

Advanced Church Planting

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Written By

Irvin J. Cunningham

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70
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90
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the international relations of
the United States
in the Pacific
and the Far East

Advanced Church Planting

Index

<u>Chapter</u>	<u>Title</u>	<u>Page</u>
	<i>Introduction</i>	1
One	<i>The Divine Purpose!</i>	7
Two	<i>An Apostolic Exercise</i>	19
Three	<i>The Attitude Of The Pastor</i>	27
Four	<i>The Attitude Of The Mother Church</i>	35
Five	<i>Size Of The Church . . . Age Of The Planter</i>	41
Six	<i>Church Plant Types</i>	49
Seven	<i>Developing Men For Ministry</i>	55
Eight	<i>Choosing A Leader For The Church Plant</i>	65
Nine	<i>Mother and Daughter Church Agreements</i>	81
Ten	<i>The Church Plant Service Schedule</i>	97
Eleven	<i>Outreach And The Church Plant</i>	107
Twelve	<i>Church Planter's Checklist</i>	115
Thirteen	<i>When Should The Church Plant Become Autonomous?</i>	125
Fourteen	<i>Sample District Policies Governing Church Plants</i>	135
Fifteen	<i>Troubleshooting -- Church Planting Difficulties</i>	147



*I respectfully dedicate this book to
My Mother and Father who taught me to love God
and his work; To my grandfather, J. C. Cole who taught
me to love the Word of God; And to my uncle, Billy Cole,
who taught me to be sensitive to the Spirit and
to have a burden for a lost world.*

*I sincerely appreciate my wonderful
wife, Elsy, and my daughter, Elysa,
who have unselfishly shared me with the
cause of Home Missions.*

I love you all!



Introduction

Acts 19:10 "...all they who dwelt in Asia heard the word of the Lord Jesus, both Jews and Greeks."

Can you imagine? . . .

With none of the modern conveniences of our day, all Asia heard the Word!

Can you imagine? The early church did not have telephones, telegraphs, computers, cars, trains, printing presses or jet planes. Yet all Asia heard the Word in just two short years. They effectively evangelized their generation without access to these many technological tools and conveniences we seem to be so dependent on today. How did they do it? What motivated them? Who spread the message?

In a word, they were obviously CONSUMED with a burden to reach the lost and to effect their generation. The early Christians were consumed with spreading the Gospel to the then known world. They were determined that whatever it cost them, they would see their world won to Jesus.

As a modern day church I am afraid we are guilty of majoring on minors and minoring on majors. We spend too much time, effort, resources and energy on things that are of no eternal value. On the other hand, the real purpose of the church is often overlooked. I see us as a church caught up in time consuming efforts which do not fulfill the task of the church -- to seek and save the lost.

Tom Fred Tenney, Superintendent of the Louisiana District, has made famous the statement "*It's time to let the main thing be the main thing!*" What is the "main thing"? Jesus told us that He came to the earth, and ministered to mankind, to "Seek and to save that which was lost". Should the church have a purpose other than the expressed purpose of our Lord? I dare say not!

As we follow the earthly ministry of Jesus we find that He placed the value of souls above everything on earth. When He said "*For what is a man profited, if he*

shall gain the whole world, and loose his own soul?" He was plainly telling us that nothing is more important or more precious than one soul.

He continually spoke of, and exemplified, the value of a soul to His disciples and followers. When He went through Samaria to meet one woman at the well, He was showing his disciples how much one soul meant to him. When he went to the home of Zaccheaus for dinner, the house of a sinner, He was showing his followers how much one sinner meant to him. When he stopped by the table of Matthew, the tax collector, and said to him *"follow me"*, He was exemplifying soulwinning to his followers. With great passion and burden Jesus admonished his disciples in Matthew 9:37-38 *"Then saith he unto his disciples, The harvest truly is plenteous, but the labourers are few; Pray ye therefore the Lord of the harvest, that he will send forth labourers into his harvest."*

*"The only way to succeed
at anything is to give it
everything."*

-- Vince Lombardi, Green Bay Packers Coach

Can the church of the 90's be stirred to reach the lost?

This question haunts me. Can we be stirred to reach a lost and dying world that is on its way to hell?

I read an interesting statistic recently: *"In the last fifteen years, just since my wife and I started the Newport News Church, over one billion people have died. Half never heard the name of Jesus mentioned one time! Everyday 139,560 people die;*

339,500 are born. The earth's population is increasing by 200,000 everyday." The church is falling farther and farther behind.

We must be challenged to worldwide evangelism. In August 1994, the population of the world is estimated to be between 5.2 and 5.3 billion people. There are 6,459 languages spoken in the world. According to Wycliff Bible Translators, *"1.8 billion people do not have a Bible in their language."* When you go to church next Sunday, there will be over one million more people in the world than last Sunday. This means the equivalent of a large metropolitan city springs up every four days, and the equivalent of a new United States of America every four years.

North America is a mission field. The United States population now numbers over 260 million and Canada's population is approximately 28 million. According to the Gallop Association, *"150 million in the United States are not Christianized."* There is much concern in both the United States and Canada concerning our nation's move toward "Non-Christian Nation" status. There are only four countries in the world with larger "non-Christianized" population than the United States of America. On any given Sunday, approximately 230 million people are not in any church. There are only two countries with a larger "non-churched" population -- China and India.

There are approximately 400 thousand churches, of all denominations, in North America. The average size congregation, of all denominations, is 70-75 members. It is said that only six percent of these churches have a "world missions" concept of evangelizing the world. Of every dollar given in a North American church, 94 percent stays in the local church and 6 percent is divided between Home and Foreign Missions for world evangelism. You can rightly assume that if churches are not giving proportionately to world missions -- neither are they praying for missions. *"For where your treasure is, there will your heart be also."*

Missions Saturation? . . .

There was much discussion, throughout the ranks of the United Pentecostal Church, on the question of financial saturation as it relates to missions giving. Has the North American church reached a saturation point financially? Are there too many missionaries, projects and programs vying for the North American church's dollar? Have we given all we can?

