



LAUNCH STRONG

A PLANNING GUIDE FOR BECOMING A MULTIPLYING CHURCH



BRETT ANDREWS
DALE SPAULDING

FOREWORD BY TODD WILSON
ILLUSTRATED BY LEO NAPPER

Launch Strong

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**A Planning Guide for Becoming
a Multiplying Church**

**Brett Andrews
Dale Spaulding**

**Foreword by
Todd Wilson**

Launch Strong: A Planning Guide for Becoming a Multiplying Church

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A promotional poster for the Exponential 2017 event. The background is a dark, starry night sky with blue and white clouds. In the center, a stage is lit up with blue and white lights, and a large audience is visible in the foreground. The text is overlaid on this background.

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Special Thanks

*“But thanks be to God! He gives us the victory through our Lord Jesus Christ.”
(1 Corinthians 15:57)*

We want to thank Todd Wilson and Dave Ferguson for developing a church multiplication framework and providing the roadmap for movement in the *Becoming a Level Five Multiplying Church Field Guide*. Todd and Dave’s work was a driving factor for this book’s goal to provide a follow-on resource on planning to support the multiplication process.

A very special thanks to Pat Furgerson for his steadfast dedication and devotion to New Life Christian Church and Passion for Planting. Pat was there at our beginning and has faithfully served the church and church planters throughout the years. His positive influence continues today in his service as Executive Minister of New Life and Executive Director of Passion for Planting.

We appreciate the creative minds of Ben Osterhaus (brandarmy.org) and Leo Napper (leonapperart.com) who supported our efforts in developing this book. Ben designed the book cover and is a valued partner of New Life Christian Church and Passion for Planting. Leo helped convey our ideas and messages with his illustrations throughout the book.

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Finally, and most importantly, we'd like to thank our wives. Brett's wife Laura and Dale's wife Nancy, for their unwavering love, encouragement and inspiration.

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Foreword

When Dave Ferguson and I wrote the book *Becoming a Level Five Multiplying Church Field Guide*, our dream was to see the needle on church multiplication move from less than 4 percent of churches to greater than 10 percent reproducing. Our goal was to identify, in the simplest terms, the characteristics of five levels of multiplication. We sought to help churches develop a clear and tangible picture of what a culture of multiplication could look like.

To that end, we developed a FREE online tool for any church to use to measure their current level of multiplication. The Becoming Level 5 Assessment is available at <http://church-multiplication.com/>. With results in hand, churches are then ready to dream about their future in multiplication.

But how do you transition from a dream to reality? Is there a clear next step on this journey? We are now working with numerous national leaders and ministries to create resources that help churches move from their current level of multiplication to a greater level.

Enter Brett Andrews, senior minister of New Life Christian Church, and Dale Spaulding, director of Passion for Planting.

In *Launch Strong: A Planning Guide for Becoming a Multiplying Church*, Brett and Dale have delivered a great follow-up resource to *Becoming a Level 5*

Multiplying Church Field Guide. Drawing from their experience, they have provided clear next steps for new churches.

In the first chapter, Brett and Dale clear the air and put to rest the false idea that planning isn't biblical. In subsequent chapters, they walk through a six-step planning process to help us think through the foundational components of planning. These leaders have done a great job combining theory and biblical truths with an interesting/fun dialogue to keep us engaged. Each chapter concludes with real-world practical tips for putting the principles into practice.

If you're leading a church that desires to become a multiplying church, I encourage you to develop a Church Multiplication Plan. If you're a church planter, an important "must have" is your Launch Plan. And the good news is that Brett and Dale have given you a great head start by providing a template for each of these plans in the book's appendices. Take advantage of these resources—sure beats starting with a blank piece of paper!

I appreciate what Brett and Dale have done in this book to help us better understand the planning process and to aid us in developing plans to meet our church multiplication goals.

Todd Wilson
Director, Exponential

Chapter 1

Setting the Stage

“The heart of man plans his way, but the Lord establishes his steps.” (Proverbs 16:9)

Godly leaders are driven by a bold humility. Like the Bible hero Caleb, leaders led by God see the most challenging region in the Promised Land and say, “Give me the hill country.” That’s bold. Yet, like Moses, when God calls, they humbly say, “Who? Me?” Like Nehemiah, they carry an overwhelming burden to finish the work that no one else has been able to finish. Yet they know that if God doesn’t lead and provide every step of the way, the task before them is practically impossible.

Anyone burdened to lead a multiplying church can easily identify with God’s bold, yet humble, leaders of old. Your heart beats fast when God says, “Take that mountain,” and your legs tremble at the enormity of the task at hand.

“How do you eat an elephant?” the old sage asks. “One bite at a time.”

In their book, *Becoming a Level Five Multiplying Church Field Guide*,” Exponential leaders Todd Wilson and Dave Ferguson lay out a framework for radical church multiplication. For many of us, eating the elephant feels overwhelming. Naturally, questions begin to surface:

- How do we get to there from here?
- What does “there” look like?
- How do we begin?

- What are the next steps?

In other words, how do we break down the elephant into bite-sized pieces?

A logical starting point is to develop a plan. In this book, we introduce a six-step planning process for leading a multiplying church. This process can be used for both a Church Multiplication Plan, as well as a Launch Plan for a new church plant.

The Tension of Planning

First question: Is planning biblical? No one really questions it is. Noah planned the ark. Moses wrote many plans. David planned when he grabbed five stones. Solomon planned the temple in detail. Paul planned (for example, traveling in teams and planting where no one else had planted). And no one was more strategic than Jesus.

Clearly, planning is biblical. The deeper struggle asks: Is planning *spiritual*? In my (Brett) first year of preaching class, each of us preached sermons in class. One day after one older student preached, our professor asked him how much time he had spent preparing his message. Quite confidently, he responded, "I try not to over prepare. When I prepare too much, I feel like I quench the work of the Spirit."

That is the peril of preparation. No one would argue that all preparation is unspiritual. But, where is the line between trusting in God and trusting in your plan? What does spiritual preparation look like?

My preaching professor was not impressed with my cohort's answer. After an awkward pause, our professor looked at the rest of us and said, "I don't believe the Holy Spirit is more active because I am unprepared. I have discovered that God uses humble preparation much more than impulsiveness and lack of preparation." Dang!

Yet, the tension exists. Noah wrote a plan, but it was God's plan. Joshua worked a plan, but he was utterly dependent on God's daily leadership—not the plan itself. Paul pursued a strategy, but God gave the growth and got the glory.

Motivations or rationales are the crux. When we over plan because we don't trust God, that's when the danger comes into play. We become overconfident and like Joshua attack Ai without God's power. Because knowledge puffs up, pride whispers, "Not by God's might, not by God's power, but by my planning." I'm (Brett) not exaggerating when I say the greatest danger of church planting in the 21st century is not ignorance, but rather the reality that all our knowledge creates a fertile environment for the flesh to flourish.

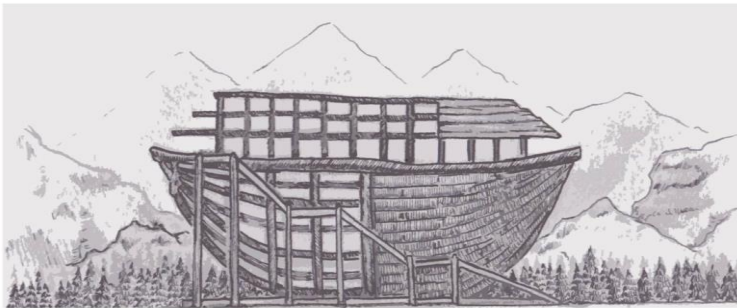
The great missionary to China, Hudson Taylor, captured the attitude we seek when he taught, "The Lord's work done in the Lord's way will never fail to have the Lord's provision." Want a classic example of what it looks like to balance doing the Lord's work in the Lord's way in the Lord's power? Consider some of God's greatest builders.

Noah and the Ark

"I have determined to make an end of all flesh, for the earth is filled with violence through them. Behold, I will

destroy them with the earth. Make yourself an ark of gopher wood” (Gen. 6: 13-14a).

God’s words to Noah likely raised the same questions we would ask if we were told to make an ark: God, what’s Your role? What is my role? Where do I begin? What does the end look like? Yes, Noah was dealing with planning tension. So what happened next after God commissioned Noah? He gave him a plan!



“Make rooms in the ark, and cover it inside and out with pitch. This is how you are to make it: the length of the ark 300 cubits, its breadth 50 cubits, and its height 30 cubits. Make a roof for the ark, and finish it to a cubit above, and set the door of the ark in its side. Make it with lower, second, and third decks” (Gen. 6: 14b-16).

*“Always plan ahead. It wasn’t raining
when Noah built the ark.”*

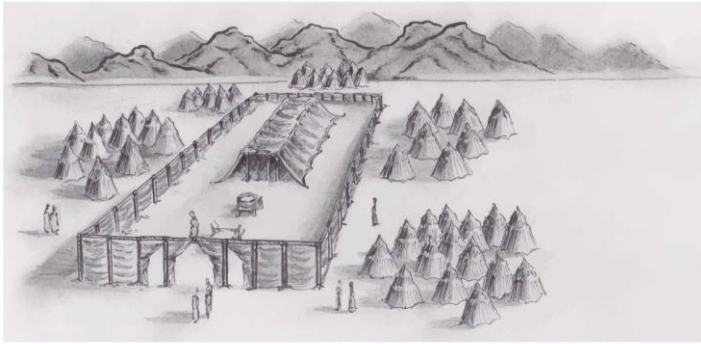
--20th century Cardinal Richard Cushing,

Moses and the Tabernacle

“And let them make me a sanctuary, that I may dwell in their midst. Exactly as I show you concerning the pattern of

the tabernacle, and of all its furniture, so you shall make it”
(Exodus 25:8-9).

Like Noah, Moses may have felt the planning tension as well. Then God proceeded in eloquent detail to lay out the plan for the Tabernacle.



Joshua and the Promised Land

Joshua leading the Israelites into the Promised Land to take Jericho offers a strong picture of doing the Lord’s work in the Lord’s way. Joshua sought God and followed His direction, and the Lord’s provision was with him: *“So the Lord was with Joshua, and his fame was in all the land”* (Josh. 6:27). Jericho was an old city, a big city. Taking Jericho was like taking down the 1927 Yankees. But, with God’s power and leading, Jericho went down.

Ai, on the other hand, was a Little League team. After taking down the Yankees, Israel felt no fear facing Ai. The end of Joshua 7:1 and the beginning of Joshua 7:2 indicates a huge omission.

Joshua 7:1 ends, *“And the anger of the Lord burned against the people of Israel.”* Joshua 7:2 begins, *“Joshua sent men from Jericho to Ai.”*

The omission? Prayer. Daily dependence on God.

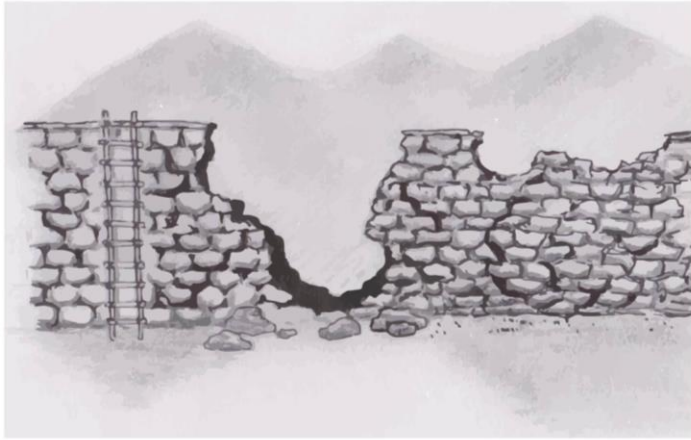
According to family legend, my (Brett) grandfather struck out Babe Ruth. Yes, it was an exhibition game. Yes, it was during World War II after Ruth had retired. But still, my grandfather passed down his boast to the younger generation. What happened at Ruth’s next at bat in the same game? The Babe reminded my grandfather why he was the greatest hitter of all time. Home run.

