



WATER'S EDGE VISION

The Next Chapter: International Campuses Q and A

Thank you to everyone who took the time to ask questions after our "Next Steps" presentation on Water's Edge Sunday, November 22, 2015. Every question that we received has been answered.

For simplicity and ease of reading we have compiled the questions into several categories:

1. Vision
2. Ministry
3. Denomination/Relationships
4. Finance
5. Strategy
6. Decision-making
7. Congregational Participation

The advantage of this structure is that it streamlines the content. Rather than jump around between themes in a disorientating way, you should now be able to discern a common thread to our answers.

The disadvantage of this is that if you asked more than one question you are likely going to have to read through the document to find the answer to your other question(s). We trust on your understanding for this. The way we figure it, you were interested enough to ask so you are interested enough to find out what other people were asking.

Finally, a number of the questions seek information in similar fields but word the question slightly differently. To ensure complete transparency and integrity in the process we decided to answer every question as it was written. We reckon it is more important to answer your question as written than to edit all the similar questions. Cutting 5 minutes out of the time it will take you to read is not worth the possibility of missing the thrust of a question.

That's it. There's so much behind this paradigm shift in missions and we hope that we will have a greater understanding concerning the motivation and the implications for our church as we chase after the Water's Edge Vision.

Your Lead Pastor, Elders and Executive Team



VISION

- 1. I firmly believe in global and local missions. I believe in getting CWC connected with pastors and churches globally and supporting churches globally and getting CWC connected to local ministries as well. I believe in our leadership, our staff, our congregation and I am grateful for God's provision of solid Biblical teachings through Pastor Craig and Pastor Brad. I believe in CWC's history and how it has vetted it's (sic) programs through much prayer, careful deliberation of the leaders, and participatory decision making input from the congregation and/or Elders/ Missions Boards. However, lately I feel like CWC has not been a part of the decision making or vetting process of the Water's Edge vision. I feel like CWC is transplanting a program that originated with Pastor Craig in South Tampa. It seems like the program in South Tampa, it's vision, it's associated programs, and an unusual percentage of staff from South Tampa and is this vision is essentially being transplanted into CWC in Holland.***

Clearly, Pastor Craig has a vision for the church and a missional passion that was apparent to the elders and executive team during the interview process. There are certain character traits that will carry over simply because that's the way Pastor Craig has been wired by God. If there were no similarity to South Tampa we'd have more reason to worry. It is the consistencies in Pastor Craig's character and leadership in which we take comfort.

The question addressed the "transplant of programs" from South Tampa Fellowship to Central. This is not what happened, though we do understand where some of these assumptions could arise. The only similarity to the programming at South Tampa is the calendaring of our Water's Edge Sundays. A convenience in the 12-month calendar is that four months out of the year have five weeks, which provides an excellent distribution of Water's Edge Sundays throughout the year. The purpose of these Sundays is to update the congregation on the goings on in our missions ministry. But even there, there are major differences in the details.

Furthermore, it has always been Pastor Craig's passion to lead a missionally generous church. He has set out to do this at each and every church he has pastored, as he felt it best aligned with the Great Commission given to all Christians and all churches. Similarities in vision at South Tampa and Central would only exist as they aligned with God's purposes for the Church.

The assumption of "vision transplant" is also inaccurate. The Water's Edge vision has been discerned, prayed over and worked out as a team effort, both among the executive leadership, elders board, missions board and the district leadership of The Wesleyan Church. For example, Pastor Craig was asked by the District Superintendent of the West Michigan District of the Wesleyan Church, Chris Conrad, to consider a campus in Lansing.

Another example is the assimilation of the La Roca campus, which developed as a result of Central's elders working with our Operations Pastor, Lynn Bruce and Pastor Jose Pacheco to help La Roca find a future home of its own. Central has a longstanding history with La Roca and the discussions about La Roca becoming a campus flowed naturally over the course many months. That said, before any decision to merge was made, the business office, executive team, church attorney (for legal matters), Central elders, La Roca board, and the District Superintendent of the West Michigan District of The Wesleyan Church (and their board) were all involved in the decision-making process. The elders and executive team of Central approached the West Michigan District of the Wesleyan Church and the Wesleyan Denominational headquarters to determine whether a vote was needed by



the Central membership for La Roca to become a campus. We were notified that a vote was *not* required from our membership. It was only then that the elders of Central, the La Roca board and her membership ratified the merger (all with independently unanimous votes). As you see, this process was a highly collaborative one, but did not include a vote from Central membership per the instruction of the District.

One last issue to address in this question: ***“an unusual percentage of staff from South Tampa and is this vision is essentially being transplanted into CWC in Holland.”***

With any lead pastors’ transition to a new church, it is common to have former team members from any church in that pastor’s network join him at his new location. Pastor Craig’s transition was unique in that for more than a year after Pastor Craig’s hire the only former team member to join us at Central was Pastor Rob Flint (NextGen Pastor). After Pastor Rob was hired in October 2014, the next team member to join our staff at Central was Sarah Watson in August 2015. Sarah handles our Online Campus and Guest Services and is a member of our Communications team. Her official title is Guest Experience Coordinator. Sarah’s position was an amalgamation of a number of part-time positions and her hire was not a senior staff position, and was approved by Pastor Lynn and Pastor Mike, not Pastor Craig, after eleven candidates were interviewed by the Communications team.

On the most recent Water’s Edge Sunday (November 22) we announced the hire of Pastor Kelly Green; a hire that Pastor Micah and Jason, the elders and executive team all approved. This hire was essential for our campus expansion, but also fulfilled the expressed desire of our Elder team to increase the evangelistic ministry within Central. Pastor Kelly has an evangelistic gifting. Again, this was a decision made in team, by team. Please note, every senior-level hire is made against carefully determined criteria – we’ve even used external staffing specialists – with every candidate being interviewed by both the executive team and the elders.

Much more could be written on the entire process of developing our Water’s Edge vision and expanding the staff, which we will leave out for brevity’s sake, but we remain faithful and transparent in saying the Central vision is unique to us and driven by local factors.