I spoke to Brother Billy Cole concerning financial saturation. I asked him, as a member of the Foreign Missions Board and one who travels this fellowship extensively, if he felt we had in fact reached our limit in missions giving. His response staggered me. He said *"The church has not reached its saturation point financially, but it might have reached the saturation point of its burden."*

Honestly, I would rather it be said of this generation that we ran out of money, or that we were short on ability and talent, than for it to be said that we ran out of burden!

I offer the contents of this book as a tool for all who are interested in doing something about the awesome task before us -- reaching the world with the Gospel. As a pastor, leader or concerned saint of God, you can do something about reaching the world by planting an Apostolic church. Cities, towns and counties all across North America are waiting for a truth preaching church.

Jack Cunningham
General Director of Home Missions
United Pentecostal Church International

Chapter One

The Divine Purpose!

Mat 28:19-20 "Go ye therefore, and teach all nations, baptizing them in the name of the Father, and of the Son, and of the Holy Ghost: 20) Teaching them to observe all things whatsoever I have commanded you: and, lo, I am with you alway, even unto the end of the world. Amen."

Luke 19:10 "For the Son of man is come to seek and to save that which was lost."

History of Church Planting . . .

Those who have studied the history of the early church will most likely agree that the Book of Acts church grew rapidly from the day of Pentecost until approximately 100 A.D. because of their ardent commitment to evangelism. Revival and rapid growth were the results of their efforts to build the Kingdom. It could easily be said that the church well understood its purpose to be the reaching of lost men and women no matter the cost or commitment. It was their divine purpose!

It is clear that the early church placed reaching the lost at the top of their list of priorities. The early church practiced a concept of ministry which was obviously based on the command of the Lord "*Go ye into all the world..*". They sent missionaries into every town and to every known nation to preach and establish churches. According to the Epistles and other historical accounts, entire cities were effected by this powerful evangelistic church which "*turned their world upside down*" through Apostolic ministry and aggressive evangelism. Literally hundreds of churches were established and thousands of converts made. They were sold out to the concept of planting churches in every community and among people of all cultures.

The modern day church planter reads the history of the early church and asks, "How did the early church grow so rapidly? What was the key (or keys) to their church planting and church growth success?" I have listed four factors which I believe contributed to their outstanding growth.

The Anointing Makes The Difference . . .

First, they undoubtedly had the anointing of the Holy Ghost on their lives and ministries. They understood clearly that if they were to accomplish God's divine goal

of reaching the world, they must have the touch of His Spirit on all they did. The victories gained by the early church were clearly the result of a sovereign move of the Holy Ghost. The Apostle Paul said in I Corinthians 2:1-5;

"And I, brethren, when I came to you, came not with excellency of speech or of wisdom, declaring unto you the testimony of God. 2) For I determined not to know any thing among you, save Jesus Christ, and him crucified. 3) And I was with you in weakness, and in fear, and in much trembling. 4) And my speech and my preaching was not with enticing words of man's wisdom, but in demonstration of the Spirit and of power: 5) That your faith should not stand in the wisdom of men, but in the power of God."

The Spirit of the Lord spoke through the prophet Isaiah in chapter 10, verse 27, of his book;

*"And it shall come to pass in that day, that his burden shall be taken away from off thy shoulder, and his yoke from off thy neck, and **the yoke shall be destroyed because of the anointing.**"*

Since being appointed to coordinate the efforts of the United Pentecostal Church's Church Growth Department, in 1991, I have had the privilege of speaking in many Church Growth Conferences and Seminars across North America. In these sessions I present subjects dealing with 1) Concepts for growth, 2) Introduce tools which produce growth, 3) Encourage pastors and leaders to organize their efforts for greater growth, and many more. It is my earnest conviction that pastors and church leaders have a responsibility to their congregation, and to the lost of their city, to be all they can be (and do all they can do) to effectively build a church. Church leaders who accept this responsibility understand that church growth training, church growth

books and church growth seminars are necessary. NOTHING takes the place of the anointing. No tool, no amount of education, no human ability, no concept or philosophy -- NOTHING can replace the anointing!

The great church my wife and I had the honor to found and pastor in Newport News, Virginia was a rapid growth church. Some of the credit for the growth of the church belongs to those who shared growth producing concepts and ideas with us through seminars, books, tapes and through one on one discussions.

C. Peter Wagner's

Challenge To Church Leaders

- Denominational leaders should continually emphasize that church planting is a natural and expected responsibility of the local church.
- Leaders should give positive public recognition to churches and pastors who plant new churches.
- Leaders should constantly raise questions about where new churches should be planted.
- Failures should not detract from church planting efforts. Continual efforts produce greater percentages for success.
- The pastor is the primary key to effective church planting.
- The Pastor should select potential church planters from within the congregation and give them adequate training.
- The pastor should lead the Mother Church to prayer for the Church Plant process.
- Goal setting is important for success.
- Successful church planting requires the proper projection of priorities.

I believe in, and am committed to, utilizing church growth and church planting helps! Church leaders who are indifferent to a lost and dying world, will often criticize and refuse to even make an effort to learn more about the harvest. On the other hand, I have found that those who are obsessed with reaching the lost are open to ideas that work and are anxious to implement them in their own ministry.

In all my seminars, I present a solid argument in favor of church growth tools. Then, I proclaim that nothing will ever take the place of a move of God! Nothing will ever replace the power of the Holy Ghost in our church planting efforts. Nothing will ever replace the anointing!

Jesus told Nicodemus in John 3:6 *"That which is born of the flesh is flesh; and that which is born of the Spirit is spirit."* The early church understood the principle outlined here. Any effort which begins in the flesh will end in the flesh. Likewise, any effort born of the Spirit will end in the Spirit. The establishment of a true Apostolic Church can always be traced to men and women who relied on the Spirit to lead their every effort in the beginning stages of the Church Plant.

Everywhere the church went they had one goal and that was to introduce men and women to Jesus Christ and to establish them as believers that they might be ready to spend eternity with the Lord. To get the attention of the lost and to combat the many hindrances imposed by Satan, they depended on the Holy Ghost working in and through them. Remember what Paul said to the Corinthian church...

