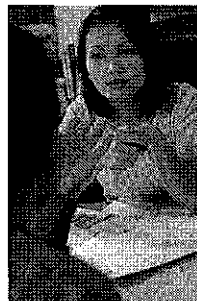


Individual Board Member Responsibilities



Participate in the governance of the organization

- Serve on committees and task forces
- Volunteer services to the organization outside of board meetings
- Serve as a promoter for the organization



Individual Board Member Responsibilities



Participate in Fund-Raising Activities

- Make a personal financial contribution
- Provide names of potential donors
- Visit funders
- Write thank-you notes
- Attend fund-raising events
- Act as a resource to the director

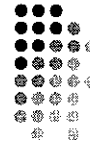


Job description of the executive director



- Chief executive officer
- Manages the regular operations & facilities
- Hires and fires employees
- Approves expenditures within the budget
- Recruits and trains volunteers
- Coordinates program development
- Coordinates fund raising
- Is secretary of the board

What does a mature community-based ministry look like?



- Operations
 - Serves 500 to 2,500 individuals/families per year
 - Open 3 to 7 days a week
 - Conducts several other events each month
- Structure (see next slide)
- Pro forma budget (see second slide)

Typical Structure



- Constituency with representatives from church board and conference committee
 - Elects the board
- Governing board of 7 to 15 people elected by constituency (up to 30% non-members)
- Director is CEO, secretary of the board and business manager
- Agency and church funds **not** co-mingled

Pro Forma Budget: Expenses



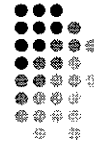
	Per month	Per year
Half-time director salary	\$2,000	\$24,000
Assistant (20 hrs @ \$8)	\$650	\$7,800
Office & phone	\$100	\$1,200
Construction projects		\$25,000
Future program development		\$5,000
Promotion & fund raising		\$5,000
		\$68,000

Pro Forma Budget: Income



Grants and contracts		\$35,000
Individual/corporate donors		\$16,000
Church subsidy		\$12,000
Conference/union subsidy		\$5,000
		\$68,000

Need a strategy for income generation



	2006	2007	2008	2009
Books sales	\$5,000	\$7,500	\$12,000	\$20,000
Food sales	\$1,000	\$2,500	\$3,500	\$6,000
Activity fees	\$1,000	\$3,000	\$6,000	\$9,000
Grants		\$3,000	\$6,000	\$10,000
Donors	\$2,000	\$4,000	\$7,500	\$5,500
Church	\$15,000	\$15,000	\$15,000	\$12,000
Conf/Union	\$26,000	\$20,000	\$10,000	\$2,500

Strategic planning and program development



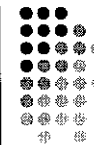
- You are already started on your first project which shows intent and builds a track record
- Work with organizations and interested individuals in the community to develop collaborative relationships
- Find partners to work with who have expertise, reputation and/or funding
 - Local community and metropolitan area
 - State and national

Collaboration with other community organizations



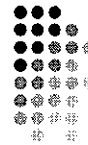
- Difference between person-to-person networking and organization-to-organization collaboration
- Documentation
 - Letter of agreement
 - Memorandum of Understanding (MOU)
 - Legal contract
- Structure
 - Partnership or joint project
 - Alliance or coalition
 - Consortium

Communication and marketing



- Prayer partners, board members and core team – monthly Email/newsletter
- Donors – Letter every 2 months
- Clients – Quarterly calendar of activities
- Regular announcements to newspapers
- Web site (daily)
- Annual report and appeal
 - Basic brochure
 - Letter to all contacts, church members, etc.

Decisions You Must Make Soon ...



- Who will be the members or constituency of your nonprofit organization?
- Name of your organization – Haven of Hope
- What will be your next project after the current home?
- How to relate to the mentoring project that Nathan is organizing