2. *Our kids wondered why it was called "Water's Edge"?*

First, we are delighted that our youngest generation is asking questions! The name “Water’s Edge” comes from Joshua 3:14-17 where Joshua led the people through the Jordan River at its flood stage – a journey that took great courage and faith. We feel the season we’re in at Central has us at our very own Water’s Edge and at the beginning of something great. We sense God asking us to “Jump in with great faith and courage!” like he asked Joshua to do the same. For more information, we encourage you to watch the original Water’s Edge Vision presentation as a family at <http://www.centralwesleyan.org/watersedge>.

3. *Can you direct us to the link on the website that would connect us with the original talk that Pastor Craig gave about the Water's Edge vision?*

You can view the presentation as well as a summary of the Water’s Edge vision on our website at: <http://www.centralwesleyan.org/watersedge>.



MINISTRY

4. Does CWC not have any staff competent to fulfill any of this vision?

Yes, we do. The international campuses will be overseen by the Missions Team under the leadership of Micah Kephart and Jason Kehrer. Micah and Jason were on staff at Central a decade ago, attended Central and were invited to re-join our staff to fill the missions vacancy that arose after Pastor George resigned. They will be supported by Pastor Kelly Green. The regional campus will be led by Pastor Toran Scott, recruited after a nation wide search with a national Christian recruiting agency, VanderBloemen, and we're certain that we have highly capable people on our staff and in our church that can fill most, if not all, of the positions needed for the regional campus. However, character, chemistry, competency and anointing for the task, *not locality*, are the parameters for every hire.

5. How does the role of the Glocal Pastor play into the 2020 Vision? How will CWC strengthen it's (sic) local outreach programs?

At its core, we believe all mission is local mission, therefore we have developed a new leadership structure in our missions efforts. The team consists of the Global Missions Pastor (Micah Kephart), Global Missions Director (Jason Kehrer), Local Missions Pastor (Chris Hofland) and an International Campus Pastor/Staff Evangelist (Kelly Green). The role of the Global Missions Pastor is to spearhead the fulfillment of Acts 1:8.

We believe the New Testament is very specific in demonstrating the model of missions. It is not a home **then** away model, but rather a home **and** away model. We will be focusing our efforts both here in Holland **and** in strategic locations around the world. Pastor Craig and the Missions Team are working together to develop a strategy to tackle the global giants of broken relationships; self-serving leadership; disease and sickness; multi-faceted illiteracy and poverty and exploitation. This strategy will provide a pathway to mobilize our congregations to reach their communities for Christ. This strategy will guide the Jerusalem ministry of every campus (i.e. local) as well as the "ends of the earth" ministry (places far from us here in Holland). The Water's Edge Sundays are a critical tool in this plan. More information on this topic will follow on a future Water's Edge Sunday.

6. Pastor Craig mentioned on Sunday that in order for the six campuses to flourish, Holland's home campus needs to be "healthy." What are the criteria that determine Central Holland is healthy?

We prefer to use the term "strong." Strong churches build strong churches. Strong churches minister in Jerusalem **and** Judea **and** Samaria **and** the ends of the earth. We believe this means doing our best to make a difference in the greater Holland community, first by equipping all the generations that call Central home, and then by reaching our neighbors and friends. Over the past 119 years, Central has been a church that has seen lives transformed by Jesus. The more this happens; the stronger (healthier) we believe we are.



7. *When does Central LaRoca meet and how many are attending those services?*

La Roca meets in our Chapel at noon on Sundays. They have an average attendance of 120 people.

As a Spanish-speaking congregation, they dream of a location on the north or east end of Holland to reach the growing Hispanic community. This vision is a result of their finding that after moving back to Central's campus on the South side nearly 25% of the congregation either can't or won't travel south.

8. *How do we/they expect them (campuses) to be more effective because of their connection to Central?*

We can't repeat enough that we believe each campus added into the fold of Central makes the others stronger, too! May we never grow tired of hearing this! When God called Abram in Genesis 12, God said, "I'm going to bless you and all nations will be blessed through you." We see here that blessing is never intended for the initial recipient. Blessing is always intended for passing on. God has tremendously blessed Central with a rich heritage of effectiveness in areas from missions to worship to evangelism to ministry processes to financial management to faithfully teaching the Scriptures. *(More on next page)*

We have learned a lot in our history, and Central seeks to be a blessing to each of our campuses, international or local, by passing along what we have learned, as well as training them in the areas they need education to be even more effective with what God is doing through them. And inevitably, in the process of doing this, we'll learn a lot from them, which we're really excited about.

DENOMINATIONS & RELATIONSHIPS

9. *Why is CWC "partnering" with Southern Baptist churches/projects in Cambodia and Indonesia when there are Wesleyan missionaries in Cambodia? Bangladesh?*

It has long been an established Central practice to partner with like-minded Christian partners. In fact, many of the missionaries we have sent out and continue to support work for inter-denominational ministries. Our international campuses share the DNA of Central and the Waters' Edge mission strategy. The Cambodian and Indonesian campuses came about through a strategic inter-denominational network of partners. (Similar to Central's long-standing partnership with "The Jesus Film Project" in Africa which is an inter-denominational network of partners). At this time, we have not sensed that God has called us to Bangladesh. God is calling us to work directly with churches to primarily empower local leaders. Central remains committed to Wesleyan mission projects around the world (Central is still a Top 5 supporter of Global Partners), however we believe God has called us to establish international campuses, which is a new missions paradigm within our denomination.



10. How is CWC's relationship with Global Partners going to change as a result of Water's Edge? Are we going to diminish dollars that have been traditionally funneled to/through Global Partners and redirect those funds to/through another organization?

Our relationship with Global Partners (GP) isn't going to change as a result of the Water's Edge vision. To clarify, however, we don't funnel donations to Global Partners, but are strategic partners in the projects we support. No dollars will be diminished as a result of the Water's Edge vision. Any changes there will be in terms of support, whether by means of increase or reduction, will have nothing to do with the Water's Edge vision and will be determined by the mission board of Central (see question #28 for more on this). It's also worth pointing out that the CWC, GP and World Hope partnership in a 10/40 window country receives almost twice as much support than the two international campuses are projected to receive in a financial year. Interestingly enough, GP has recently gone through an exciting strategic shift – including rebranding and new vision – and they are seeking new ways of relating to all Wesleyan churches.