"And my speech and my preaching was not with enticing words of man's wisdom, but in demonstration of the Spirit and of power: That your faith should not stand in the wisdom of men, but in the power of God." (I Corinthians 2:4-5)

The church planter today cannot afford to overlook the importance of hearing from God and staying very close to His leading. If the church is to be a success, it will be built on the solid rock of Word and Spirit. Using proven effective church growth tools and ideas makes good sense. More importantly, ignoring the power of the Holy Ghost in the Church Plant effort is foolish. Worse yet, believing that a church can be established through man's abilities alone is even more foolish.

Church Planting

An institute for church planting in the Pacific Northwest is being formed in Portland by representatives of some 30 denominations. The institute is an outgrowth of meetings held since last April among leaders wishing to plant churches for an expected wave of new converts. "Since God intends to bring revival," as evidenced by the "massive movement of prayer" in the United States, "we must begin to prepare culturally appropriate churches for those converts now," said Jack Dennison, Professor of Pastoral Ministries at Multnomah Seminary and a leader of the group. ...House churches will comprise the next wave of growth in the church in the United States, Dennison said. They will begin as "houses of prayer," or groups of local Christians who commit themselves to pray for their neighbors and develop friendships with them. One advantage is that no money, new facilities, or land are needed, he said. Also, houses of prayer provide a family focus for evangelism and a model of unity in the Body of Christ, since Christians from several denominations are involved, he told NIRR. Some will grow into full-sized churches.

-- National & International
Religion Report -

Then he answered and spake unto me, saying, This is the word of the LORD unto Zerubbabel, saying, Not by might, nor by power, but by my spirit, saith the LORD of hosts. (Zechariah 4:6)

And it shall come to pass in that day . . . the yoke shall be destroyed because of the anointing. (Isaiah 10:27)

Imminent Return of Christ . . .

Equally as obvious, and equally important when studying the growth of the early church, is the fact that they believed Jesus Christ would return in their lifetime. In fact, this powerful prevailing belief was the basis of their motivation!

They passionately taught the imminent return of Christ to all members and converts. It was their belief in His second coming that drove them to "*work while it is day, for the night cometh when no man can work*". The prevailing attitude was -- time is short, so we must put everything else aside and do his work with all our might. Building the Kingdom was their goal and they sold themselves to it unreservedly. With a sense of desperation concerning the times, they gave themselves to spreading the gospel to the then known world.

There are those in the church today who do not believe in and teach the imminent return of Christ. Obviously it is their prerogative to teach what they believe. I am a realist though and I have one major problem with any teaching that relegates the return of Christ to some distant and future time. My problem is simple, people who do not believe He is coming soon, do not usually go after the lost with

any sense of desperation. The attitude seems to be -- We have plenty of time so there is no need to push!

*The burden to reach lost people burned within their bosoms
and must burn in the heart of every child of God today!*

When I think about Heaven and Hell; when I think of men and women being lost forever; when I think of the pain and suffering of men who enter into an eternity without God; I am stirred in my heart to reach someone else before it is too late.

It seems that the early church was driven by these thoughts. They knew that when Christ returned for His church, many would be lost and end up in a devil's hell lest they reach them with the only message that can save -- the Acts 2:38 message!

We are closer to His coming today than any generation before us. We are living in a prophetically charged time. Without doubt, this is the generation that is going to experience the outpour of the Holy Ghost prophesied by Joel. We, as a church, are standing at the threshold of both the endtime revival and the soon return of Christ for His church. We are standing in a place the church has never stood before.

I believe with great conviction that what the church does, or fails to do, with the magnificent opportunity before us will determine whether we will be the vehicle God will use to usher in endtime revival or not. We must not fail to see the opportunity and responsibility laid at our feet. We must plant churches everywhere possible preparing for the endtime outpouring which is to take place any time now.

I am reminded of a story that John F. Kennedy used to tell about a famous French marshal who once asked his gardener to plant a tree. The gardener objected saying that the tree was too slow-growing and would not reach maturity for

approximately 100 years. To the objection of the gardener the marshal replied, "In that case, there is no time to lose -- plant it this afternoon."

As we look at the future of the United Pentecostal Church, and consider the soon and sure return of the Lord Jesus Christ, we need to have a sense of urgency about planting churches in every community and culture in North America. We need to know how to move quickly, but we also need to know how to plan long-term -- and achieve the proper balance between the two! There is no time to lose -- we must plant churches now!

Ye Shall Be My Witnesses . . .

Thirdly, the early church taught, as doctrine, the scripture directives related to born again children of God being witnesses everywhere and to everyone. We are commanded by the Master to be "*witnesses*". To be a witness requires a commitment to "telling" everyone everywhere that Jesus Christ can change their life. They went through their cities and villages, following the example of the Lord, preaching the Gospel to every creature:

Matthew 9:35 And Jesus went about all the cities and villages, teaching in their synagogues, and preaching the gospel of the kingdom, and healing every sickness and every disease among the people.

*Has the church reached
the saturation point when
it comes to burden for the
lost?*

We are instructed to be "*wise as serpents and harmless as doves*" (Matthew 10:16). I have seen many men and women, who I thought were "winnable" to the church, walk away from the truth because church members were cold and brash. When working with the lost we must always be kind, courteous and gentle.

Leadership Training . . .

Finally, the early church grew because they used the "multiplication" method instead of simple addition. Instead of the Apostles attempting to do all the work, preach all the sermons, baptize all the converts, pastor all the churches and oversee all ministries themselves, these wise leaders multiplied their ministry by investing themselves into others and then empowering those they had trained to be leaders to do the work of the ministry. We see this unfolding very early in the formation of the church:

Then the twelve called the multitude of the disciples unto them, and said, It is not reason that we should leave the word of God, and serve tables. 3) Wherefore, brethren, look ye out among you seven men of honest report, full of the Holy Ghost and wisdom, whom we may appoint over this business. 4) But we will give ourselves continually to prayer, and to the ministry of the word. (Acts 6:2-4)

We can read several accounts in New Testament history of the early church reaching entire cities for the Lord. There are historical accounts of tens-of-thousands coming to Christ. In some cases entire cities. What a powerful church they must have been. There were several mega churches in existence during the time of the Apostles.

Not all churches referred to in the new Testament were mega churches though. In fact, there are many references to "churches" without any reference to their size. Also you will find many, many references to churches which met in houses. Obviously, these were not mega churches, rather they were churches located in communities trying to reach the men and women located around them. It was the early church that introduced us to the concept of Daughter Church planting.