After bringing down Jericho, inflated self-confidence set up Joshua and Israel to fail in their next challenge. Only after much prayer and purging of sin and repentance were the people of Israel ready to face Ai in God’s power.

Nehemiah and the Wall

Like Noah, Nehemiah faced an apparent insurmountable task. When Nehemiah saw the walls of his beloved Jerusalem razed to the ground, he wept. Although his call exceeded his personal capacity, and although all attempts to rebuild the city had failed for 140 years, Nehemiah says, *“So I went to Jerusalem and was there three days. Then I arose in the night, I and a few men with me. And I told no one what my God had put into my heart to do for Jerusalem. There was no animal with me but the one on which I rode. I went out by night by the Valley Gate to the Dragon Spring and to the Dung Gate, and I inspected the walls of Jerusalem that were broken down and its gates that had been destroyed by fire”* (Neh. 2:11-13).

Nehemiah chapter 3 then outlines the plan for rebuilding the walls. Various families took responsibility for manageable parts of the renovation, and the entire work was completed in just 52 days!



Conclusion → Planning Is Biblical

God builds His church. Jesus said it (Matt. 16:18). We can absolutely rely on that truth.

God's greatest leaders planned, which means that what makes planning spiritual or unspiritual is not planning, per se. Instead, it's the attitude of the planner and the spirit in which the plan is executed. Like Noah, are you seeking God for the plan? Like Moses, are you depending on God's power to bring the plan to reality? Like Joshua, are you learning to seek God in every challenge—big or small? Like Nehemiah, are you motivated by God's glory when your wall is complete?

“Not by might nor by power, but by my Spirit,” says the Lord Almighty” (Zech. 4:6).

With this key tension in mind, determine to become a Godly planner. Don't see the church as *your* church; it's God's church. Don't look at the plans as *your* plans; seek God's plans. Whether you're working with a Church Multiplication Plan or a Launch Plan for a new church, these plans are intended to align your will (and your team) to God's will. The goal of planning is to keep your eyes focused on God's vision to enable you to do His work in His way for His glory.

I (Brett) once showed our church building plans to an experienced building developer. They were bold, detailed and in vivid colors. Since he was also a good friend, his response was classic, “Well, now we know one picture of what the building *isn't* going to be.” He wasn't being cynical. He was sharing his years of experience and was trying to tell me that the plan is important because it clarifies the vision. It gets you started down the road in a clear direction. However, Proverbs 19:21 is still true: *“Many are the plans in the mind of a man, but it is the purpose of the Lord that will stand.”*

The process of writing a Church Multiplication Plan or a Launch Plan for a new church helps you refine the vision and learn to communicate it more effectively. For honest feedback on your plans, ask trusted church planting practitioners to review them. And then to gain consensus, ask your team to review them. Feedback improves the plan, clarifies God's leading, solidifies actions and develops healthy expectations. Plus, it can save you countless hours of unnecessary problems and headaches. Perhaps that's

why General Dwight Eisenhower, the leader of the D-Day invasion, said, “Plans are nothing. Planning is everything.”

The Launch Plan for a new church has multiple purposes. First, the Launch Plan clarifies your vision for opening day and establishes momentum for the critical first year.

A quality Launch Plan is also necessary to recruit launch team members. Leadership expert John Maxwell says, “People follow worthy leaders who promote worthwhile causes.” Launch team members are asked to sacrifice a significant amount of their time, treasure and talents. The bolder the church planter’s vision, the clearer the plan must be. A shallow plan creates vision-confusion, sideways energy and rabbit chasing that inevitably frustrate a team, hinder the cause, and demotivate strong leaders. However, a compelling, clearly written plan helps the team focus limited resources on the most effective tasks, resulting in increased morale for the team and credibility for the team leader.

You also need the Launch Plan for effective fundraising. The No. 1 reason new businesses fail is lack of starting capital. Generally, the same principle applies to new churches. Strongly funded churches generally have the strongest starts. However, the underlying cause of funding problems is always vision problems. A well-developed Launch Plan tells the story of the planter’s God-given future and compels supporters to financially join the team, making the future a reality.

The Six-Step Planning Process

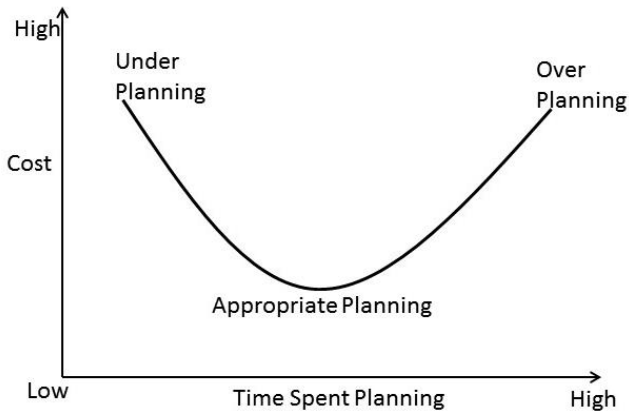
In the upcoming chapters, we'll introduce our Six-Step Planning Process. Following an explanation of each step, we apply these methods to both a church multiplication strategy and launch planning for a new church plant. The culmination of this Six-Step Planning Process is the Church Multiplication Plan and the Launch Plan for a new church. These plans will serve as the foundation for your church multiplication efforts. At the end of each chapter, we offer sample content for these plans and in the appendices you'll find a related template to adapt for your own needs and context.

The Six-Step Planning Process includes:

- STEP 1: Start with the end in mind.
- STEP 2: Develop strategies.
- STEP 3: Group and sequence tasks.
- STEP 4: Schedule tasks.
- STEP 5: Budget tasks.
- STEP 6: Assign tasks.

Before moving forward, we want to be clear about the planning continuum. See the diagram below. A healthy planning perspective falls somewhere between two extremes of over planning and under planning. Note where the appropriate level of planning is in relation to cost. On the left side, you have under planning resulting in high costs due to too many mistakes and too much sideways energy. On the right side is over planning, which also results in high costs due to labor and missed opportunities due to too much time spent on planning and not enough time actually accomplishing Kingdom work.

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On the left side, we reflect on Jesus' words in Luke 14: A builder must prepare before building. Before going into battle, a general must assess the situation. Being Jesus' disciple means assessing the challenge and counting the cost. On the right side, we reflect on Jesus' warning in Matt. 6:25ff that worry reflects the pagan heart, not the trusting soul.

Which side of the spectrum is your natural default?
If you tend to under plan, what next steps will move you toward healthy planning?

If you tend to over plan, what commitments can you narrow down (for a target of three) to make you a better planner?

Chapter 2

Start With the End

“For still the vision awaits its appointed time; it hastens to the end—it will not lie. If it seems slow, wait for it; it will surely come; it will not delay.” (Habakkuk 2:3)

The Six-Step Planning Process begins with defining a preferable picture of the future. In his seminal work, *Seven Habits of Highly Effective People*, author Stephen Covey writes, *“To begin with the end in mind means to start with a clear understanding of your destination. It means to know where you’re going so that you better understand where you are now and so that the steps you take are always in the right direction.”*



Think Right to Left

Right to left thinking goes against how we traditionally learn. We read from left to right. We write from left to

right. So, when it comes to planning, most people follow the same logic, starting with the present and then adding tasks to the plan until they think they're "done." But if we follow this pattern, "done" doesn't really define the reality of "done."

Let me (Brett) explain. As I write, the Washington, D.C. area where we live is getting the snow pounding of the year. Weather forecasters are promising 20 to 30 inches in the next 24 hours. To keep ahead of the snow, we shovel every hour or so. Fortunately, I have three strong sons, eager to share the snow removal burden (okay, more strong than eager). For me, "done" means to clear the patio, the sidewalk, the cars and the driveway, and then to aid our needy neighbors. But for my boys, "done" means to clear a path just wide enough to walk through if you turn sideways and suck in your stomach. The difference is in our definitions of "done." One measure of maturity is developing a deeper definition of "done." Growing up, my dad's vision of "done" was more thorough, detailed and complete than mine. So it is with my boys today.

In my (Dale) previous life as a software quality engineer at Boeing, we knew that to be effective we must have a comprehensive understanding of the definition of "done." One of the principles we followed states that in very simple terms "done means done." Traditional software development engineers considered the product "done" when their part was finished. But the software hadn't been independently tested and wasn't yet accepted by the customer. So their definition of "done" actually meant the software was just coded, not ready to be used. A far cry from our definition and the "end product."

And so it is with becoming a multiplying church. We need to start with a clear picture of “the end” to develop the best plan to get there.

Armed with a clear view of the end in mind; a clear definition of “done”; and a right-to-left planning perspective, we can truly begin to plan effectively. This thought process is similar to building a new home. What is the first question a general contractor asks a potential homebuyer? “What kind of home do you want?” The potential buyer doesn’t hesitate to describe in detail his desired home. Equipped with a clear picture of the end product, the contractor can then begin the planning process.

Once you have a clear picture of the end, you can begin the planning process, working right to left (starting with the end and working backwards). And as we plan from right to left, we’ll work through those six steps of planning we introduced in Chapter 1:

- STEP 1: Start with the end in mind.
- STEP 2: Develop strategies.
- STEP 3: Group and sequence tasks.
- STEP 4: Schedule tasks.
- STEP 5: Budget tasks.
- STEP 6: Assign tasks.

One final caution of using traditional left-to-right planning: It’s likely that at some point, the team will conclude they simply can’t get everything done. When panic sets in, they will campaign to get back on track by changing the end date or by eliminating tasks. Make no mistake. These

potential changes or adjustments will converge at a church-changing crossroads. How will you respond?

The “End” Picture of the Multiplying Church

Can you imagine a day when lead pastors no longer greet each other, saying, “So, what are you runnin’ these days?” but instead, “How are your new church plants doing? Isn’t it great to have granddaughter churches birthing new churches?” We long for the day when leaders will no longer judge their “success” simply by butts in seats on Sunday. We look forward to the time when leaders are using a new scorecard, focusing on healthy new churches starting healthy new churches. On that day, seminary students will be less ambitious for planting one big tree and more ambitious for growing big orchards. On that day, we will value the impact of the sending church of 200 over the big building of the hoarding church of 2,000. While the latter church grows a large, impressive tree, over two decades the sending church of 200 will make 10 or 20 times greater eternal impact through the dozens of new churches she sacrificed herself to start.

This is the church planting principle Jesus practiced: *“For you know the grace of our Lord Jesus Christ, that though He was rich, yet for your sakes He became poor, that you through His poverty might become rich”* (2 Cor. 8:9). Can you imagine a world where existing churches empty themselves and, like Jesus, became poor so that other churches, new churches, and lost people can be enriched?