11. What relationship will the SE Asian churches have with The Wesleyan Church (denomination)?

Each international campus is its own legal entity (not an entity of Central). The relationship of campuses to the denomination is being discussed at denominational level and has not been nailed down at this point. Where possible, we will encourage each campus to develop relationships with the Wesleyan church in their country. This works best when there is close proximity and a healthy Wesleyan church in country.

12. How do they relate to other churches/believers in their own context?

Each of the pastors has a kingdom heart and is committed to working together with like-minded believers for the sake of the kingdom of God. They are not tribal or territorial, and joyfully partner with others. (See also, question #11, above.)

FINANCE

13. Is CWC funding something? Is CWC paying salaries of these pastors?

We are providing financial support, which varies from location to location. Any support given is evaluated by the mission board (See also question #28 below). It is the role of the International Campus Pastor (Pastor Kelly), under the leadership of the Missions Pastor and Missions Board, to ensure that we avoid creating dependency and that all monies are used appropriately.

14. La Roca -- is Pastor Jose on CWC staff? Getting paid by CWC? Does the tithe received from La Roca go into CWC budget?

Yes, and yes. All of La Roca's income goes in to the CWC budget.



15. Will the new emphasis on Cambodia and Indonesia change how we support Global Partners and all the other missionaries who are receiving monthly support?

No. For more information, please see question #10 above.

16. Opening two new mission campuses, have we pulled our support from any other projects like Sierra Leone or the church in Kiev?

No – however, see question #28 just to understand one role of the Global Mission Board at Central.

17. When we give to Glocal Missions, does some of that money go to Indonesia and Cambodia?

Yes. Supporting localized churches and indigenous leaders in a mutually reciprocal relationship is a worthy cause. That said, we also believe that we have responsibility to our local area as well. We need to serve and reach those in Holland who do not yet know Christ. So the money we receive for missions is used according to the Acts 1:8 directive of here, there and everywhere. The directive to the mission board has always been for 80% of mission money to be invested globally and 20% locally. Indonesia and Cambodia receive some of the global support, as do many others!

FINANCE

18. What is CWCs role in these campuses? It seems like they have multiple services and have planted a church. What is CWCs goal? Funding programs over there? What is CWC bringing to the table?

While this is a large question with a large answer, here is the core mission of our international campus partnerships:

To empower indigenous pastors to lead a reproducing movement of generous churches to holistically meet the needs of their cities with greater sustainability.

We believe God has blessed us with a missionally generous DNA and the knowledge to help these campuses become reproducing movements that infiltrate communities that desperately need Christ. Yes, there is support, not for programs but the implementation of the strategy. For support levels for 2015-16, see the Finance section (question #13)

19. What does it actually mean to partner or have multi campuses?

The campus strategy we employ enables campus pastors – especially on US soil – to put fewer resources into administration and support services and more into the vision and the ministry. Overseas we are implementing the training aspect of the Great Commission (“teaching them to obey/do”). We published material on the regional parameters on Sunday, May 3 (see question #3). Our campus strategy is a mix of a church plant and a multi-site campus. A member of our congregation recommended we label our approach, “Champus!”



20. How is CWC going to play a role in the 3 main needs of La Roca? (housing, immigration, gangs)?

At its core we believe all mission is local mission. Our strategy to tackle the global giants of broken relationships; self-serving leadership; disease and sickness; multi-faceted illiteracy and poverty and exploitation will be done through all of our campuses including La Roca. We will use the Water's Edge Sundays as a cross step to mobilize every campus congregation for local mission because mission is always local... And just as we mobilize churches there we want to mobilize our church, La Roca, here.

Much of this will be accomplished through human recourses and the transfer of knowledge:

- We are already working through the process to establish LaRoca as an immigration connection site.
- A team is being assembled from multiple churches and organizations to tackle the affordable housing problem in the city of Holland. Affordable housing is an issue for refugee resettlement as well (remember there are more refugees than Syrian!). We believe that if we combine our efforts, we can actually solve this problem over time. Pastor Mike was recently in a meeting about this subject.
- LaRoca has retooled their discipleship strategy to better equip leaders to reach out to vulnerable youth in hopes to prevent future gang activity.

The global giants of broken relationships and poverty are at the root of these issues.

21. We are a little unclear about what a campus really is and how Central is a part of these campuses. Are we mainly in a supporting role, providing training and finances?

A campus plant is, at its core, a physical location where the church (God's people) gathers; and it's much more. We see them as key places in their communities where ministry to a 'whole' person is based. This might include education, health care, leadership development, and more. Our role is not to provide financial support (that should be minimal), but to partner in helping the campuses be stronger and more impactful as quickly as possible. This might include helping them create ministry programs and outreach direction. Again, the stronger we are at home the more we can help our campuses be strong where they are. Of course, this works both ways because it is a reciprocal relationship! (See more about reciprocal relationships in question #22 below).

22. It sounds like the Cambodian & Indonesian churches began locally & are growing. What are our plans to guard against helping in ways that lead to dependency on the Western church?

Yes, they are growing but there has been direction and guidance provided for them from the beginning in a way that has been healthy without causing dependency. We believe that the strongest churches are those that do not look to outsiders for financial support. The Biblical teaching of stewardship is based on accepting personal responsibility and that is built into our system. The campuses appoint their own leadership, set their own targets, preach their own series and so on. We believe our campuses have as much to teach us as we do them. The relationship is reciprocal. At Central, what we offer is not so much finances but processes, empowerment and training that will help them fulfil the Great Commission themselves. We don't want our dentists pulling teeth over there but training people how to pull teeth. We don't want Sunday school teachers teaching over there but training people how to teach. The way to stop dependency is to recognize that all mission is local. The mission belongs to them there just as it belongs to us here. We want to help them and allow them to help us.