It would appear that it was common practice that if a man wanted to go to an area (or particular culture) to start a new church, the established church would pray for, fund and often send laborers to assist in the planting of this new church. Again, I emphasize that it was a common practice among them.

Other than the Apostle Paul himself, there is not a single reference, in the Bible, of a church being started "cold turkey" or by a pioneer church planter. Even the great Apostle himself had churches which supported his ministry, and members that traveled with him to establish churches. Church Planting is definitely Apostolic!

The remainder of this book is dedicated to assisting you with every aspect of the church planting process . . . Planning, Ministerial Agreements, Church Plant Check-lists, and other helpful materials designed to assist you in church plant process.

**"Our goal is to influence history instead of
merely observing it".**

Chapter Two

An Apostolic Exercise!

Acts 14:23-26 "And when they had ordained them elders in every church, and had prayed with fasting, they commended them to the Lord, on whom they believed. 24) And after they had passed throughout Pisidia, they came to Pamphylia. 25) And when they had preached the word in Perga, they went down into Attalia: 26) And thence sailed to Antioch, from whence they had been recommended to the grace of God for the work which they fulfilled."

Acts 16:4-5 "And as they went through the cities, they delivered them the decrees for to keep, that were ordained of the apostles and elders which were at Jerusalem. 5) And so were the churches established in the faith, and increased in number daily."

A Church In Every City . . .

As you trace the steps of the early Apostles and ministers of the Book of Acts, you find that everywhere they went they started, established and left churches. Their intentions were obvious, they were committed to establishing a church in every city, town, village and among every culture.

After reaching the cities surrounding Jerusalem, they went on to Judea, Samaria and to the uttermost parts of the earth. The early church was committed to reaching every language, every nation and every culture until they had reached their world with the Apostolic message.

As a modern day organization, the United Pentecostal Church of North America has attempted to follow the pattern set forth by the early church. Our organization has, from its beginning, been motivated to take *"The Whole gospel To The Whole World"*. That statement is more than a motto -- it is our divine motivation!

*"The Whole Gospel To
The Whole World" --
Motto or Motivation?*

Recently I have noticed that Nathaniel A. Urshan, General Superintendent of the United Pentecostal Church International, is quoting the organization's motto differently. He is saying, *"The Whole Gospel To The Whole World By The Whole Church."* I like it! The only way we will ever succeed at the task of spreading the Gospel around the world is for the whole church to become involved in the task. Every child of God should be a part of the success of the church in the last days.

From the beginning of the organized effort, which produced the United Pentecostal Church International, the founding fathers realized the responsibility of an

Apostolic Church was to reach a lost world. So the church was set on a course of "seeking and saving" through the avenue of missions -- Home and Foreign.

The church of North America has historically supplied both men and finances for the purpose of world evangelism. Our forefathers recognized that as the church at home grew, they must assume responsibility for sending and supporting missionaries around the world to preach the truth to every nation. The church in North America has grown. From approximately 250 churches, at the beginning of the United Pentecostal Church International in the year 1945, to 3,791 churches at the time of the writing of this book (12/96).

Has the church been faithful to a world missions vision? Absolutely! Some might argue that we could do more, and I would have to agree. There is always room for improvement. But, I have no criticism for those who have gone before us or the great work they have done in spreading the Gospel around the world. When you consider the size of the United Pentecostal Church International and the relatively short time we have been in existence as an organization, our growth is unparalleled in the religious world.

The United Pentecostal Church has always felt a deep and driving burden to win the lost before the return of our Lord. In the short lifetime of this church organization we have grown from 250 to 3,750 congregations in North America and, at the same time, the North American church has sent missionaries and supplied funds for the establishment of more than 15,000 churches on the foreign field.

In 1990, I began to hear the word "saturation" used frequently among district and national officials, department heads and directors, missionaries and pastors. Because missions, youth and other giving was down leaders looked for the reasons why. The conclusion was reached that the church of North America could not handle

any more fund raising drives, any more missionaries traveling, any more financial responsibilities.

I spoke to Brother Billy Cole about this so-called saturation. He told me that the United Pentecostal Church of North America had not reached a financial saturation point, but that we had perhaps reached the saturation of our burden.

Just as the excuse of "financial saturation" did not set well with Brother Cole, it did not set well with me. For two reasons: First, I know God has never failed His church. He has always blessed them who give of their finances for the furtherance of His Kingdom. The overworked adage is still true "You cannot out-give God!" Reason number two: I see that American (United Pentecostal Church) people have plenty of money for what they want. Our responsibility is to cause them to have the "want to" necessary to reach their world.

North America . . .

The awesome task facing the North American church today, which is reaching nearly two-hundred-eighty million people, demands that we respond like never before in the history of our church. There are literally tens-of-thousands of cities and counties which do not have a United Pentecostal Church. There are thousands of cities large enough for many churches which do not have even one. In the major metropolitan areas of North America, there exists many cultures within the North American culture. In the United States, the Spanish population has grown in a short number of years to become the second largest culture group in our nation. The Black population is third, with the conglomerate Asian population fourth. How will we reach so many, with so many different languages and cultures unless we sell ourselves to evangelism?

In late 1993, church leaders begin to speak of the possibility of the United States and Canada fast approaching non-Christian status with the United Nations. This due to the fact that many non-Christian religions (Muslims, Buddhists, etc...) are now residing in, and growing, in both nations. This must not become a reality. The blessings of God upon our nations would surely be withdrawn if the church stands aside and allows false religion to flourish while we do little or nothing.

It is "high time" for the church to sell out to evangelism and church planting.

According to a Gallop Association poll released in the first part of 1994, the United States of America is now the third most unchurched nation on earth. Only China and India have more people not in church on Sunday than there are unchurched individuals in the United States of America.

It is "high time" for the church to sell out to evangelism and church planting. The church cannot set idly by while North America's population is going to hell by the tens and hundreds-of-thousands.

A Staggering Challenge . . .

As a denomination, we must wake up and respond to the needs of our day and to the lost condition of North America. I was moved by the challenge issued by C. Peter Wagner, noted church growth speaker and author, to denominational leaders concerning their responsibility to plant churches. He begins his challenge by saying, "*It is easier to have babies than to raise the dead*".