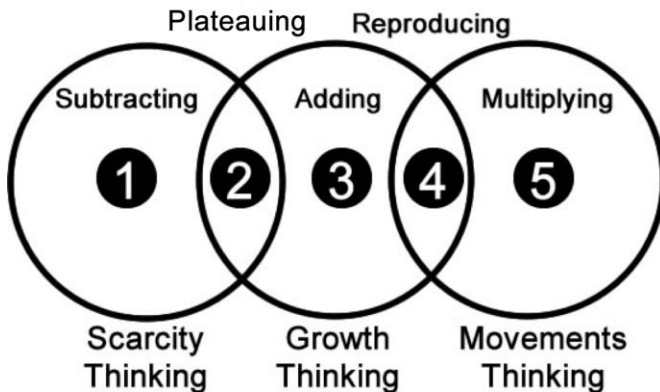
Six-Step Planning Process

STEP 1: Start With the End in Mind

Church Multiplication: End in Mind

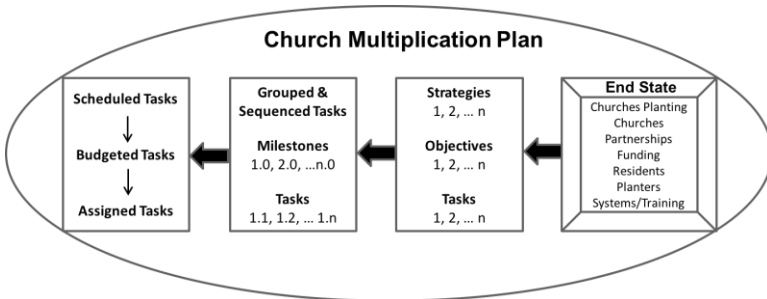
The graphic below shows the five levels of church multiplication identified in the *Becoming a Level Five Multiplying Church Field Guide*. To become a Level 4 or 5 multiplying church, scarcity thinking needs to shift to growth thinking that ultimately leads to movements thinking.

Levels 1, 2, 3, 4 and 5



What does the “end” look like for a church that wants to become a multiplying church? Look at the Church

Multiplication Plan below. The End State is a church that plants churches that plants churches. The end is an alignment of partnerships, funding, residents, planters, systems and training into a plan featuring the actions needed to achieve that end goal.



New Church Plant: End in Mind

An old axiom among entrepreneurs says that most leaders overestimate what they can accomplish in one year, but underestimate what they can accomplish in 10. A strong Launch Plan begins with a clear image of what the new church will look like in the future. Dream about 10 years from launch. Gain more focus as you envision the church's first anniversary and then be ruthlessly specific about opening day. For example, will the new church have one service or two? One full-time staff person or several? Will we meet in a school or permanent facility? Will we have a coffeehouse band or a "loud enough to raise Lazarus" band? Will we start with a full children's program or a nursery only?

Put yourself in the shoes of first-time guests, envisioning their experience from the time they drive into the parking lot until the time they leave. Make a detailed list that will

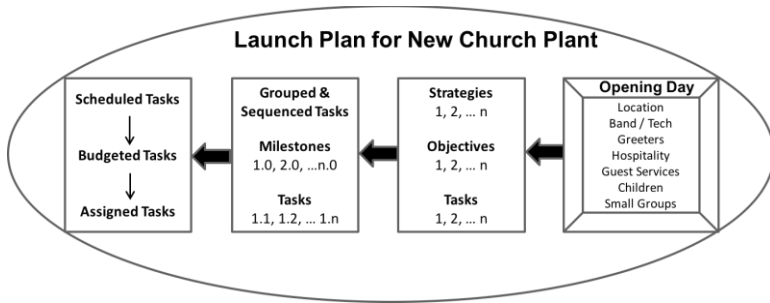
help define your guest experience on opening day. How will you create anticipation before guests ever pull into your parking lot? What do you want them to see and feel as they get out of their car? What are their fears? What are their expectations? What confuses them? What do you want them to see, smell and feel? What will make them say, “Wow!”?

As the day draws near, this picture will evolve and be refined, but it will serve as a helpful map to guide your way. Once you have a clear picture of this end (opening day), you can begin the planning process working “right to left” and formulate the Launch Plan using strategies and tasks we will discuss in upcoming chapters.

Every sailor knows the futility of sailing upwind without a centerboard (or a fixed keel). The wind may be strong enough to make good time. The finish line may be clearly visible and attainable. But without a centerboard, your boat will simply drift sideways until you land someplace where you never intended to go. A church planter who has vision but not a plan is like a sailor who sees the upwind finish line but has no centerboard to keep him from drifting.

Church planting begins with a clear vision of the finish line. Right-to-left planning (with a clear end in mind) keeps the church planter from drifting, from being pushed off course by the erratic winds of problems, challenges and emotions. Planning keeps us moving toward the win, the God-inspired vision of a healthy opening day.

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Chapter 3

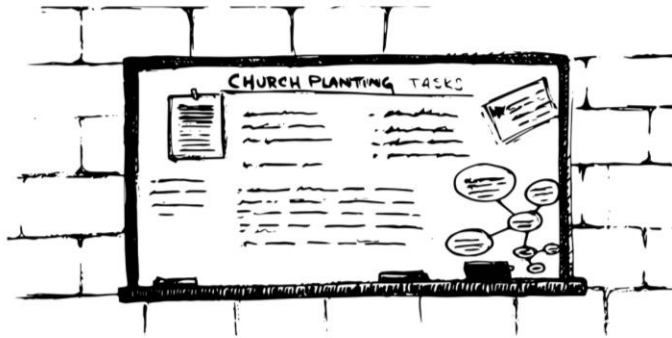
Thinking Strategically

*“The plans of the diligent lead surely to abundance, but everyone who is hasty comes only to poverty.”
(Proverbs 21:5)*

Imagine that you’re a new baseball coach entrusted with leading a varsity team—talented enough to compete for the league championship. How will you lead them to turn potential into reality?

As much as we love to talk about having a clear vision, the reality is that every team you play will have the same vision: Win all of our games and take the championship. Often, the difference between achieving and failing is a winning strategy that transforms vision, values, priorities and plans into daily actions and measurable results.

We like what Peter Drucker, the father of modern management, says: *“Plans are only good intentions unless they immediately degenerate into hard work.”* The purpose of strategic thinking is always tactical plans that result in purposeful, results-producing daily action.



In church planting, this means first identifying critical, non-negotiable areas that must be done well. Failure to do well in any of these areas jeopardizes the vision. If the vision is a church that multiplies church plants, the non-negotiables might look like this: recruit a prayer team; over-communicate a compelling vision; develop healthy teams; create excellent/reproducible systems; discover and train lead planters; establish a strong financial/fundraising base; and nurture business/community partnerships.

The next step involves developing a written *strategy* for each of these non-negotiables. The goal is clarity that leads to action. Drucker says, *“The problem in my life and other people’s lives is not the absence of knowing what to do but the absence of doing it.”* Want clarity? Write it down (one to three sentences) in a purpose statement for each area. To clarify the focus of each area, tie its purpose to the broader church vision/mission. For example, the purpose of the new church plant marketing strategy is “to break down barriers with the unchurched; to build positive name recognition in the community; and to create

opportunities for people in your church to start conversations with their unreached friends.”

“Strategy is about making choices, trade-offs; it’s about deliberately choosing to be different.”

--Harvard Business School
economic strategist Michael Porter

After defining a clear purpose, identify three to five key objectives (goals) that will help you fulfill that purpose. Pastor and author Robert Lewis’ watershed work, *The Church of Irresistible Influence*, inspired many church leaders to say, “Let’s become a church that our community would miss if we ceased to exist.” Knowing *what* to do was not the challenge. Rather, turning purpose into clear, daily objectives and actions presented the tension. So, for instance, a leader of a new church might write, “Marketing: Objective 1- Each household within a three-mile radius of our location will receive at least eight positive touches from our church before launch day.”

After defining three to five key objectives, identify specific tasks for each objective. One task may be to generate an exhaustive list of potential marketing tools (fliers, direct mail cards, Google ads, etc.). Another task may be to prioritize the list of marketing ideas. Most objectives will have at least three tasks, with many having five or more. In fact, an experienced planner is not shocked when three tasks expand to five, six or 10 tasks.

Then repeat this process, which ultimately will result in a set of strategies—each having (1) one purpose; (2) three to five objectives (goals); and (3) three to five tasks per objective.

When setting objectives or goals, ensure they are S.M.A.R.T. goals:

- **Specific:** Is the goal specific enough to provide clarity?
- **Measurable:** Is there a clear way to measure the goal?
- **Achievable:** Is the goal truly attainable?
- **Relevant:** Is the goal aligned to our purpose?
- **Timely:** Is there a timeline associated with the goal?



Six Step Planning Process

STEP 2: Develop Strategies

Church Multiplication: Strategies

Below, we've formed sample strategies from the behaviors and practices outlined in *Becoming a Level Five Multiplying Church*. We expanded one of the strategies (Planter Pipeline) to include the objectives (goals) and tasks we define in this chapter.

- *Multiplication Culture Strategy:* The multiplying church will inspire, encourage and challenge church members to participate in church planting and will value building bigger orchards over building one big tree.
- *Planter Pipeline Strategy:* The multiplying church will form a continuous pipeline of church planters to plant churches that plant churches.
 - **Objectives:**
 1. Identify and train one church planter in residence every year who will plant a new church following the residency training.
 2. Identify from our church one marketplace-to-ministry lead church planter or associate per year.
 - **Tasks for Objective 1:**
 1. Define the roles and responsibilities for the church planter resident.
 2. Advertise the need (opening) for church planter residents.
 3. Screen potential resident candidates.
 4. Establish (or outsource) a planter-in-residence training program.
- *Funding Strategy:* The multiplying church will give the first fruits of their tithes and offerings towards the church-planting budget.
- *Sending Strategy:* The multiplying church will raise up leaders to plant churches and will regularly call

their members to go and be part of a church planting team.

- *Affiliation Strategy*: The multiplying church will be actively affiliated with and participating in a church planting network (or denominational initiative) pursuing multiplication.
- *Scorecard Strategy*: The multiplying church will update its scorecard to include multiplication movement factors related to starting new churches and growing numbers of biblical disciples.

Does this list feel overwhelming? Remember that God is able to do immeasurably more than all you can ask or imagine through His power at work within you! If you *don't* feel overwhelmed, your vision is smaller than God's. Then remember that most people accomplish less in one year than they expect, but can accomplish more in 10 years than they can imagine.

New Church Plant: Strategies

The following sample strategies are important to the development of a new church plant's Launch Plan. These strategies support the decisions and actions that define the new church plant, who it serves, what it does, and why it does it. Again, we've expanded one of the strategies (Staffing) to include objectives and a few of the likely tasks.

- *Prayer Strategy*: The church plant will seek God's guidance, direction and blessing through the development and deployment of a prayer team.

- *Staffing Strategy:* The church plant will develop a clear understanding of staff roles, responsibilities and expectations to help staff buy into the vision; more thoughtfully set priorities; better plan work; and anticipate volunteer leadership needs.
 - **Objectives:**
 1. Identify and have in place the right staff at the right time to support the Launch Plan.
 2. Communicate staffing roles and responsibilities in support of the Launch Plan to ensure church plant staff and spouses are fully onboard.
 3. Learn to become better equippers of leaders by empowering/releasing the full potential of our lay leadership.
 - **Tasks for Objective 1:**
 1. Hire the lead planter.
 2. Develop a Staffing Plan for full-time, part-time and intern/resident positions.
 3. Recruit and hire additional staff personnel.
 - Get the word out about available positions.
 - Ask candidates to complete a pre-hire questionnaire.
 - Perform background checks for candidates.
 - Interview best candidates.
 - Hire the new staff personnel.