A brief story: last month in SE Asia we took two congregation members with specialized skills in agriculture to help a partner ministry increase productivity in a farming venture. This knowledge transfer, that's what it was, will result in a partner ministry being able to subsidize their ministry by as much as \$150,000 to \$200,000 per year from the profit the venture will bring. Such knowledge transfer doesn't create dependency but fuels inter-dependency on a shared set of gifts that bless both ministries. For these two congregation members to experience first-hand the blessing of being able to use their knowledge and skill in a missional training environment was simply awesome! And everyone benefits!

23. How do we expect to be financially involved in La Roca & the SE Asian campuses?

The La Roca campus and SE Asian campuses are self-sustaining however, Central Wesleyan Church will provide funding through our mission budget. La Roca's weekly tithes and offerings all go to the CWC general budget for clarity and consistency. SE Asian Campuses will function on their own general budget with the help of our Missions Leadership Team. LaRoca has longer-range goals such as a place to call home, (closer to the Hispanic population), that we sense a calling to help them with. The capital we believe our campus strategy provides is more than financial capital but also a knowledge and process capital to help our one church thrive. As a team of multiple campuses we desire a system that can help us all. The same applies for the SE Asian campuses. Any financial assistance that we give will come from the mission budget under the direction of the mission board.

24. Is Water's Edge thinking about these?

Overseas

- **Micro loans for church members to help them provide for their families and create products for market**
- **Market places in water's edge locations (US {a store at Central} and Overseas {stores}) to sell the products**
- **Take a percentage of store profits and turn money back into the water's edge projects to be self-sustaining**

La Roca

- **Loans to construct affordable housing**
- **Similar to Habitat for Humanity – sweat equity and learn a trade**
- **Different types of housing multi-family and single family building a community in Christ**

Members of our Global Mission Board are very experienced in using business as mission. A key aspect of the Cambodia ministry will likely be employing features of business enterprise. Whether that will be these specific items we can't say for sure at this stage. Self-sustainability is a critical feature of modern day global south ministry (southern hemisphere ministry) and will certainly be there for us. Please feel free to speak to our mission staff and the Global Mission board.



DECISION-MAKING

25. We know prayer and discernment are central to the decision process but we wondered what factors are being considered when deciding if the sixth Central campus will be in Detroit, Lansing or Grand Rapids?

The first place we receive direction from the Lord is through His Word and what He wants for His Church. “Your word is a lamp to my feet and a light to my path” (Psalm 119:105). The second place we receive direction from the Lord is through prayer. The West Michigan Wesleyan District, the Central Wesleyan Church Global Team, our elders, pastors and directors are being encouraged to pray.

Beginning December 1, nearly two hundred intercessors from our church are committed to praying the Word daily for our church through the month of December. Pastor Toran and his wife along with a number of others have been praying for several months already about where God might be leading us. We value the disciplines of prayer, fasting and silence and will continue to pursue God in these ways. Honestly, we just want to be where God wants us to be. Will you join us in praying for discernment? We know that a spiritual answer can’t ignore practical realities.

Critical factors said to influence the viability of a church/campus start include these: location, cost, visibility, accessibility, neighborhood, traffic, population density, etc. We will bear all these in mind, too. We’d be foolish not to.

26. How has CWC been a part of the decision-making process to go to a multi-campus approach? Have the Elders been a part of the critical thinking process?

The executive team, elders, and even the West Michigan District of The Wesleyan Church have been involved in the development of the vision. Obviously, each team plays their own uniquely critical part in the discernment process.

On numerous occasions throughout the vision development process we’ve brought elders and executive team together to discern God’s will, pray, discuss and strategize. That’s been amazingly helpful. We are all ONE team although we each serve different functions. We’ve also brought Senior Staff and boards in as appropriate. We opened the conversation about the campus strategy to the congregation back in May. On that evening we distributed what we called “campus constants” – the guiding premises – for how our campuses would run (see question #3 above and visit <http://centralwesleyan.org/central-campuses> for more). We did that because our campus strategy is a fusion of church plant and multi-site campus. It is a new model that everyone needed time to work through.

27. Do you believe the congregation has been able to take ownership of this vision and synthesize the process?

On Sunday, May 3, we distributed information to the congregation pertaining to everything that we unveiled on November 22. We invited feedback and followed up with an update video in August (“Water’s Edge Update” video available here: <http://centralwesleyan.org/watersedge#>). Parts of this vision express a new paradigm that will take time to digest. That’s why we produced so much of the “meat” for the campus plants back in May.



Hopefully this Q & A helps us all take one step further down the path. It's a journey that we will all take together.

28. How is the Glocal Mission board a part of the decision making process?

Again, every team has its role in the strategic development of all that we are doing. The Missions Board of Central is responsible for the stewarding of missions resources. They ensure that there is accountability between Central and all of our partners because we want to be excellent stewards. An external auditor's report on missions at Central (given to Pastor Craig when he arrived) revealed that holding partners more accountable for the support they receive is an area that we needed to strengthen through the creation of clearer parameters. That's one critical task of the board. The board is also involved in shaping the process of transitioning to this new feature of the mission strategy at Central. They will work with the missions team staff in deciding what partnerships fit within our new strategy. Once the strategy is fully shaped, the Missions Board will be tasked to help apply this strategy and filter everything through the lenses of the parameters they have determined. This multi-faceted strategy involves comprehensive solutions to complex problems and takes quite a lot of work. We have an excellent team and we'd ask you to pray for wisdom for them!

29. Why is CWC considering another church plant in Grand Rapids when we are already partnering/supporting Adam and Christy Lipscomb at City Life Church in Grand Rapids? Did you know that City Life Church has a ministry called, "Immigrant Connection." How can CWC leverage that relationship and help La Roca do a similar thing? <http://www.citylifeonline.net/immigrant-connection.html>

There are in fact two Wesleyan churches in the inner city of Grand Rapids: The Edge and City Life. There are between 10-13 Wesleyan churches in the Grand Rapids area (depending on how big an area we want to define). Clearly, the presence of one church in Grand Rapids didn't preclude the absence of another. Whenever a decision is made to plant a campus consideration must be given to what it is that can be brought to help the great commission advance in a specific area. City Life and The Edge are two unique churches quite unlike Central. However, the presence of strong Wesleyan churches in an area is a consideration in the decision making process. We are very mindful of this.