Not one line of Wagner's challenge is outside the reach of the United Pentecostal Church International. We have all the resources: 1) Men, 2) Finances, 3) Need, 4) Trainers, and 5) Opportunity. The only thing standing between us and

realizing the goal of *VISION 2000* is whether or not we are ready to rise to the occasion and actually get down to business and plant churches throughout our land.

I challenge every pastor, who reads this book, to in turn challenge the young men and women of your assembly to become church planters. Challenge them to leave their mark on their generation. Challenge them to make history.

I further challenge you to set church planting goals for your congregation, for the aspiring ministers of your church and for yourself. Take time to identify the communities and cultures around you which need a United Pentecostal Church and project a church plant date.

After targeting an area(s) for a church plant, and after you have inspired the aspiring ministers of your congregation to become church planters, it is time to preach your dream to the congregation so others within the church will "buy into" your church planting dream. The more people dreaming your dream with you and the more people who are praying for the fulfillment of your dream, the greater the possibility of the dream becoming a reality.

Worldwide Revival . . .

Every time we plant another United Pentecostal Church, raise up another congregation, or train another minister for the harvest, we are expanding the base which supports and expands worldwide revival. New church plants mean continued finances and workers for facilitating world-wide revival.

I want to drive the point home. I strongly believe that the only way we will facilitate world-wide revival is to aggressively plant new churches in North America. Church planting (*VISION 2000*) is more than a mere program. Church planting is the

future of the United Pentecostal Church. Church planting is putting seed in the ground today to insure a growing, thriving and reproducing church of tomorrow.

When we fail to aggressively plant churches in North America, we are deciding to have no future as an organization! Without a strong, growing, revival church in North America, we cannot realistically expect world-wide revival. Church planting at home is Apostolic because it facilitates world evangelism. Do your part to reach North America and North America will reach the world!

Chapter Three

The Attitude Of The Pastor

Titus 1:5 "For this cause left I thee in Crete, that thou shouldest set in order the things that are wanting, and ordain elders in every city, as I had appointed thee:"

Vision . . .

The church I pastored in Newport News, Virginia, planted two daughter churches and one extension work. The difference in a Daughter Church and an extension work (in short) is this; The extension work will most likely never become an autonomous church and is usually started with the intentions of remaining as an "extension" of the Mother Church. On the other hand, the goal for the Church Plant is to eventually become an autonomous, self-perpetuating and self-sufficient church.

Soon after starting the church in Newport News, I developed a plan for reaching our entire area through planting churches. My initial responsibility was to build a church specifically in Newport News and from that church evangelize every culture and community within our reach.

When I started the church in Newport News, you could drive almost eighty miles west on I-64 before you would reach another United Pentecostal Church. You could drive 130 miles north on Rt. 17 before you would reach a United Pentecostal church in Fredericksburg. To the south there was no church all the way to North Carolina on Rt. 58. To the east on I-64 there were eight churches in the Tidewater area where one-and-a-half million people lived. I wanted to send out men to every surrounding community to plant a church. I promised God if He would give me men and women who had potential, I would train them to go and when they were ready, send them out.

Multiply Your Ministry . . .

From the start, God provided us with men and women who had the potential to be church planter. I found that as long as I trained them for the harvest, God kept

sending them to us. I always felt that if I ever stopped training men and women for ministry, God would stop sending them.

Many churches are like the Dead Sea. It has water flowing into it but nothing ever flows out. It is stagnant. The water is unfit for any human benefit. It is slimy. It stinks. It is dead!

So is any church which does not have a vision which goes beyond their own four walls and the saints they are presently ministering to. If you lose your vision for winning the lost and reaching out to unchurched communities and cultures, you have lost your right to existence as an Apostolic Church.

We have trained many men for the ministry who were in our area with the military. Often these men would be with us one to two years. We would work with them and train them to do a work for God. Usually when we would have them where they were really producing for the Kingdom, the military would ship them out to another state, or even overseas. I have trained men who are now pastoring, assisting, evangelizing and winning the lost literally all over the world.

*This positive attitude toward
the Kingdom of God is
common among pastors who
are planting churches.*

A pastor friend told me one day, "I could not do what you are doing. I could not work with people so close and pour myself into them, only to have them leave after a year or two." I just smiled at him. You see, my goal was to build a church which would effect the world not just a few people in a single community.

An assistant pastor in my own church, who was worried that the Mother Church would suffer from sending men out, expressed the same sentiments of my

pastor friend. I sat down with him and explained that as long as we were sending men out, God would continue to send new ones in. I told him that I was convinced that the day my attitude changed toward sending men out, God would stop sending new ones in.

For example, look at the ministry concept of Pastor Donald Knight, my good friend in Stone Mountain, Georgia. He has developed and maintained a training class for aspiring ministers called Ministers In Training (M.I.T.). He started the class when his church had an average attendance of about 75. The vital leaders of the Stone Mountain church were those who were the first participants in M.I.T. Also, they were the first ones who wanted to go out and start a daughter work. Pastor Knight lost a youth leader, outreach director, song leader and other key people because of starting the M.I.T. Class. Is he sad? Did he stop training leaders? Has it hurt the Stone Mountain church? No! In fact, today, just a few short years later, the Stone Mountain church will easily have 350-400 in a Sunday evening service. There has been six -- that's right, six -- daughter churches started with several hundred more in combined attendance.

I recently asked Pastor Knight if he intends to continue the M.I.T. and sending men and women out to daughter more churches. He said, "We sure are. In fact, we are starting an M.I.T. Class now in one of the daughter churches which will produce more leaders from that work!"

This concept is that of church growth by multiplication. You can, as many have done, simply try to add to the number of the local assembly or you can multiply your ministry by developing men for ministry. As you send them out to plant churches, you are multiplying your own efforts for the Kingdom. Every man and woman that you train and pour yourself into will become an extension of your own personal ministry. Where they go and what they accomplish will be stars in your crown. It is actually you doing it -- second hand.

As I look back on my time as pastor in Newport News, it seems that when we sent one equipped family out, God would replace them with two new ones. Now that is church growth! I promise you this . . . you will never give of your self, your resources, or your finances but what God will multiply your gift and return it to you many fold.