4. Develop a set of written guidelines/expectations for staff personnel.

- *Vision Casting and Communication Strategy:* The church plant will develop a Godly vision that inspires people to sacrifice; serve and share Christ with lost people; provides freedom and focus to individual ministries; and prevents mission drift.
- *Launch Team Strategy:* The church plant will have a strong, inspiring, healthy launch team, providing a foundation that sets up the congregation to fully experience God's purposes for it.
- *Small Groups Strategy:* The church plant will deploy small groups as a tool for modeling (living out) their core values and to provide a healthy sense of belonging that allows people to connect and build relationships.
- *Marketing Strategy:* The church plant will produce high-quality external marketing materials to capture the attention of the target demographic and create a positive image and name recognition in the community.
- *Facilities Strategy:* The church plant will select a quality (physical appearance, comfort, safe arrangement, spacious, etc.) facility to positively impact the reputation of the church and create a positive first impression for guests.

- *Equipment Strategy:* The church plant will acquire high-quality audio-visual equipment to help eliminate potential barriers to effectively communicating the message of Christ.
- *Business/Community Partnership Strategy:* The church plant will establish a solid reputation with civic and business leaders in the community to enhance the new church's name recognition; reach additional people with the message of Christ; and to obtain outside support.
- *Finances Strategy:* The church plant will be accountable to financial partners and ultimately to God for the proper use and stewardship of financial resources. To earn credibility with financial partners, they will be disciplined in how they manage their financial resources.
- *Outreach Strategy:* The church plant will pursue a healthy culture of service through frequent, consistent and high-quality outreach events to help establish positive name recognition in the community.

Chapter 4

Conceptualizing – Group & Sequence

*“Prepare your work outside; get everything ready for yourself in the field, and after that build your house.”
(Proverbs 24:27)*

Barefoot and fearful, Moses stood in front of a shrubby flambé, listening to the voice of the Great I AM. God told him, “Moses, I’ve got big plans for you. Take down Pharaoh. Erode his power. Undermine his economy. Crush his ego.” To that, Moses said, “Will do! I am the man!” Right? Sounds like a heroic story, but we all know what really happened.

Moses responded like most good church planters: *“Lord, You talkin’ to me? Uh, I’m wanted for murder in Egypt. I can think of 100 better speakers. Me, Lord? Really?”*

Most church planters I’ve (Brett) known experience a range of emotions:

Emotion 1: The thrill of the dream (God called me to change the world!)

Emotion 2: The burden of reality (I am responsible to start a healthy church that doesn’t die in three years.)

Emotion 3: Sheer panic (I’m in big trouble. I don’t know what I’m doing, and I’m not as good as I thought I was.)

If you’re like most church planters, you can expect to float among excitement, burden and panic. Take it from me. Getting stuck in “burden” and “panic” will drain the life

out of you. As a young planter, I (Brett) found the key to staying in the “excitement” stage was to work purposefully and produce positive results. But sometimes I got stuck in burden and panic because I was never sure if I was wasting my time. There’s no “ugh,” quite like working on a sermon for 10 hours only to realize you have to scrap it all. Nothing will whip up the panic quite like spending \$20,000 on marketing cards, only to realize they are pointless because you forgot to include your website and meeting location.

In short, effective church planting that keeps you excited about attaining the dream means more than just keeping busy. It means maximizing your results because you’re maximizing your effort. Memorize this: *The primary responsibility of the leader is to allocate finite resources to the critical growth path.* Read that sentence again.

God’s resources are infinite. The resources He entrusts to us are finite. The best church planters wisely invest those finite resources in ways that produce the greatest results. Increase your daily efficiency; increase your regular results.

Logically Group Tasks

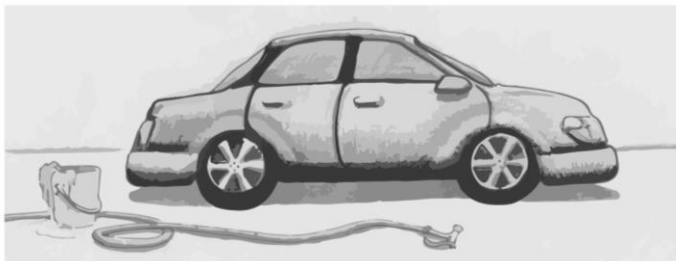
Increasing efficiency is all about remaining focused and following through on prioritized tasks (Focus > Start > Finish). *One of the best ways to maximize efficiency is to logically group and sequence tasks.*

Yes, that’s a Herculean task. Sit down and list all the tasks required to plant a church. How long would your list be? 200 tasks? 300?

Next, to simplify management of these tasks, seek to logically group the tasks you'll designate as milestones. To logically group tasks, look for those that follow a general theme. Then create milestones to track and manage your progress. Milestones are also a credible way to provide status reports to your teams, such as developing a Church Plant Management Team.

“Do not ask the Lord to guide your footsteps, if you are not willing to move your feet.”
--Anonymous

Think of it this way. You need to wash your car. Without thinking, you will group and sequence your tasks. Before washing, you need to gather the tools—soap, a water hose, a bucket, a sponge, and some towels. Now if you're committed to excellence, you'll buy car cleaner, special wax, and more rags and towels. You can logically group these tasks into a milestone called “Gather Car Washing Supplies.”



In church planting, legally establishing a church requires selecting a church name, opening a bank account, and appointing a board of directors. These requirements, along

with drafting/filing articles of incorporation may be grouped into a milestone called “Organizational Establishment.” (Granted, not the stuff that makes your heart race. But, without it, Uncle Sam will make your heart race—and you won’t like it one bit.)

Imagine milestones like signs on the roadside. They tell you where you are and help you understand how far you’ve come. They also indicate if you’re on the right road and how far you have to go. Be strategic in selecting milestones so that they are evenly spread throughout the pre-launch phase. These strategic milestones can help planters prioritize their work. By planning to reach a milestone every one to two weeks, leaders will always know their upcoming priorities.

Logically Sequence Tasks

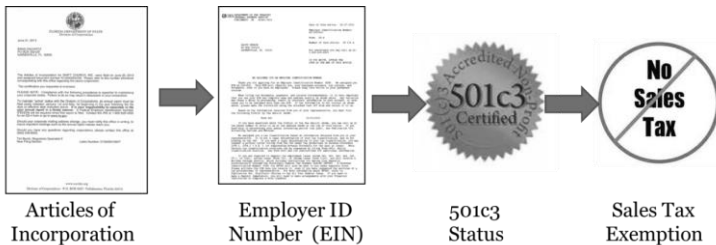
Now let’s segue to sequencing. The key to proper sequencing the work is to first identify the relationships between tasks and then note which tasks need to be finished before or after others (look for what we call “dependencies”). If you sketch out tasks on a dry erase board and then draw the relationships between the tasks, these dependencies will be easy to see.

Back to the car wash example. Sequence: First, wet the roof of the car, wash the roof with the soapy water, and then rinse off the roof. From there, move to the hood of the car and repeat. Notice we started our sequence with the roof. Why? Proper sequence. Soapy water doesn’t run down on surfaces that are already washed.

A Planning Guide for Becoming a Multiplying Church

Don't you wish church planting were that simple?
(Perhaps, after you plant churches as many times as you wash a car, it will be!)

In planting, the early steps in establishing the church from a legal perspective at the state and federal levels all have a proper sequence. Each of these steps builds on the previous one. The church name is selected before incorporating. Incorporation occurs before obtaining an Employer Identification Number (EIN). An EIN number comes before filing for non-profit status, and in most states obtaining 501(c)(3) status is needed prior to filing for state sales tax exemption. Unfortunately, many church planters don't sequence these legal requirements properly and waste an exorbitant amount of time correcting their mistakes.





Six-Step Planning Process
STEP 3: Group and Sequence Tasks

Church Multiplication: Group and Sequence Tasks

Check out this sample task list for establishing a church planter residency program:

1. Define the roles and responsibilities for the church planter resident.
2. Advertise the need (opening) for church planter residents.
3. Screen potential resident candidates.
4. Determine a compensation package or stipend for residents.
5. Determine provider (in-house or outsource) for planter residency training program.
6. Prepare the “deliverables” list of church planting plans/strategies.
7. Develop a required reading list for planters.
8. List topics planters will study during the residency.
9. Prepare a list of presentation assignments.
10. Assign preaching/teaching assignments.
11. Select and train instructors for training sessions.
12. Prepare a weekly training schedule.
13. Prepare an orientation day briefing.

14. Determine the processes for residency graduation, commission and sending.
15. Establish a training status reporting system.
16. Research potential “cohorts” to partner with other church planting churches.
17. Assign/train a mentor from the church staff.
18. Prepare a ministry department rotational system.
19. Partner with recent church plants in the region for “hands-on” assignments.
20. Create a template for a tailored training plan.

Grouping: Tasks 6, 7, 8, 9, 10 and 11 may be logically grouped into a milestone called “Establish Residency Training Curriculum.” Then you can use this milestone to monitor the progress towards the program’s readiness to receive residents.

Sequencing: To properly sequence the tasks of the “Establish Residency Training Curriculum” milestone, we need to identify the relationships between the tasks and then note which tasks should be finished before or after others. Below is a sample of how these tasks should be sequenced:

1. List topics planters will study during the residency.
2. Select and train instructors for training sessions.
3. Develop a required reading list for residents.
4. Prepare a “deliverables” list of church planting plans/strategies.
5. Prepare a list of presentation assignments.
6. Develop preaching/teaching assignments.

New Church Plant: Group and Sequence Tasks

To illustrate the grouping and sequencing of tasks for the new church plant, check out this sample list of tasks necessary for building a launch team:

1. Discuss developing a launch team with the church planting coach.
2. Develop a plan to form a launch team.
3. Determine the role of the spouse in launch team actions.
4. Develop the process for accepting people on the launch team.
5. Develop a written covenant/commitment agreement for launch team members.
6. Write the Launch Team Development Plan.
7. Determine the type of informational meetings you'll have.
8. Determine the type of launch team gatherings you'll have.
9. Identify books/training materials to use with the launch team.
10. Develop a presentation centering on the church's mission/vision/core values.
11. Review and affirm the Launch Team Development Plan with the planting coach.
12. Recruit the first 10 people to the Launch Team.
13. Expand the launch team to 25 people.
14. Expand the launch team to 40 people.
15. Delegate Launch Plan tasks to launch team members.
16. Set calendar dates for launch team gatherings.
17. Hold launch team gatherings.

Grouping: Tasks 4, 5, 6, 7, 8, 9, 10 and 11 may be logically grouped into a milestone called “Develop the Launch Team.” Developing the launch team is one of the most important health metrics of a new church. This milestone helps planters develop a plan for identifying, recruiting and training a group of passionate people to launch the new church.

Sequencing: To properly sequence the tasks of the “Develop Launch Team” milestone, we need to identify the relationships between tasks and note which tasks should be finished before or after others. Review the tasks and sequence them:

1. Develop written covenant/commitment agreement for launch team members.
2. Develop the process for accepting people onto the launch team.
3. Determine the type of informational meetings to have.
4. Determine the type of launch team gatherings to have.
5. Identify books and training materials to use with the launch team.
6. Develop a presentation centering on the church’s mission/vision/core values.
7. Write the Launch Team Development Plan.
8. Review and affirm the Launch Team Development Plan with the planting coach.