The original request was for Lansing; and in our prayer and planning, we have broadened this to Grand Rapids and Detroit, but are open further afield, too. We do not believe in competition but cooperation. We are looking for God's direction and don't yet need to make that decision.

As for the "immigrant connection," see question #20 above.

30. I understand the 10/40 window ... but how were the two specific churches (Cambodia/Indonesia) chosen out of so many options?

In a word: relationships. We already have relationships with the two pastors of these local churches. Secondly, these churches have leaders who are like-minded when it comes to introducing people to Jesus. Since all mission is local mission, we believe these two churches are uniquely positioned to influence their immediate neighborhoods with hopes of influencing their cities and, eventually, their regions and countries. What we love



about about these relationships is how reciprocal they are (see question #22 above). We are blessed and challenged and discipled as much by them as we pray they are with us. That is a crucial factor, also. Finally, we believe God is at work there and we want to join Him.

31. *Who (ex. elders, church leadership) is involved in the key decisions of the new church satellites and additional staff here at Central?*

The executive team, elders, the West Michigan District of The Wesleyan Church, relevant boards, congregation members with experience and professional knowledge have all been involved in the decisions. Each of these plays a different role in our structure.

32. *What is the history and connection of the 2 international campuses?*

This demands a longer answer than we can give here. Suffice to say that Pastor Craig has known each ministry for up to four years from it's fledgling days. We've observed their integrity from afar; marveled at the sacrificial obedience and respected the ministry mentality. Over the last 15 months, Global team leaders in Central have been introduced to the ministries, congregation members have also witnessed and been led to support. No money has been given in that process. The relationship developed naturally in a great way. It has been a very sweet journey to see how the Lord has joined our hearts as one.

CONGREGATIONAL PARTICIPATION

33. *Re: the regional campus in Michigan somewhere – How would people apply to be part of the new staff for Toran and the new campus? (I'm not asking for myself, but for others who work in the Wesleyan world in another state).*

Look out for more information on this. As the Lord continues to affirm this path, we will call pre-launch team prayer and information meetings where the needs will be made known, prayed through and filled.

34. *Will there be mission teams in the future from Central Holland who will be able to go to the new campuses and serve short term? What type of teams will be sent? (i.e. medical, building, etc?)*

Yes! Obviously the type of teams sent will be determined by the needs of the various communities (which will be diverse). We see these campuses as a "family of churches." When someone in your family has a need, the family (as it's able) comes together to serve and care for one another. You may serve and care for other families as well, but there will always be a pull towards the family God has placed you in. This will play out in how we expect to care for one another as one family of faith.



35. *I am passionate about missions, especially unreached people groups and the 10/40 window. I don't really know how to get involved with missions at Central on a regular basis. Is there anything that I can do?*

We believe God has called the people of Central Wesleyan Church to be involved in changing our community and the world for His Kingdom. That's why we have combined our local and global ministries so we can do our best to reach more people. As a church, we want to challenge everyone to be involved in changing our city and the world with the love of Christ. On our website is a list of many mission opportunities for people to get involved. Together we can share God's love to a world in need.

Read more at: <http://www.centralwesleyan.org/missions>

36. *How can people of Central (Holland) get involved -- even on the other side of the world for these Central campuses (besides praying/giving). For example, will there be short term mission trips planned? Long term needs?*

Yes, we have a high value for all generations to be involved in short and mid-term trips. Honestly, in the time it took to hire our missions pastor after Pastor George left to work for Hope International, the number of people on trips dropped. Our goal over the next year is to offer far more opportunities for all people to get involved – whatever the skill or experience level. Just this week, for example, Micah, Jason and Craig were involved in a meeting where business leaders were needed to encourage other business leaders in a mission-critical region of the world. But the same is also possible right here in Holland, too. There will be plenty of opportunities for us all to use our skills and knowledge to empower others.

37. *I have a Cambodian neighbor that I can't communicate with due to language. Is there a way/will there be a way to connect with the other campuses remotely?*

Wow, the world on our doorstep! At this point in time there are no plans to connect our campuses remotely in terms of live-streaming, even though technology will be used to communicate. Hopefully, putting this question in print will facilitate a connection of the kind that only God in His wisdom could ordain! Praying for God to connect you. If we ever receive a Cambodian guest from our campus, we will make that known.



WATER'S EDGE VISION

The Next Chapter: Facilities Q and A

FINANCE

1. How much debt will we have if we do this project?

We believe our debt will peak at just over \$4.2 million in February 2018.

2. How long will we be in debt?

Our current assumption is that debt will begin June 2016 and end by May 2020.

3. What is the plan to pay off the debt?

We are planning to promote two, three-year capital challenges; the first three-year capital challenge will be called Stronger, and collections will begin June 1, 2016. We also plan that all interest expenses will be accounted for within the General Budget.

4. How much will it cost to operate the building once it is built?

Our best estimate is \$50,900 annually for all things related to facilities and custodial care. An additional amount will be needed to staff the children's play area, and this cost will depend on a number of variables (e.g. times of operation and ratio of volunteers to staff persons), which are yet to be determined.

5. When will the construction begins will it disrupt Sunday programming?

Currently, we expect construction to begin May 2016 and end November 2017. Yes, there will be some disruptions to Sunday programming, but we will work very hard to minimize disruptions as much as possible.

6. If we do not reach our goal for capital stewardship, will the project still go forward?

Yes. If the congregation votes (on January 24) to proceed with the project, final contracts will be signed shortly thereafter, and the project will be underway. We will not know capital stewardship



commitments until May 22, well after the project has begun. Leadership feels confident in proceeding without commitments in place, because we feel under the direction of the Lord and our trust is in Him and not in capital stewardship commitments. Although the church is highly committed to short-term borrowing from a stewardship standpoint to keep interest rates low, there are other financing options available if we were required to seek longer-term financing arrangements.