I remember when we started a Sunday School in Williamsburg, Virginia. We had about 25-30 folks who were driving from that city to Newport News for services. If you check the district Sunday School records, you will see that we did not go down in our monthly Sunday School average even one month. God brought new people into the Newport News church immediately. The Williamsburg church grew and the Mother Church continued to grow. We did not DIVIDE the church, we MULTIPLIED it!

The Pastor Must believe In Church Planting . . .

If the pastor of the Mother Church has a desire to train leaders and send them out to neighboring communities and cultures, the church will be a success in this endeavor. On the other hand, I have found that if the pastor's attitude is anti-church planting, but allows zealous saints and leaders to push him into church planting, the project is doomed to failure before it gets off the ground. The pastor must be sold out to the idea of church planting or it is doomed.

Allow me to be very straight-forward at this point. If you do not have a positive attitude toward "church planting", my suggestion is that you lay the book down now. Do not read any further. Move on to something you believe in. You will be more effective!

In the coming pages, I am going to share with you some ideas and experiences of my own in church planting. I will point you toward some great church planting tools available to you. I will provide you with a church planter's checklist and "things-to-do" to get started. If you do not have a positive attitude toward church planting you will not be successful.

What Elders can do to Help . . .

There is a "sleeping giant" in the United Pentecostal Church. A powerful force for church renewal, church growth and church planting resides in our church elders.

We have a wonderful group of elders in our churches serving as teachers, under-shepherds, and departmental overseers. Too often elders have lost their true function and become merely "functionaries" in the local church.

Every elder should be performing a specific task of ministry in the local church or making preparation to enter the ministry as a church planter.

The good news is, the giant is stirring, stretching and waking up to God's call to church planting. Elders are now asking what it means to be an elder. What are my scriptural responsibilities? They are praying for God to give them a new heart, a heart full of compassion for reaching out to the lost. They are asking the Holy Ghost to guide them and their families into a ministry which they can perform for the furtherance of the Gospel.

What a powerful force available to the church. Of the approximately 8,000 licensed ministers in the United Pentecostal Church International, nearly 4,300 of them are not intimately involved in pastoring or church planting. God is issuing a

wake-up call for the licensed preachers and elders of the church to become involved in the harvest at the end-time!

Difficulties? . . .

I could not possibly forewarn you of every difficulty you will face as the pastor of the Mother Church endeavoring to plant a church. In chapter fourteen, I list a few but believe me you will have some difficulties I have failed to list.

You will face problems and setbacks, hurts and disappointments from key leaders, failures and a multitude of other problems. When these type of things come your way, it is your commitment and attitude that will keep you from throwing in the towel and giving up on church planting. If you did not want to plant churches in the first place, then these things will simply provide a good excuse for quitting.

Many pastors have allowed the difficulties and failures of a few to hinder them from even attempting to plant churches. I would rather plant ten churches knowing that one or two might fail than to plant none and be safe.

*"You miss 100 percent of
the shots you never take."*

-- Wayne Gretzky

Chapter Four

The Attitude Of The Mother Church

Acts 11:22-24 "Then tidings of these things came unto the ears of the church which was in Jerusalem: and they sent forth Barnabas, that he should go as far as Antioch. 23) Who, when he came, and had seen the grace of God, was glad, and exhorted them all, that with purpose of heart they would cleave unto the Lord. 24) For he was a good man, and full of the Holy Ghost and of faith: and much people was added unto the Lord."

The Mother Church . . .

Just as it is important that the pastor maintain a proper attitude toward the Church Plant, so it is with the members of the Mother Church. If they are supportive of the Church Plant, the success rate increases significantly.

However, I have witnessed situations where the pastor and the elder(s) felt it to be the will of God to plant a church, but the members of the church would "drag their feet" and criticize the pastor for dividing his attention (from the needs of the Mother Church).

It is extremely important that the pastor involve key leaders in the decision to plant a church. Too often major decisions are made and announced without any prior discussion with key church leaders. People of influence in your church can help insure the success of the project, or they can cripple the effort. It is a proven fact of leadership, *"The more people you can persuade to buy into your dream, the greater chance of it becoming a reality"*.

Sometimes church members, who do not fully understand the concept of church planting, will be skeptical at first toward your desire to plant churches. They often view the Church Plant as something that will detract or take away from the Mother Church. Explain your goals and dreams carefully. Show the church members how that church planting adds to the Kingdom of God and that by Mother Church's willingness to give, God will give back many fold.

Then some folks are just skeptics. Do not worry about them. They change their tune when they see your Church Plant efforts succeeding. When Mr. Fulton first showed off his new invention, the steamboat, skeptics were crowded on the bank, yelling, "It will never start, it will never start." It did. It got going with a lot of clanking and groaning and as it made its way down the river, the skeptics were quiet.

For one minute. Then they started shouting, "It will never stop, it will never stop!"
Don't you just love those skeptics!

Never Forget - It Can be Done . . .

When facing a challenge, it is fine to question the traditional way of doing it. But cynically saying, "It can't be done," is defeatist. When someone is negative or hopeless, share this anonymous poem:

*The man who misses all the fun
Is he who says, "It can't be done."
In solemn pride he stands aloof
And greets each venture with reproof.
Had he the power he'd efface,
The history of the human race;
We'd have no radio or motor cars,
No street lit by electric stars;
No telegraph or telephone,
We'd linger in the age of stone.
The world would sleep if things were run
By men who say, "It can't be done."*

Share Your Dream . . .

After involving key leaders in the dreaming and planning process, it is time to share the dream with the church as a whole. You can most effectively do this by:

- ♦ Preach your burden for reaching surrounding communities and/or other ethnic groups which do not have a church.
- ♦ If you are genuinely moved with compassion for the lost, allow your church to see and feel your deep passion for reaching sinners.

- ♦ Ask the church to pray with you for solutions. "We need God to speak to us about how to reach the lost in our neighboring community."
- ♦ When a "key" leader in your church talks to you about the need for planting a church in order to reach an area where there is no church, use his/her statement publicly. Join your voice with theirs and let the church know that God is in fact speaking to key people in the church.
- ♦ After you have allowed the church some time to pray about the church plant, and you have identified the target area or group, and after you have fielded comments and suggestions from the church, then you are ready to outline your plan to the entire church.