PlanterPlan (<http://planterplan.com>)

You should definitely understand the planning process of grouping/sequencing tasks, but the good news is that if you're planting a new church, a tool called PlanterPlan provides this functionality.



PlanterPlan is an online project management tool for planning, scheduling, and monitoring progress of your new church plant. PlanterPlan contains phases, milestones, tasks, checklists, templates, and samples all specific to starting a new church. With PlanterPlan, tasks can be assigned to team members and then monitored and tracked to completion.

PlanterPlan contains a comprehensive library of tasks necessary for starting a healthy new church. The resulting efficiencies gained by using PlanterPlan free up lead planters to stay focused on people.

Chapter 5

Applying the Schedule

“Commit your work to the Lord, and your plans will be established.” (Proverbs 16:3)

“What do you actually do on days other than Sunday?”

Ouch! If you’ve ever gotten that blunt question, you know how much it can hurt. In reality, if you looked at the typical church planter’s weekly schedule, you’d see a packed agenda with little or no margin. There is a LOT to accomplish in that six to 12-month pre-launch window, which makes detailed attention to scheduling profoundly important.

Every college student knows the value of scheduling. I (Brett) will never forget my first days as a freshman. I wasn’t a great student in high school, but I determined to make the Dean’s List my first semester in college. *If I can do well my first semester, I can do well for the next four years*, I reasoned. Then I saw the syllabi, the books, the tests, the projects, and the seven major papers due before early December and felt like the proverbial mosquito in a nudist colony (so much to do, but much less enthusiastic). Beyond overwhelmed, at first I felt lost.

Starting a church is more panic-inducing than starting college. At least in college, your assignments and deadlines are clear. When I first planted, I felt like a freshman all over again, but without the clarity of what to do when.

The best antidote to the anxiety of church planting is prayer and wise scheduling. In that moment of, “How will I get all of this stuff done in time?”, our confidence grows when we can look at the schedule we’ve constructed and say, “I need to get this done today, meet this deadline tomorrow, and work on this project that’s worrying me next month.” Wise scheduling will rescue you from many unnecessary sleepless nights. I like what Stephen Covey says: *“The key is not to prioritize what’s on your schedule, but to schedule your priorities.”*

In the last chapter, we used the action of washing your car to illustrate how to group and sequence tasks. Since I (Dale) worked at The Boeing Company, let’s take a peek at the Boeing 737 assembly line for another illustration of the importance of scheduling.

The Boeing 737 aircraft is built on a continuous movement assembly line. This line moves at a rate of two inches per minute, and every six days a shiny new 737 aircraft exits the plant. For all the right parts and people to be in the right place at precisely the right time, scheduling is a big deal on an aircraft assembly line. Based on a precise schedule, subcontractors produce and deliver aircraft wings to the final assembly plant. If the left wing shows up late, the assembly line stops, the buyer gets stressed, productivity takes a hit, and stockholders are unhappy. At the same time, if 50 aircraft wings show up *before* they’re needed, we have to scramble for storage, logistics are strained, costs increase, and Boeing management is unhappy.

In the same way, scheduling is essential for effective church planting.

Scheduling 101

The process of scheduling begins first with identifying durations for each task. How long will it reasonably take to complete the action once it's started? Look at these examples of scheduling to obtain 501(c)(3) non-profit status and ordering audiovisual equipment. They may sound like rather simple tasks but without scheduling one step after another, these simple projects become complex and stressful.

Securing 501(c)(3) non-profit status will take approximately 100 days from the time you submit the application to the U.S. Internal Revenue Service. The application takes the average planner several weeks to complete before submission. So you need to give careful attention to setting dates in the schedule for starting and completing the IRS Form 1023 package for 501(c)(3) tax-exempt status. Additionally, when the IRS is reviewing a church's 501(c)(3) package, they are expecting to see proof of "regularly scheduled worship services." So you don't want to submit your package to the IRS too early in the pre-launch period. The IRS could randomly send a field agent to the site of your "planned" worship services on a Sunday, and if they find a dark/quiet building—not good. On the other hand, you want to take advantage of your tax-exempt status as quickly as possible so don't wait too long in the scheduling process to submit your IRS Form 1023 package. Yes, scheduling matters!

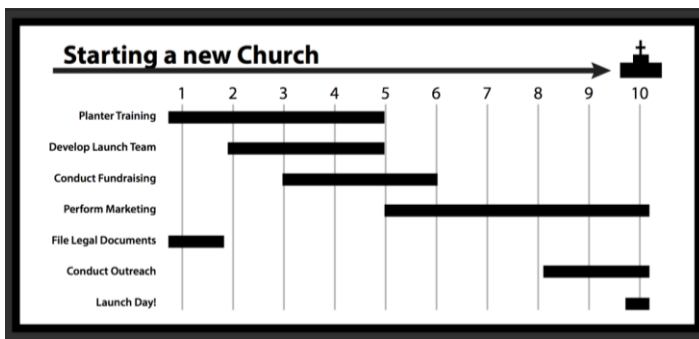
Another good example of the importance of scheduling is planning and ordering audiovisual (AV) equipment. The tasks associated with researching and ordering AV equipment need to be scheduled properly. AV equipment

vendors need time to plan, process and fill your order. They then need time to deliver the order at the right point in the schedule for the setup team to receive adequate training before the first preview service. There's a lot at stake with preview services (and the subsequent opening day), and proper scheduling will reduce the risk of an unnecessary crisis.

*"There cannot be a crisis next week.
My schedule is already full."*

--Former U.S Secretary of State Dr. Henry Kissinger

Once you understand interdependencies between tasks (discussed in the previous chapter), you can use task duration times to prepare the schedule. Task duration times help to establish a planned start and planned due date for each task. The Gantt Chart (below) is a useful tool to visualize the scheduled tasks. It's similar to a bar graph but includes the start and finish dates of the tasks of a project. Gantt charts can also show the dependency relationships between tasks.



sample Gantt Chart

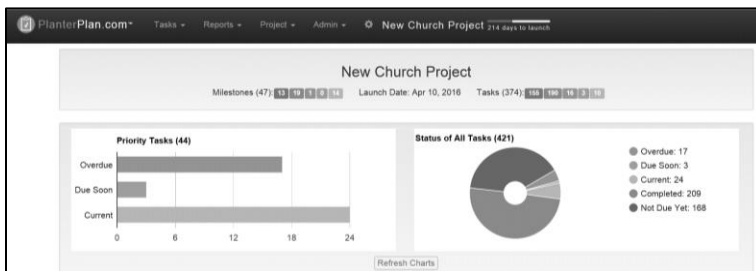
But what if task duration times aren't realistic?

A Planning Guide for Becoming a Multiplying Church

Anyone who has ever written a sermon knows that some sermons may take 15 days to write while others may only a few. Sometimes, we expect a task to require two telephone calls, but two calls turn into six. Fifteen minutes expand into 50 minutes.

If setting expectations for duration times is such an inexact science, is scheduling still a valuable exercise? Yes, because work expands and contracts to the time allotted. If you don't have a firm deadline with a clear commitment, you'll get sidetracked and fritter away time. A firm schedule with clear expectations drives godly stewardship and better results.

So, commit yourself to finding and using a scheduling tool to help manage your plan. Commercial scheduling tools can be as simple as a spreadsheet and as complex as more traditional tools that provide specific project management functionality like Microsoft Project. Or perhaps consider a non-traditional project management tool such as Basecamp, Liquid Planner, or Teambox. Better yet, take advantage of those who have walked in your shoes and use a church planting specific project management tool like the PlanterPlan online tool (<http://planterplan.com>) introduced in the previous chapter. Below is a screenshot of the PlanterPlan dashboard.



Finally, look for that person on the launch team who has project management experience and can help develop the plan and assist you, the lead planter, in managing the schedule. Or seek assistance from organizations that provide professional project management services for church planters (Passion for Planting, Stadia, The Orchard Group and others).



Six-Step Planning Process **STEP 4: Schedule Tasks**

Church Multiplication: Schedule Tasks

In looking back at the example of establishing a church planter residency program (chapter 4), there are two tools—PlanterJobs and PlanterApp—that we can leverage to support the planning and scheduling process.

PlanterJobs: <http://planterjobs.com>

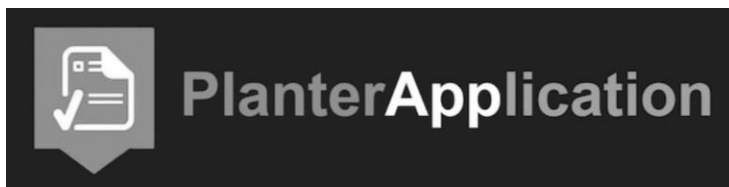
PlanterJobs is a free online job board where organizations can post church planting-related jobs and candidates can find church planting positions. Position types include lead planters, church planter residents, church planting support ministry staff and sponsoring organization staff.

PlanterJobs enhances an organization’s ability to schedule, promote and advertise its church planting staffing needs and streamlines the process of finding, recruiting and assessing church planting job candidates through a seamless integration of PlanterJobs and PlanterApp (see below).



PlanterApp: <http://planterapp.com>

Planter Application (PlanterApp) is a free online tool for streamlining and improving the effectiveness of the recruiting, pre-assessment and hiring process of church planting candidates (lead planters, residents, church plant support staff). PlanterApp functions like an “eHarmony” for church planting with match-making compatibility checks between candidates and applicants. Candidates can submit to sponsoring organizations a standardized, comprehensive application for church planting. The process significantly enhances compatibility checks on a candidate; reduces the administrative burden on sponsoring organizations; and improves the scheduling and effectiveness of the hiring process.



New Church Plant: Schedule Tasks

Below is a sample schedule of tasks associated with the Organizational Establishment milestones for a new church. Each task has an associated ID number, task name, planned duration (in days) and the associated start and due dates.

ID	Task	Duration	Start Date	Due Date
1.0	Milestone: Org. Establishment Phase I	35d	1/5/2016	2/10/2016
1.1	Select church name	10d	1/5/2016	1/15/2016
1.2	Obtain P.O. box address	1d	1/16/2016	1/16/2016
1.3	Prepare articles of incorporation	8d	1/10/2016	1/18/2016
1.4	File (and processing) the articles of incorporation	15d	1/19/2016	2/5/2016
1.5	Obtain employee ID number (EIN)	1d	2/7/2016	2/7/2016
1.6	Establish church checking account	1d	2/10/2016	2/10/2016
2.0	Milestone: Org. Establishment Phase II	143d	2/12/2016	6/27/2016
2.1	Prepare bylaws	10d	2/12/2016	2/22/2016
2.2	Prepare 501(c)(3) IRS 1023 package	15d	2/15/2016	2/25/2016
2.3	Submit an IRS process of 1023 package	100d	2/28/2016	6/10/2016
2.4	Obtain state sales tax-exemption	10d	6/12/2016	6/22/2016
2.5	Obtain non-profit bulk mail permit	15d	6/12/2016	6/27/2016

Chapter 6

Creating the Budget

“Suppose one of you wants to build a tower. Won’t you first sit down and estimate the cost to see if you have enough money to complete it?” (Luke 14:28)

When it comes to fundraising, one of the first lessons most planters learn is that churches don’t have money problems; they have vision problems. As the old preachers used to say, “God never leads where He will not provide.” No single task will determine the future of a church plant like the budgeting process. If a planter’s heart is proud, the budget will exceed God’s vision, presume His blessing, and shipwreck on the rocks of financial embarrassment. If the planter’s heart lacks faith, the budget will reek of fear, set lazy goals, and ensure a lack of momentum.