7. Are you concerned that we are behind budget and how does that impact decisions related to a building project?

Yes, we are concerned that we're behind budget, as we are whenever the budget falls behind. Even though we are behind budget at this time, the Finance Committee's forecast still predicts we will make budget for the year. If we fail to make the income budget this year, leadership is 100% committed to reducing spending in order to offset any discrepancy. At this point, our General Budget record is not impacting building decisions (except for the fact that we still anticipate a \$100,000 surplus at the end of this fiscal year as a result of under-spending that will be applied to the building project).

8. Will the project begin before we know what the capital stewardship commitments will be?

Yes. If the congregation votes on January 24 to proceed with the project, final contracts will be signed shortly thereafter and the project will be underway. We will not know Capital Stewardship commitments until May 22, well after the project has begun. Leadership feels confident in proceeding without commitments in place, because we feel under the direction of the Lord and our trust is in Him and not capital stewardship commitments.

9. Do you have an outline or a % chart that show how would this money be distributed? What goes where?

If this question refers to a detailed cash flow estimate that includes interest cost, anticipated construction expense and revenue, then yes, we have detailed work completed. Such a chart is simple math except for the variables that have been inserted and leadership has gone over those variables and agreed to them. The variables have been agreed to by the Finance Committee, Deacon Board, Elders and the Global Executive Team.



10. **At the December 6th Water's Edge meeting, it was mentioned there was a 44% return on investment. Is it known, or are there any stats, how many of these people were unchurched and how many switched churches?**

We don't know how many people have switched churches, unfortunately. However, the 44% mentioned referred to a monetary increase in our investment in missions after we built the sanctuary. In the year following the building, giving to mission increased by 44% even though the church was paying off debt. That increase – with a similar percentage - has continued every year since then. The decision to strengthen at home has resulted in us becoming stronger in mission away from home. Our goal and motivation is to ensure that this legacy continues. We are kingdom builders, not Central builders.

LEGAL

11. **Liability regarding play area: The play area proposed Sunday looked like a great place to play but it looked like the proposed area could increase our liability exposure because of all the open area (no netting)? Will it? Will there be someone with the children at all times, even if the mother is in the restroom, or somewhere else? What if a child gets hurt?**

We are very excited about the proposed state-of-the-art play area. It is designed to accommodate more than 100 children while also providing a smaller play structure for the preschool-aged “crawlers.” We take safety and security very seriously. Trained volunteers will monitor the play area during the open play hours, and there will be safety netting and padding where required. This play area will not serve as a daycare or a place for parents to drop off their children to run errands, rather it will serve as a strategic place for parents to connect with other parents while they watch their children inside the play area. This is a parentally supervised play structure.

The mission of the play area staff is not to limit liabilities but for relational ministry to the parents and their children. Central Wesleyan Church has always emphasized safety and security, and will continue to do so in the building of this play area. If a child gets hurt, appropriate actions will be taken. We will have liability wavers, first aid kits, and regular sanitary cleaning of all equipment.

DECISION-MAKING

12. **Why are we adding to our building when it seems like there are a lot of empty seats?**



Our facility is more than our worship space. Our worship space is very large, but other aspects of our facility aren't adequate. Furthermore, a facility is a tool. A facility's purpose, by definition, is to facilitate the work of those who use it. Our facilities are both the hub and the engine of our ministry. They should communicate who we are and what we care about. Our worship space reflects the size of our community, but we believe our church goes way beyond the few hours a week that we worship together. We believe our facility should reflect this truth. Unfortunately, our facility currently gives mixed messages. We say we care about the legacy generation, but longstanding mobility and community issues haven't been resolved. We say we care about the next generation, but our facility says that our best days for this are behind us. The needs we are now planning to address were identified back in 1996. Did you know that guests find it difficult to locate our thriving Middle School Ministry? Since moving to this site in 1975, and through countless expansions and re-tooling, these facilities have served us well. A major part of our ability to meet the challenges that await us is to retool the facility that houses our ministries and springboards us into the world. Only then can we look at those who come after us—those who have yet to sit in the seats we occupy now, and say, "Reach Holland and beyond, again."

13. The two internationals campuses, are they going to vote on this proposal too?

No. They are separate legal entities from Central Wesleyan in the United States.

14. What percentage of the eldership agreed on this project?

The elders were unanimous in their approval for the project, as were the Executive Team and the Board of Administration of the West Michigan District of The Wesleyan Church.

15. Is the internet campus participating in any of Central's activities or responsibilities toward this project?

Yes. We are encouraged by our online campus growth and, as a campus, the Central Online community will be invited to contribute.

16. What happens if the congregation votes no?

Our goal isn't a majority vote. We aren't looking for 51% vote but a massive affirmation from the congregation to keep walking. In this light, the congregation's responsibility is not necessarily to ask for



God's 'yes' but to discern if He is saying, 'Stop!' Sometimes God invites His people to keep walking until He tells them to stop. Discernment in church governance on capital issues is a little like that. As leaders we've gone diligently and patiently through every step. And with every step we get the green light or 'pillar at night' that tells us to keep walking. As leaders, we've done our due diligence and been thoroughly discerning regarding the project, and we sense, on the basis of faith and stewardship, that God keeps moving us forward. Part of the discernment process is for the congregation is to help us determine whether God is telling us to stop. If the congregation discerns that we are indeed to stop, then firstly, we will respect that decision. It won't change what we've sensed God saying, but we will respect it. Second, we will go to the Lord in prayer and to the congregation in humility to determine what comes next.

PLANS

17. What aspects of this building project entails "new" space vs. "renovated" space?

While we are still in the schematic design phase and things could change, the plan right now is approximately 17,750 sq. ft. of renovated space (kitchen, current gym, and the play land adventure area, etc.) along with 22,000 sq. ft. of new construction (NextGen hub & worship space, west lobby, and legacy room, along with the covered drop-off area, etc.).

18. What is the timeline? When will it be finished?

Re-modeling of existing space will begin the summer of 2016, and new construction will begin sometime afterwards. The whole project should be done sometime between November 2017 and March 2018. An exact timeline will be coming soon (once schematic design is finished).