Following these simple steps will bring the church in on the ground floor of the project. Rather than resisting something that is shoved on them, and is often perceived as a move that will take away from the Mother Church, the church members will wholeheartedly support the Church Plant. It becomes a common goal. Everyone has been given the opportunity to input their thoughts.

In reality, the attribute of a "Visionary" stands significantly above all other attributes in a leader. Whatever else these pastors do, they bring with them and plant in the hearts and minds of their congregations a vision of what can be. This is, by far, one of the greatest responsibilities of a leader.

A vision is only one component of any organization's guiding aspirations. The core of those guiding principles is the sense of shared purpose and destiny, including all of these components:

- **Vision: An Image of our Desired Future.** A vision is a picture of the future you seek to create, described in the present tense, as if it were happening now. A statement of "our vision" shows where we want to go, and what we will be like when we get there. The word comes from the Latin *videre*, "to see." Because of its tangible and immediate quality, a vision gives shape and direction to the organization's future. And it helps people set goals to take the organization closer.
- **Purpose Of Mission: What The Organization Is Here To Do.** "Mission" comes from the Latin word *mittere*, meaning "to throw, let go, or send." Also derived

from Latin, the word "purpose" (originally *proponere*) meant "to declare." Whether you call it a mission or purpose, it represents the fundamental reason for the organization's existence. What are we here to do together? You will never get to the ultimate purpose of your organization, but you will achieve many visions along the way.

Chapter Five

Size Of The Church . . . Age Of The Planter?

1 Samuel 14:6 "And Jonathan said to the young man that bare his armour, Come, and let us go over unto the garrison of these uncircumcised: it may be that the LORD will work for us: for there is no restraint to the LORD to save by many or by few."

Senior Citizens Make Great Church Planters . . .

Allow me to introduce you to three awesome church planters. All senior citizens. All worthy of enjoying a simple retirement. One in the state of Virginia, and another from Iowa, in the United States; the third from the province of British Colombia, Canada.

Alvin Holmes, Age 70! . . .

Pastor Alvin Holmes and the town of Richlands, Virginia. Richlands at one time was a bustling, growing, prosperous town in the beautiful mountains of Virginia. The reason for its prosperity was the coal mining industry. It is a beautiful, old coal mining community.

In the early 1980's, the bottom fell out of the coal mining industry. Many mines shutdown. The "tree-hugging" environmentalist crowd preached that burning coal was bad for the environment. The Japanese started making steel cheaper than the Americans which caused many of the US steel producers, who were the largest customers of the coal industry, to cut back on production.

Hundreds of men and women were out of work. Not just coal miner's jobs were lost, but all the supporting and service jobs of the community were effected. Gas station attendants, store clerks, mom and pop stores, malls, downtown stores and shops, mechanics, auto dealers, and hundreds of others were effected by the shutdowns. Entire communities became ghost towns.

The Richlands church began to loose people rapidly as men left in search of other employment. A church that at one time ran one-hundred-fifty lost many good

families and equipped men to financial hardship, and is now averaging around fifty in Sunday School.

Many men would have given up on such an area. Many have suffered less and as a result of their losing members, they became despondent and discouraged. Some have lost their vision for the work of God all-together. Not so with Brother Holmes, the nearly 70 year old pastor of Richlands' only United Pentecostal Church.

He has been a member of the Virginia District Board for over twenty years. When I had the opportunity to meet the District Board, as Home Missions Director, and make a presentation on behalf VISION 2000, Brother Holmes was visibly moved.

He came to me after the presentation and with tears glazing over his eyes said, "There are several little towns around me Brother Cunningham. I want to plant churches in each of them".

I must admit to you that I thought, "Isn't that nice, he wants to help. All the time I was talking to him I was saying in my heart, "It is great that you want to plant a church -- but you can't. Your own church is too small and you are too old!" He was right and I was wrong.

Too date he has not one church, not two, but has started three daughter churches! They are all autonomous churches with wonderful pastors . . . Thanks to Brother Holmes!

Ralph Vincent Reynolds, Age 84! . . .

The second hero I want to introduce you to is no stranger tot he United Pentecostal Church International. At 84 years of age Ralph Vincent Reynolds is

certainly a veteran among us! You name the responsibility in the church, and it is more than probable that this man has been a part of it. Pastor, missionary, Bible teacher, author, and now at the age of 84, he has looked over the harvest and decided he will plant yet another church where a lost and perishing world can find deliverance.

In his 63 years of preaching, he has witnessed the gospel transform the lives of countless sinners into saints. At a time when most are searching for a slower pace to match the strength of rapidly advancing years, he could not escape a vision of the East Kootenays in his beloved British Columbia. This was a place where the residents of some 12 towns and cities could enjoy the unparalleled, panoramic beauty of the heart of the Canadian Rockies but where the true message of a loving Savior is completely unknown.

The focus of Gods will finally settled upon Cranbrook, a city of 17,000. The surrounding area multiplies the tremendous potential to over 50,000! Here, Grandpa Ralph Vincent Reynolds would stake his claim.

What a challenge! With men like this to spearhead Pentecost, the frontiers of hell will be pushed back in spite of all the forces that can be marshaled against it. I imagine at this stage of the accomplishment, it would be tough being the devil trying to stop the project.

William Brott, Age 70! . . .

Exploding with passion during the 1994 Home Missions program focusing upon the harvest fields of North America, William Brott responded to a call to plant a new church in Scottsbluff, Nebraska.

Discounting the difficulties of establishing a productive front for evangelism in a brand new area at his age, he repeatedly expressed his venture as a privilege.

Brother and Sister Brott, weeping in the aisles of their sanctuary over the lost of their city, gave birth to a miraculous revival in Scottsbluff. Door knocking, tract passing, picking up children for Sunday school, among their many methods of evangelism, increasingly impacted the community with a positive message of hope.

The Brotts are amazed, but not surprised, to experience God fulfilling His promises that He would never leave the side of those who would go. With satisfaction, he merely expresses obedience to his calling by saying, "I count it an opportunity to plant a new church in Scottsbluff. There is a harvest here."