I (Brett) will never forget the first budget our new church staff and volunteers constructed. I was scared to death. We looked at the year ahead, prayed about the objectives we believed God had for us, and established a budget that reflected the vision. The previous year’s budget was \$75,000. Our new budget was a whopping \$125,000. While that number doesn’t look big today, back then increasing our budget by 66 percent filled me with fear.

Then Kevin O’Connor spoke up. Kevin was our business guy, the only professional money manager in the bunch. With his financial background, you might expect Kevin to be the penny pincher who consistently asks, “*Is this realistic?*” Instead, Kevin asked the godliest budgeting

question: *“My only concern,”* he said, *“... is where’s the vision?”* Our fledgling church grew in the years ahead because of volunteer leaders like Kevin with humble, Godly vision.

To paraphrase Peter Drucker, growth takes place on the margin between order and chaos. Too much order, and the organization grows stagnant from lack of challenge and momentum. Too much chaos, and the organization becomes stifled for lack of unity. Humble vision seeks the sweet spot between order and chaos. Humble vision constructs a budget led by seeking God and praying, *“Lord, in our budget, we seek Your leadership. Help us to be bold, so that we can reach as many people as possible as fast as possible for your glory. Keep us humble, so that we seek nothing but Your glory.”*

Good and Poor Stewards

In economic terms, a budget is a quantitative expression (in dollars) of a plan for a defined period of time. In simplest terms, a church plant needs a strategic plan; leaders to work the plan; and resources to support the plan. The most effective church planters are good stewards of the resources that God has provided or wants to provide His church. A good budget, therefore, casts vision, embodies the vision, and provides a tool for accountability.

“Show me the stubs in a man’s checkbook, and I will tell you what kind of man he is.”

--Christian writer and apologist G.K. Chesterton

To start to plan your budget, consider these questions:

What hills does God want you to climb next year? In the next five years?

What are your next steps?

What is God leading you to do that is doomed to fail if He does not bless it?

Once you begin answering those questions, identify the cost for each task. Remember that “cost” goes beyond cash. Cost is the combination of time, labor and materials. Many tasks only involve time and don’t have associated material costs. Other tasks have high material costs, but less labor and time costs.

As a practical aside, one good rule of thumb is that saving money requires us to be willing to work harder. If you want more financial flexibility for quality or evangelism, then be willing to do more legwork. For example, I (Brett) remember a time in the life of our church when we sent nearly 100,000 postcards a year to create conversations about the church in our community. We could hire an organization to label and order all of those postcards, or we could save thousands of dollars by labeling and ordering the postcards ourselves (increasing our time/labor costs). By recruiting volunteers and increasing our labor, we could afford to send more cards to reach more people.

This “increase-decrease” principle is lived out a hundred times a week in every church: Increase our work; decrease our cost. Sometimes it makes sense to pay more and do less for the sake of increased quality or decreased cost benefit. Too often, new churches are poor stewards either

for lack of vision or lack of willingness to do the extra work that allows them to focus more of their finances on reaching lost people.

Let's go back to Boeing for a moment. In estimating costs for any project, Boeing documented the Basis of Estimate (BOE) along the way. The "basis" included material/labor costs with associated assumptions. So, rather than just taking an educated guess on the overall cost of a task, you want to be a good steward and document the "basis" for that estimate. Will that estimate be perfect? No, but you can be "roughly right."



We can learn from this business discipline of estimating cost in our church multiplication efforts. When we have a basis for our estimates, our budgets will be more realistic. Overseers will better receive our budgets when we have a

reasonable basis for them (rather than just a guess). Our fundraising efforts will go smoother when our potential financial partners see that we have thought through our funding needs with careful analysis based on current or historical data. Not to oversimplify the idea, but this concept of estimating cost is similar to creating a family budget. You wouldn't just drop a random number into your family budget for utilities of \$200 per month without forming a basis for that number (such as \$120 for electric, \$70 for natural gas and \$10 for water).

Additionally, if you're planting a new church, seek the expertise of your launch team to help with or spearhead estimating costs and creating a budget. You, the leader, don't want to handle the money. You don't want to be the only one who owns the vision *and* the financial realities to support it. Your launch team has come on board for a reason. They have grasped the vision God has given you for the new church, and they're eager to help—let them! Remember Proverbs 15:22: *Without counsel, plans fail but with many advisers, they succeed.*

Ok, we now have strategies, objectives (goals) and tasks to meet our objectives. We've analyzed the tasks and determined associated costs (as required) for each task. Now we can create a budget—one that we can be confident is "roughly right." In some ways, this is the easy part. We've already done the grunt work. The overall budget is basically the integration of the costs associated with each of the tasks.

Remember, cash flow is king! (Okay, Jesus is King, but a steady flow of cash doesn't hurt!) Cash flow is simply the movement of money, describing the movement of money

into and out of your bank account. Both income and payments are then planned (forecasted) into the schedule. You have rent to pay next month? Well, you definitely want to know when that bill is coming so you'll have the funds to pay it! When a new church plant thinks stewardship and closely aligns schedule with budget, we get a schedule-based budget. And this schedule-based budget shows you when you need the money because those high-cost items will be easy to spot and plan for.

A Spiritual Challenge

Is there an area of church leadership that demands more spiritual maturity than financial planning? Jesus said, *Where your treasure is, there your heart will be also.* (Matt. 6:21). Is there an area of church leadership that demands greater discernment than financial management? Remember: *The leader's primary responsibility is to allocate finite resources to the critical growth path.*

Faith. Pride. Fear. Laziness. Courage. Wisdom. Values. Priorities. Finances will bring each of these character traits to light.

Willow Creek Community Church Planter and Senior Pastor Bill Hybels tells of a time when the church was young and sought Robert Schuller's advice on what size property they should purchase. Schuller responded, *"If you give God a thimble, perhaps He will choose to fill it. If you give God a five-gallon bucket, perhaps He will choose to fill that. If you give Him a fifty-gallon drum, perhaps He will choose to do something extraordinary and fill even that. If God chooses*

to do a miracle, you'd better be ready for it. Don't buy a thimbleful of land. Buy a fifty-gallon drum."

Candidly, if you think God is always leading you to buy a fifty-gallon drum and live beyond your means, you'll leave a financial mess for the leaders you leave behind after your firing. However, the quality of the question lies in how it challenges us to make every financial decision a spiritual decision. Every financial plan reveals your heart. May your financial strategies always reveal a heart in perfect harmony with the heart of God.



Six-Step Planning Process

STEP 5: Budget Tasks

Church Multiplication: Budget Tasks

Below is a sample budget for the tasks associated with the “Establish Residency Training Curriculum” milestone. The cost of each task is listed; we’ve also included the basis for each cost estimate.

Launch Strong

ID	Task	Cost	Basis
1.0	Milestone: Establish Residency Training Curriculum		
1.1	Prepare residency training curriculum content	\$12,600	\$35/hr x 360 hrs
1.2	Select/train curriculum instructors	\$9,240	Selection: \$35/hr x 24 hrs Training: 105/hr x 80 hrs (3 instructors)
1.3	Develop required reading list for residents	\$350	\$35/hr x 10 hrs
1.4	Itemize required deliverables	\$1,050	\$35/hr x 30 hrs
1.5	Identify preaching/teaching assignments	\$600	\$50/hr x 12 hrs

New Church Plant: Budget Tasks

Below is a sample budget for the tasks associated with the Organizational Establishment milestone for a new church plant. The cost of each task is listed; we've also included the basis for that cost estimate.

ID	Task	Cost	Basis
1.0	Milestone: Org. Establishment Phase I		
1.1	Select church name	\$0	
1.2	Obtain P.O. Box address	\$15-\$100	Based on city requirements
1.3	Prepare articles of incorporation	\$0-\$500	\$0 if prepared by the planter; \$100/hr x 5 hrs if prepared by an attorney
1.4	File articles of incorporation	\$75-\$200	Based on state filing requirements
1.5	Obtain Employee ID Number (EIN)	\$0-\$100	\$0 if prepared by the planter; \$100/hr x 1 hr if prepared by an attorney
1.6	Establish church checking account	\$0	

A Planning Guide for Becoming a Multiplying Church

ID	Task	Cost	Basis
2.0	Milestone: Org. Establishment Phase II		
2.1	Prepare church bylaws	\$0-\$1,000	\$0 if prepared by the planter; \$100/hr x 10 hrs if prepared by an attorney
2.2	Prepare 501(c)(3) IRS 1023 package	\$0-\$2,000	\$0 if prepared by the planter; \$100/hr x 20 hrs if prepared by an attorney
2.3	Submit (and IRS process) 1023 package	\$760	\$750 IRS processing fee \$10 for postage
2.4	Obtain non-profit bulk mail permit	\$180	U.S. Post Office bulk mail permit application fee
2.5	Obtain state sales tax exemption	\$0-\$200	\$0 if prepared by the planter; \$100/hr x 2 hrs if prepared by an attorney

Chapter 7

Assigning Tasks

“Then Eliashib the high priest rose up with his brothers the priests, and they built the Sheep Gate. They consecrated it and set its doors ... And next to him the men of Jericho built. And next to them Zaccur the son of Imri built.”
(Nehemiah 3:1-2)

If you haven’t mined the book of Nehemiah for leadership gold, start today. In every chapter, ask yourself, “why?” For example, consider Nehemiah chapter 3. On the surface, Nehemiah 3 is devotional flyover country: “This dude and his son built this wall. That dude and boys piled those stones” Scintillating stuff. So, why? Why waste time printing the fifth-century Jerusalem telephone book? The answers to that question lead to the final step in the six-step planning process: “Assigning Tasks.”

Why does Nehemiah 3 list the names of all the people involved in building the wall? For the same reasons, a church planter needs to assign tasks. As the 15th-century poet John Donne wrote:

“No man is an island,
Entire of itself,
Every man is a piece of the continent,
A part of the main.”

Nehemiah could not rebuild the city of Jerusalem by himself—and neither was he supposed to. Church

planters, although loathe to admit it, sometimes feel like they're Superman—the solo superhero who needs no Robin or Tonto. So while Nehemiah gets his name on the book, chapter 3 echoes, “Nehemiah needed a team!”

Another Nehemiah 3 lesson is even more important for planters. The chapter reminds us that God is not a user. Nehemiah is not a self-absorbed pig, content to use people to accomplish his agenda—no matter how spiritual and well-motivated his agenda might be. Nehemiah 3 reminds us that God is not a builder of walls; He is a builder of people. Nehemiah recruits people to rebuild the wall because he knows that as they build the wall, God will build them. He will teach them patience, perseverance, trust and the joys of being God's hands to accomplish His work. Some church planters use people to build walls. Wise planters use walls to build people!

With Nehemiah 3 in mind, we're ready for the final step in the planning process: assigning tasks to team members.



In reality, the lead planter “owns” most of the tasks because ultimately he is responsible. But this is a good time for planters to establish a culture of ownership,

delegating tasks to (and sharing responsibilities) with the launch team. If you try to do everything, an unhealthy culture will quickly emerge. You'll either develop a dependency culture: "The pastor does it!" A consumer culture: "Serve us! Make us happy, or else!" Or a hero-worship culture: "We'd be lost without Pastor Perfect!" Travel down any of those roads very long, and good luck getting back.