19. When the construction begins, will it disrupt Sunday programming?

While there will always be some disruption during construction, scheduling the majority of the renovation during the summer months would keep impact to a minimum. Temporary access would be available for Sunday's children's ministry. The multipurpose room and kitchen would have little or no access until later in the fall.

20. Are the legacy and NextGen spaces open to more than that particular demographic?



While priority of use will be given to our Legacy and NextGen ministries, we value flexibility and certainly plan to allow other events and groups to use the space. This is consistent with how we currently use our facilities.

STRATEGY

21. In general, I see the value of the proposed remodeling...It would help me to know what the teen programming is & what the vision is. There are programs that reach a lot of kids in one venue. There are others that focus on discipleship & don't need a dedicated large space. At one time, we ran groups in different parts of town divided mostly by school. Please help us to understand what is needed & how that fits with societal trends (or the church's response to trends).

The mission of Central is to amplify hope and life to all, and we will strategically use this space to facilitate opportunities for building meaningful relationships to bring people to a dynamic life in Christ. The Next Generation Center will be the new home to our middle school, high school, and young adult ministries. We will use this building throughout the week in large group worship experiences, small group discipleship, and community building. All three ministries using this space focus on three things: growing in a relationship with Christ, living in community with peers, and being on mission in the community. This space will advance and enhance our mission to reach more students for Christ.

To address the social trends of today and the future, this easily accessible building has: a designated worship area, group meeting space, and community activity space to maximize ministry programming. We are confident this building will create a buzz in our community, and will provide us with a tool to enhance our mission and programming. Our Middle School Ministry will utilize this building on Sunday mornings and Wednesday nights. Our High School Ministry will utilize this building on Sunday nights and throughout the week for small groups. Our Young Adult Ministry will use this space on Monday nights and Thursday nights for their service and community groups. Throughout the year we will host special Next Gen events on weekends for outreach and ministry building. This space will be strategic in ministry fruitfulness and we are confident it will increase and sustain ministry growth.

For the trends in society, we'd refer you to Pastor Craig's presentation on May 3, 2015 and December 6, 2015. In those messages, he talked in broad terms of the societal trends that we are facing. Namely, cultural Christianity is dying, the organized church appears irrelevant and Christians are too detached/



distanced from those that need Jesus. The critical challenge we face is to bring people in to Central without exhausting all of the time and energy of our congregation to do so. We must move away from programming inside and become more proactive as the body of Christ outside. Relationships are the tool to effective ministry and we will transition our facility to create meaningful spaces for people of all ages to relate in ways that go beyond the few hours on a Sunday.

- 22. How do we need to change programming to meet the needs of our community? I am a big supporter of seeing us be the church in the community & not expecting everyone to come to us. I love that so many people are on boards, volunteering in parachurch & civic groups & caring for their neighbors. I've often thought of what an impact it would have if we could match the time & passion put into something like a Christmas production & each intentionally reach out in our circles of influence & beyond. What's happening with supporting families who purposely live in some of Holland's less desirable neighborhoods?**

We agree! Our church needs to balance the continuum of attractional programming (whether that be weekend experiences, holiday events, or community programming hosted at our facility) with missional endeavors in our neighborhood, region and around the world. Our goal is to make sure that everything we do on-campus and off maintains a high standard of stewardship, excellence and, above all, is centered on helping people get to know Jesus better.

Our Missions team (which includes our local work) actively partners with community and parachurch organizations, as well as other area churches, to provide pathways for Central to meet the needs of our community, both through service as well as financial support. We partner with Holland Public Schools' Jefferson School through KidsHope and Hand2Hand, in an effort to build intentional relationships with students, their families and the school staff. Central also actively engages with our local neighborhood through our Half Mile ministry. Our team regularly meets with people in the Central family who are looking to make intentional choices with their time, finances and neighborhoods.

Moving forward, we are evaluating new opportunities with our local team that synchronize focus with the AMPED mission strategy.

- 23. Especially as we remodel, we need to see that the church is the people of God, not a building. I like the idea of our facility being a main campus, not the only place that members of Central meet. I want to see small groups strengthened not just for today, but for the possible day that**



house churches are the norm in this country. I'd like to see us explore smaller satellites for people who would relate better in a different venue or who can't attend on Sunday mornings.

That is understandable. Moving forward we do see a time when some of the people reached for Christ will not, for various reasons, be able to attend on a Sunday morning. We need to ensure that church life moves beyond the few hours on a Sunday morning. Of course, all such decisions need to be prayed through and worked out. In embracing the multi-site reality, we will need time to evaluate the new opportunities that are now presented to us. You mentioned a number of those.

24. Even if we build the coolest venue, does the 20's age group still want to come to a "church"? Even though it might not be possible, would purchasing a downtown Holland building, for example, be better? Like, they get their coffee, and head next door.

The skepticism you express is more than understandable. Remember, church is the people not a building. A building is a tool. Well-designed tools help accomplish a task. Also, while we are building a space that will serve the college and young adult community, the space we are creating is not exclusively for this demographic. A recent survey revealed more than two-thirds of college aged students leave the church after they graduate from high school. We believe there is one dominant reason for this: it has become difficult for students age 18-26 to find a place in the church where they feel like they belong and can contribute. By creating a strategic area of the church that caters specifically to the needs of emerging generations, we are putting the microscope on these issues that have plagued the 21st century church.

25. It seems some of the marketing has been just "Central ...". Are we moving away from the Wesleyan denomination or downplaying it? What about "Central Wes"?

We have been and will continue to be a flagship church of the Wesleyan denomination. However, as we continue to further our campus strategy we believe that a strategic church name without a specific denomination affiliation will best serve our vision for expansion and reaching people who are un-churched or de-churched both at home and away.