By the way, don't overlook the most important member of the team—your spouse. If you've involved your spouse in the decision to plant, he/she will be eager to be your church planting partner. Frankly, he/she is better equipped to accomplish certain tasks than you are.

"I don't have a problem with delegation. I love to delegate. I am either lazy enough, or busy enough, or trusting enough, or congenial enough, that the notion of leaving tasks in someone else's lap doesn't just sound wise to me, it sounds attractive."

--author and pastor John Ortberg

As attractive as it may sound, delegation is an art form that few church planters have mastered. Want to sink your ship? Delegate too slowly or too quickly. Delegate to the wrong person. Delegate incompletely. Delegate unclearly.

Yes, you want to challenge the team to own the church and their responsibilities to discover their own answers, and to own their results. At the same time, good leaders know the difference between dumping and delegating. Dumping says, "Here. It's yours. Good luck!" Delegation means training, equipping, and resourcing team members

to win. For example, assigning the task of leading a direct mail campaign without providing the necessary training, resources, and support would be irresponsible. Below is an example of the level of “how to” guidance to provide:

Task: Write/edit and execute a direct mail campaign

Purpose: Prior to launch, a direct mail campaign will be used to broaden the reach of our new church in the local community.

Description: The direct mail campaign process includes:

- Select the specific communities (homes) and businesses to send to. Do this by reviewing carrier route maps (provided by most direct mail firms). To obtain the lowest possible postage rate, mail to entire carrier routes (where the individual postman delivers to).
- Determine total number of cards to print. At a minimum, the campaign should cover the number of households in the target area. Additional cards will be printed and made available for launch team members to pass out.
- Determine the number of different cards to print. Repetition is important. Four to six cards will be sent to the same households. Key Point: Commit to establish broad name recognition in the community through a “six to stick” approach before spending significant money on a direct mail campaign (example: community outreach events).
- Select a direct mail company by evaluating each company’s price, quality, reputation, level of service and commitment to new churches.
- Design the direct mail cards. Active involvement with the designer will ensure the card series reflects our church’s values and branding.

- Print the cards. Price per mail piece depends on volume. Some printing service providers “pool” together different card designs in the same print run to lower price per mail piece.
- Label the cards (mail shop services). To obtain the lowest possible postage, the cards need to be labeled and packaged properly (a service that can be provided by the direct mail company).
- Deliver cards to the post office. Check to make sure you understand requirements for packaging the direct mail cards by carrier routes. Many direct mail companies will provide this service.

Action Steps:

1. Select and schedule the timeframe for conducting the direct mail campaign.
2. Review carrier route mappings of the target area to determine the total number of households to mail to.
3. Determine how many different cards to send (example: series of four mailings).
4. Select a direct mail company (it will be used to conduct the remaining action steps).
5. Design cards (to include proper address labeling)
6. Print cards.
7. Mail cards.

Luke 10:17 Reporting

In Luke 10, Jesus delegates Kingdom work to the 72. Some 17 verses later, they return with this report: *“Lord, even the demons are subject to us in your name!” And he said to them, “I saw Satan fall like lightning from heaven. Behold, I have given you authority to tread on serpents and*

scorpions, and over all the power of the enemy, and nothing shall hurt you. Nevertheless, do not rejoice in this, that the spirits are subject to you, but rejoice that your names are written in heaven (Luke 10:17-20).

Whenever delegating, plan for Luke 10:17. Ensure that team members get opportunities to share their work, to celebrate their victories, and to unpack their burdens. Galatians 6:2 tells us to, *“Bear one another’s burdens.”* Delegation means handing off the task and then inviting team members to carry their burdens to you. You don’t solve their problems; you ask questions to help them find solutions. You don’t take the burden on your back; you lighten their load by encouraging them when they’re tired, and by helping them take a next step when they are stuck. But don’t just stop there! Be proactive. As you anticipate potential threats, appreciate clear strengths and look for opportunities to develop.

“The single biggest problem in communication is the illusion that it has taken place.”
--Irish playwright George Bernard Shaw



Lee Iacocca, the businessman who saved Chrysler in the 1980s, once said, “What blood is to the body, communication is to a business.” Strong leaders know there is no such thing as “over-communication.” In the church, that means Luke 10:17 reporting should not stop at the team level but needs to flow to everyone responsible. For example, the teams leading the outreach efforts should provide status reporting to the senior minister. The lead planter for a new church provides status updates to the management team. Typically, the frequency of status reporting to the oversight authority occurs monthly with a broader report shared annually. What should go in the report? Ask the Jesus question: What’s the best way for me to serve? What facts give people the clearest picture of reality? What helps them understand our status? What information helps them oversee this work?

“Results are gained by exploiting opportunities, not by solving problems.”

--Peter Drucker

Below is a list of items to consider for the monthly status report.

Generic Monthly Status Report Content

- Key accomplishments over the last 30 days
- Completed milestones
- Overdue milestones (to include corrective actions to get back on schedule)
- Milestones due in the next 30 days
- Budget status (planned vs. actual expenditures)

Church Multiplication Monthly Status Report

- Church planter pipeline
- Church planter residency (current and next cohort)
- Sending update
- Church plant funding (current and subsequent years)
- Church planting network affiliations

Church Plant Monthly Status Report

- Launch team (updates on number of committed team members)
- Fundraising update
- Legal update (articles, bylaws, state/federal requirements)
- Facility update (location, contract)
- Opening day preparations
- Ministry team volunteer staffing
- Policy and procedure writings

“However beautiful the strategy, you should occasionally look at the results.”

--Former British Prime Minister Winston Churchill



Six-Steps Planning Process
STEP 6: Assigning Tasks

Church Multiplication: Assign Tasks

Below are sample task assignments for the Establish Residency Training Curriculum milestone for the multiplying church. In addition to clearly assigning responsibility for each task, provide a link for resources to assist the task assignee.

ID	Task	Assignee	Resources
1.0	Milestone: Establish Residency Training Curriculum		
1.1	Prepare residency training curriculum content	Ben R.	church-planting.net/planterprep/newthing.org/leadership-residency/thesummitnetwork.com/plant/
1.2	Select/train curriculum instructors	Gary T.	Local church staff Regional church planters Potential guest speakers: exponential.org/events/2016east-2/
1.3	Develop a required reading list	Terry W.	exponential.org/resource-ebooks/
1.4	Itemize required deliverables	Ben R.	planterplan.com/
1.5	Identify preaching/teaching assignments	Andy C.	Local church teaching team Regional church planters

New Church Plant: Assign Tasks

Below are sample task assignments for the Organizational Establishment milestone for a new church plant. In addition to clearly assigning responsibility for each task, provide a link for resources to assist the task assignee.

ID	Task	Assignee	Resources
1.0	Milestone: Org. Establishment Phase I		
1.1	Select church name	Jason R.	churchplantingtactics.com/name-your-church-plant/
1.2	Obtain P.O. Box address	Jason R.	church-planting.net/church-planting-tutorial-getting-started/church-planting-tutorial-legal-issues/
1.3	Prepare articles of incorporation	Josh M.	plantingchurches.org/2010/05/legal-wednesdays-articles-of-incorporation-part-1/
1.4	File articles of incorporation	Josh M.	churchplantingtactics.com/formally-organize-your-church/
1.5	Obtain Employee ID Number (EIN)	Lisa T.	irs.gov/Businesses/Small-Businesses-&-Self-Employed/How-to-Apply-for-an-EIN
1.6	Establish church checking account	Jason R.	churchplantingtactics.com/church-checking/

ID	Task	Assignee	Resources
2.0	Milestone: Org. Establishment Phase II		
2.1	Prepare church bylaws	Josh M.	plantingchurches.org/2010/07/legal-wednesdays-bylaws/
2.2	Prepare 501(c)(3) IRS 1023 package	Daniel S.	irs.gov/uac/About-Form-1023
2.3	Submit (and IRS process) 1023 package	Daniel S.	
2.4	Obtain non-profit bulk mail permit	Lisa T.	pe.usps.com/businessmail101/getstarted/bulkMail.htm
2.5	Obtain state sales tax exemption	Lisa T.	state.gov/ofm/tax/sales/

As with previous chapter examples of grouping and sequencing tasks and scheduling of tasks, the online tool PlanterPlan (<http://planterplan.com>) can be used for

assigning tasks and providing the “how to” knowledge to perform the task.

Epilogue

“Now to him who is able to do immeasurably more than all we ask or imagine, according to his power that is at work within us, to him be glory in the church and in Christ Jesus throughout all generations, for ever and ever! Amen.”

(Ephesians 3:20-21)

Imagine yourself standing with Joshua on the eastern banks of the Jordan River. God has just given you and Joshua a vision: “Take the land! All of it! It flows with milk and honey!” The vision makes your heart beat fast, but the land is massive. The terrain is as mountainous as West Virginia. And it is occupied by entrenched, formidable nations—the Amorites, the Hittites, the Canaanites and others.

Alternately, you’re thrilled and terrified. The vision—bigger than you could have dreamed! The path to reality—harder than you could imagine. How will God make a way?

Every church planter should memorize Exodus 23:29-30: *“I will not drive them out from before you in one year, lest the land become desolate and the wild beasts multiply against you. Little by little I will drive them out from before you, until you have increased and possess the land.”*

We hope and pray that this book will be helpful to you on your journey. God has given you a great dream! Launch a church that will lead untold numbers of people to Christ in your lifetime—and beyond! But remember you will not see that vision come to fruition in a year. And, you will not get

there by accident. God will provide it for you, “little by little,” as you plan, work and trust.

We wrote this book to help you plan step by step with God. For some of you, planning is something you know you need to do, but you just don’t like to do it. Others of you may feel like the more you plan, the less spiritual you must be. And some of you may spend so much time thinking and planning that you never actually get much done. Somewhere along the spectrum, there is a Godly way to plan. These six steps cover the essentials.

- STEP 1: Start With the End in Mind
- STEP 2: Develop Strategies
- STEP 3: Group and Sequence Tasks
- STEP 4: Schedule Tasks
- STEP 5: Budget Tasks
- STEP 6: Assign Tasks

We’ve provided two appendices in the back of this book to help jumpstart your multiplication planning process. The first, Appendix A, is a Church Multiplication Plan template to assist you in capturing your multiplication strategies. The second, Appendix B, is a Launch Plan template for a new church plant. Planning can be hard, especially when you start with a blank piece of paper. So we hope these templates will give you some momentum.

Finally, take a moment and reread the Ephesians scripture above and reflect on its timeless truth. Then ask yourself how this passage applies to you right now as you take the next steps toward church multiplication. At New Life Christian Church and Passion for Planting, we have experienced this scripture firsthand. Time and again, God

has done way more than we imagined, as He has given us new land “little by little.”

God, help us dream bigger dreams and pray bigger prayers—trusting that You will do immeasurably more than we could ask or imagine!

Appendix A: Church Multiplication Plan (Template)

Self-Assessment: For a culture of multiplication to exist, our core values and priorities must overflow into our behaviors. The Becoming 5 Assessment tool measures behaviors and practices rather than attempting to directly measure values. Using it, we will first establish a baseline or picture of where we are today, regarding our culture of multiplication. We will revisit this assessment tool annually to monitor progress towards our end state (described below).