PERSONAL

26. How do I get involved more than just giving money?

First, we'd love for you to pray. Pray for God's wisdom and guidance for each step of the project, for the safety of all construction workers, for the potential impact of our ministry. Second, you might consider a way to serve. Eventually, we expect there to be expanding opportunities to visit other campuses and serve. And you could help us even now to create a warm and welcoming experience for families and guests by serving in Guest Services or Kids Ministry! Then there are small group leadership opportunities, and local and global mission opportunities. There are so many internal opportunities to serve but it honestly doesn't end there. So third, we'd love you to consider how you can partner with your small group and love on your neighbors who don't know Jesus. How can you get involved in expanding the kingdom of God by extending His rule and reign in your world, right now? As you discover these ways, invite people into a non-threatening Christian environment and be an active agent for introducing people to Jesus. That's involvement too! Bottom line: we need you and the kingdom needs you!

27. What does this mean for me and for my family?

For all stakeholders in the Central vision, the plans we have will be accompanied by a challenge to consider increasing your giving over the next three years. If you have younger children, they will likely be direct beneficiaries of much of the new spaces being built here. So will your kid's friends. The plans we have will impact and benefit every generation. So, in every case this is an opportunity to do what our church has always done: to trust God with our finances and join others to make investments in His Kingdom. Your family will be joining a long history of other households who answered Gods call through the years to do the same thing, both here in Holland and around the world.



28. I like the plans and the vision, but believe we should save the money for the vision and not go into debt. I think that debt is wrong. The use of debt is not what is taught via Financial Peace University (Dave Ramsey) and is not scripturally sound.

Is debt for a building wrong?

Here is the issue: How do we interpret the New Testament silence on church borrowing? Some, including Ramsey, say the silence means no.¹ Others, including Central, disagree. We believe that the silence of the New Testament challenges us to put the principles that relate to a Christian personally in to practice for the church collectively. So, is it wrong for a Christian to borrow money to purchase or renovate a home? No. Ramsey's advice on 'mortgage debt' is pay cash when you can. He's reluctant on second mortgages for renovation (an understatement!) but Central does not have one. Ramsey has advice on what modifications make sense² and lays down specific directives for when people take on a mortgage.³ He outlines five directives for a church:

- i. Trust God completely
- ii. Save money consistently
- iii. Recognize God's ownership
- iv. Embrace its God-given mission
- v. Commit to lifelong generosity

Ramsey decries churches that pass off their debt to another generation⁴ and we couldn't agree more! It has never been Central's intention to pass the debt burden on to others but to repay what is borrowed quickly all the while following the directives above. Central is comfortable borrowing⁵ because we practice corporately what ministries like FPU challenge us to model personally. So, yes there is a subtle difference on application of the silence of New Testament regarding church borrowing. We do not believe it wrong to borrow for our church home and in borrowing we will continue to follow the five directives above.

Should we save the money first and not borrow?

This is a question we explored thoroughly in our planning process. Three observations led us to conclude that saving for the project wasn't the wise thing to do:

1. It is tough to motivate a congregation to raise money when the church is only saving up in the bank for a future project, especially in an environment where interest earned is only 1/3 of the inflation rate. In fact, when it comes to raising money this approach is among the most difficult methods to do. It is frequently unsuccessful in keeping people motivated because of the long delay in seen vision results.

¹ See the final question at the bottom of this page: <http://www.daveramsey.com/momentum/faq/> Ramsey views the silence as a prohibition. As far as hermeneutics is concerned, interpreting silence as a general prohibition is questionable.

² For example, <https://www.daveramsey.com/blog/home-improvements-you-shouldnt-make> or <http://www.daveramsey.com/blog/which-renovations-add-value-to-your-home/> amongst others.

³ See <https://www.daveramsey.com/blog/the-truth-about-real-estate/>

⁴ See <http://www.daveramsey.com/momentum/faq/>

⁵ We draw a slight distinction between borrowing and debt (see Psalm 37:21; Rom. 13:8). Crown Financial Ministries, an interdenominational evangelical ministry, defines debt as follows in their article, "Debt and Credit" (page 1): *"Most simply put, a debt is something that is owed. The Bible does not prohibit a person from borrowing, but it does warn against surety: assuming a debt without an absolutely sure way of repayment. Therefore, debt is "a condition that exists when a loan commitment is not met or inadequate collateral is pledged to unconditionally satisfy a loan agreement."*



2. Based on historical modeling it would take at least seven years to save the money in advance of this project. Costs associated with buildings are raising rather quickly and at this time we would need to save considerably more than the current project cost estimates.
3. We can't afford to wait a decade to meet our ministry needs. After raising the money, clarifying the design process, following the decision-making mechanisms a decade would have elapsed. That is simply too long and jeopardizes our ministry. Larry Osborne, Pastor of North Coast Church in California, warns against a rigid borrowing strategy in the face of an obvious ministry need. He writes:

"I've found that rigid rules and policies against debt are usually far more harmful than helpful. They're neither prudent nor biblical. They're simply idealistic. And though usually well-intended, they are far more likely to bring a growing ministry to a screeching halt than to bring it to new levels of faith and trust in God's provision.

I watched one large and land-locked church in the Northeast with a rigid cash-only policy spend a decade trying to raise enough money to build a much needed parking structure. While they waited for all the money to come in, their parking remained woefully inadequate. Not surprisingly, attendance plateaued.

Within a few years, the plateau turned into a decline. The congregation shrunk back to a size that perfectly fit its parking capacity. That in turn led to cut backs in staffing and programming, which led to the loss of even more people. It was a slow death spiral for what had once been a high flying church. Yet, ironically, as the church's attendance nose-dived, the parking fund continued to grow. It eventually reached millions of dollars. But it still wasn't enough to fully fund the new parking garage. So the church ended up with a large stash of cash, but no money for ministry."⁶

The story illustrates both our first and third observations. It is tough to pay for a project this way. We have ministry needs that must be addressed. We have no debt outstanding, an excellent stewardship strategy, a sinking fund for all ongoing facility expenses (including the parking lot!), a safety net in a worst case scenario and a plan that sees peak debt only reach 66% of 2014-15 income and repaid in four years if the congregation walks with us in faith.

We believe our plan is not only faithful to Scripture but demonstrates wise stewardship of both our vision and resources.

⁶ <http://larryosbornelive.com/should-a-church-have-a-mortgage/>