B5 Assessment Tool: <http://church-multiplication.com/>

End State: Describe in detail the end state of the church multiplication efforts as a result of implementing this plan. Paint a visual picture of what church multiplication will look like as you move from the current state (example: Level 2) to the future state (example: Level 4).

Leadership: Describe the leadership structure for the implementation and oversight of this Church Multiplication Plan. Include responsibility, authority and accountability (RAA).

Strategies

The following strategies will be used to develop and execute the Church Multiplication Plan. Each strategy is defined with (1) a one- to three-sentence purpose statement; (2) two to four goals that are specific, measurable, achievable, relevant and timely (S.M.A.R.T.);

and (3) the list of primary tasks planned to accomplish each of the goals.

1. Church Multiplication Culture

- a. Purpose:
- b. Goal 1:
 - Task 1:
 - Task 2:
- c. Goal 2:
 - Task 1:
 - Task 2:

2. Church Multiplication Funding

- a. Purpose:
- b. Goal 1:
 - Task 1:
 - Task 2:
- c. Goal 2:
 - Task 1:
 - Task 2:

3. Planter Pipeline (Internship/Residency)

- a. Purpose:
- b. Goal 1:
 - Task 1:
 - Task 2:
- c. Goal 1:
 - Task 1:
 - Task 2:

4. Church Multiplication Scorecard

- a. Purpose:
- b. Goal 1:

- Task 1:
- Task 2:
- c. Goal 2:
 - Task 1:
 - Task 2:

5. Sending Culture

- a. Purpose:
- b. Goal 1:
 - Task 1:
 - Task 2:
- c. Goal 2:
 - Task 1:
 - Task 2:

6. Church Multiplication Network Affiliation(s)

- a. Purpose:
- b. Goal 1:
 - Task 1:
 - Task 2:
- c. Goal 2:
 - Task 1:
 - Task 2:

7. Church Planting Network Affiliation(s)

- a. Purpose:
- b. Goal 1:
 - Task 1:
 - Task 2:
- c. Goal 2:
 - Task 1:
 - Task 2:

Appendix B: New Church Plant Launch Plan (Template)

Launch Plan Purpose

The Launch Plan has the following purposes:

- a. To provide a clear vision for the startup of the new church.
- b. To identify actions required to achieve the vision and to yield a high-impact, high-quality startup at minimum cost. The plan is intended to be flexible and adaptable as God leads, and is not intended to be a fixed, unchanging document.
- c. To provide a clearly written plan enabling participants in the project to understand and support the vision. The plan is intended to be a guide that empowers, energizes and aligns the team.
- d. To provide a set of expectations which the management team, church planter, and other partners can use to assess and monitor the project's progress and effectiveness.

Leadership

- a. Photo of lead planter (and family)
- b. Biography of lead planter
- c. Photos and biographies of staff

Vision, Mission and Core Values

- a. Describe Vision
- b. Describe Mission
- c. Describe Core Values

Target and Demographic

- a. Describe target group
- b. Provide target area demographic data (use tables, graphics)

End State (Opening Day)

- a. The new church will be launched (first public worship service) on [insert date].
- b. Describe in detail what opening day will look like (paint a visual picture of the experience people can expect from entering to exiting the parking lot).
- c. Describe the facility where the church will meet.
- d. How many services will be held (and the planned times)?
- e. Describe what worship will look like.
- f. Describe the children's program (full program or nursery only).
- g. Describe the "win" (measurable goals at opening day).
 1. Staffing goal (at launch)
 2. Launch team size goal
 3. Opening day attendance goal
 4. Number of active small groups goal

Planning Timeline

- a. Enter a table of key milestones/dates from project start to launch.

Budget

- a. Enter a table of the pre-launch and year 1, 2, 3 projected budget.

Project Management

- a. The church plant project will be managed by [insert project management team/organization].
- b. The project will use [insert tool name] to manage (and track to closure) all tasks.
- c. Reporting: Monthly project management reports will be provided to the [insert oversight authority] that will include the following:
 1. Key accomplishments
 2. Summary count of completed, overdue and not yet due tasks
 3. Milestones completed
 4. Milestones due next month
 5. Milestones overdue (to include corrective action plan)

Strategies

The following strategies will be used to realize the vision/mission of the new church. Each strategy is defined with (1) a one- to three-sentence purpose statement; (2) two to four goals that are specific, measureable, achievable, relevant and timely (S.M.A.R.T.); and (3) the list of primary tasks planned to accomplish each of the goals.

1. Prayer Team

- a. Purpose:
- b. Goal 1:
 - Task 1:
 - Task 2:
- c. Goal 2:
 - Task 1:
 - Task 2:

2. Staffing

- a. Purpose:
- b. Goal 1:
 - Task 1:
 - Task 2:
- c. Goal 2:
 - Task 1:
 - Task 2:

3. Vision Casting and Communications

- a. Purpose:
- b. Goal 1:
 - Task 1:
 - Task 2:
- c. Goal 2:
 - Task 1:
 - Task 2:

4. Launch Team Development and Growth

- a. Purpose:
- b. Goal 1:
 - Task 1:
 - Task 2:
- c. Goal 2:
 - Task 1:
 - Task 2:

5. Small Groups and Discipleship

- a. Purpose:
- b. Goal 1:
 - Task 1:
 - Task 2:

- c. Goal 2:
 - Task 1:
 - Task 2:

6. Marketing

- a. Purpose:
- b. Goal 1:
 - Task 1:
 - Task 2:
- c. Goal 2:
 - Task 1:
 - Task 2:

7. Facilities

- a. Purpose:
- b. Goal 1:
 - Task 1:
 - Task 2:
- c. Goal 2:
 - Task 1:
 - Task 2:

8. Equipment

- a. Purpose:
- b. Goal 1:
 - Task 1:
 - Task 2:
- c. Goal 2:
 - Task 1:
 - Task 2:

9. Business and Community Partnering

- a. Purpose:

- b. Goal 1:
 - Task 1:
 - Task 2:
- c. Goal 2:
 - Task 1:
 - Task 2:

10. Funding/Fundraising

- a. Purpose:
- b. Goal 1:
 - Task 1:
 - Task 2:
- c. Goal 2:
 - Task 1:
 - Task 2:

11. Outreach

- a. Purpose:
- b. Goal 1:
 - Task 1:
 - Task 2:
- c. Goal 2:
 - Task 1:
 - Task 2:

12. Ministry Teams

- a. Purpose:
- b. Goal 1:
 - Task 1:
 - Task 2:
- c. Goal 2:
 - Task 1:
 - Task 2:

About the Authors

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Brett Andrews is the founding pastor of New Life Christian Church in the northern Virginia suburbs of Washington, D.C. Since launching in 1993, New Life has pursued multiplication by expanding its reach through multisite and directly supporting nearly 100 church plants. The church has also built a national church planting ministry (Passion for Planting) that has impacted countless other church plants by providing free resources and project management, and by shaping Exponential into what it is today.

Recently, New Life developed the nZone, an indoor recreational facility, allowing thousands of Washingtonians to experience the love of God every week even before they know it's God's love they're experiencing.

Brett holds a B.A. in Christian Ministries and Bible from Cincinnati Christian University. He is the author of the book *Give God Some Credit: Risk Taking for Greater Impact*.

Brett's greatest blessing on earth is his wife of 25 years, Laura, and their four children. He enjoys competitive sailing, coaching baseball, and his beagle that will eagerly greet you by wetting on the floor.

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Dale Spaulding

Director, Passion for Planting



Dale Spaulding is the director of Passion for Planting. Located in Chantilly, Virginia, Passion for Planting was founded by church planters to help church planters stay focused on people. Passion for Planting provides tools, free downloadable resources, and project management to ensure the multitude of tasks required to plant a healthy church comes together

at the right time. The ministry also offers a church planter residency program that teaches the nuts and bolts of how to start a new church from the ground up.

Dale is a marketplace-to-ministry guy. Prior to his time with Passion for Planting, he worked as a software quality engineer and technical fellow with The Boeing Company. Before Boeing, Dale served in the U.S. Navy for 22 years, retiring as a Lieutenant Commander. Dale holds a B.S. in Business Administration from Auburn University and an M.S. in Information Systems from the U.S. Naval Postgraduate School.

Dale and his wife, Nancy, live in Fairfax, Virginia. He has two sons and two grandchildren. He enjoys golf, Auburn University football and all Washington, D.C., sports teams, which takes a LOT of patience.

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Related Multiplication Resources

FREE eBooks

20+ new free eBooks are in our multiplication library. Authors include J.D. Greear, Ralph Moore, Larry Walkemeyer, Bruce Wesley, Tim Hawks, K.P. Yohannan, Ajai Lall, Brian Bolt, Jeff Leake, and many more. These leaders of multiplying churches share their journey of creating a sending culture of multiplication.

These eBooks are in addition to 60+ existing free eBooks in Exponential's resource library. Check out exponential.org/resource-ebooks to download these books.

Exponential Conferences

Don't miss the opportunity to gather with like-minded church multiplication leaders at Exponential's 2017 events:

Exponential East (April 24-27 | Orlando) and Exponential West (October 2-6 | Los Angeles) convene thousands of leaders and feature 100+ speakers, 100+ workshops, and nine focused workshop tracks.

Exponential Regionals bring the full punch of the national event theme in a more intimate gathering that helps leaders save travel expenses. 2017 Regionals will take place in Washington, D.C., Chicago and Houston, Texas.

Visit exponential.org/events to learn more.

FREE Online Multiplication Assessment

Discover your church's level and pattern of multiplication via our free online tool. It only takes 20 minutes to complete and is available at becomingfive.org

FREE Online Multiplication Course

The Becoming Five Course is designed to delve deeper into the practical elements of church multiplication. Leaders wanting to multiply their church will find valuable training in the form of audio, video, and written content supplied by dozens of multiplying practitioners, with the ability to work at their own pace. Visit exponential.org/register/b5-course/ to register.

Digital Access Passes (Training Videos)

Exponential offers downloadable content from all 10 main stage sessions via our Digital Access Pass (a separate pass for each conference theme) at exponential.org/digital-access-pass/:

2015: “SPARK: Igniting a Culture of Multiplication”

2016: “Becoming Five”

2017: “Dream Big: Discover Your Pathway to Level 5 Multiplication”

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A vertical poster for the Exponential 2017 event. The background is a dark, starry night sky with blue and white clouds. In the center, a stage is visible with a band performing. The text is overlaid on the image. At the top, 'EXPONENTIAL 2017' is written in red. Below it, 'DREAM' is written in large, white, bold letters with a blue glow, and 'BIG' is written in smaller white letters below it. In the center, a white box contains the text: 'BE A PART OF THE LARGEST ANNUAL GATHERING OF CHURCH MULTIPLICATION LEADERS ON THE PLANET!'. At the bottom, there are four event listings, each with the Exponential logo (a square with 'EX' and a small '2' in the top right corner).

EXPONENTIAL 2017

DREAM BIG

BE A PART OF THE LARGEST
ANNUAL GATHERING
OF CHURCH MULTIPLICATION
LEADERS ON THE PLANET!

EX² **EXPONENTIAL EAST**
ORLANDO, FL
April 24-27, 2017

EX² **EXPONENTIAL WEST**
LOS ANGELES, CA
October 2-5, 2017

EX² **2017 REGIONALS**
Washington, D.C.
September 11 + 12, 2017

EX² **Chicago, IL**
November 7 + 8, 2017

EX² **Houston, TX**
November 29 + 30, 2017

EX² exponential.org/events

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