And, a harvest is there! Precious grains that might have been lost, had not men with a vision and a burden, had not answered the call of God to reach their world.... age is not a detriment, but a blessing to the Kingdom of God!

What drives a men, at ages of 70 and 84, so relentlessly that they utilize their sunset years to plant another church? Normally this is a time when men think of catching up on activities they have missed due the rigorous schedule of the ministerial life of discipline, but these men feel they can make a difference!

A 50 Member Church Plants A Daughter Church . . .

Now, I will admit to you that I am not ready to promote the idea of 50 member churches planting daughter churches, but, I do give credit to Brother Holmes and the saints in Richlands for trying and succeeding.

Certainly most churches which average 100 or more are capable of planting a Church. In fact, according to a recent survey among 1,018 UPCI pastors, the average

size church which plants daughter churches in the United Pentecostal Church of North America averages 94 in Sunday School.

A Proven Foreign Missions Concept . . .

On the foreign field church planting is as natural for a church as having a worship service. It is simply "understood" that an established church will plant churches, daughter churches, preaching points, develop leaders, etc.

I have preached in many countries where one church had daughtered five, ten or more churches in surrounding areas. To my amazement, they begin planting churches almost immediately. It is not uncommon on the foreign field for a pastor to oversee several churches at once while he is training leaders to eventually take care of them.

Here in North America we are presently attempting a multiple-church plant effort in the city of Boston with veteran church planters, Denver and Nita Stanford. I will be watching their efforts with great anticipation. Even at this early stage (less than six months) they have already begun four daughter works in Boston.

Have You Outgrown Your Building? . . .

This might be a good place to talk to the pastor of a church which has outgrown its facility and you are not excited about building a new church facility. You can continue to grow the church through church planting.

Look at the make-up of your congregation and ask yourself the following three questions:

- ♦ Are there ethnic groups within the church which could be separated out and have services in their own language?
- ♦ Is there a specific community, outside of your own, where a number of people drive in from to your services?
- ♦ Are there people coming from an inner city area where you could possibly start an outreach center?

If you answer yes to any of the above, you have an ideal target area where a Church can be planted.

One of the most successful pastors in our fellowship, in relation to the full utilization of the church facilities, is Pastor Allen Abbey in Sacramento, California. Brother Abbey has several daughter churches established among the various ethnic and cultural groups of his community. Each of them have a time slot for use of the facility on Sunday and one evening per week. Last I heard, they have five complete congregations using one building. A church building that will seat approximately 450 is home to over 1,000 saints.

Chapter Six

Church Plant Types

Romans 16:5 *"Likewise greet the church that is in their house."*

Romans 16:23 *"...the whole church..."*

1 Corinthians 14:23 *"If therefore the whole church be come together into one place..."*

1 Corinthians 16:19 *"Aquila and Priscilla salute you much in the Lord, with the church that is in their house."*

1 Timothy 3:15 *"...the house of God, which is the church of the living God, the pillar and ground of the truth."*

Hebrews 12:23 *"To the general assembly and church of the firstborn..."*

Church Plant Types . . .

Many pastors have asked me to help them decide what type of Church Plant will work best for their situation. In the paragraphs following I will list several of the various types of church plants with a brief description and characteristics of each. This is not an exhaustive list, there are many more. I have chosen the types which I felt would best fit the United Pentecostal Church of North America.

I would also mention to you that my definitions and recommended applications of the various Church Plant types might differ from authors of other church planting books. Again, I am writing from the viewpoint of a United Pentecostal Church member, pastor, district leader and as director of the Home Missions Division. There are some types of church plants I have omitted from my list because I know they would not be acceptable to most United Pentecostal Church ministers. For example, one type of Church Plant commonly used among charismatic groups is one in which the laity totally oversees the plant, they have ministerial or pastoral influence involved.

A STRONG SUNDAY SCHOOL

IS NOT ENOUGH!

A strong Sunday school may be a necessary but is not a sufficient condition for growth. Many non-growing churches have what they consider to be strong Sunday schools. However, if they do not use Sunday school for outreach, if they neglect other forms of evangelistic community, and if their members are not committed to and excited about the church to any great degree, then growth is unlikely.

*--Clark Hadaway, **Church Growth Principles***

The Sunday School Division has recently joined with the Home Missions Division in promoting *VISION 2000*. The reason for their involvement is simple --

The Sunday School has long been one of the most effective church planting and church growth tools available to the church. In fact, if the Sunday School merely operates as a ministry to children, which is a ministry of great importance, it has not completely fulfilled its potential as an evangelism tool.

The following is a short list, with a brief accompanying description, of the type of church plants which will generally work in our United Pentecostal Churches:

- ♦ ***Pioneer Church Plant*** -- The heroes of the United Pentecostal Church of North America are those precious men and women who move their family into an unchurched area, far away from family, friends and Mother Church to dig out a new work for the Lord. In this Church Plant setting there is no local church involved in the birth of the Home Missions church. The missionary and his family are pioneering new territory and will establish a church basically on their own (that is to say, with God's help they will do it).
- ♦ ***Daughter Church Plant*** -- This is the most common type of Church Plant and one of the most sound. It has been estimated that 80% of churches started as a Daughter Church remain. In this setting the pastor and congregation of the Mother Church are actively involved in the operation and oversight of the Daughter Church. The pastor personally oversees the ministry in the Daughter Church, which may include using an elder or licensed minister, but none-the-less the pastor remains the overseer. The Mother Church subsidizes the Daughter Church financially and controls the income and expenses of the Daughter Church. The Mother Church sends musicians, singers, outreach workers and other needed assistants, but no one is actually assigned to "change" churches. Those who go are going until the church is set up. The Daughter Church answers to the Mother Church. The Daughter Church attends services at the Mother Church at least once per week. (NOTE: Since this is the method I personally used to start our daughter churches, I will expand on this concept in a later chapter.)
- ♦ ***Ethnic Church Plant*** -- North America can no longer be described as the "melting pot" for the rest of the world. It is better described as a "toss salad". In California the ethnic population has passed the 50% mark, meaning there are

now more ethnic persons in that state than there are Caucasians. With the influx of multitudes of nationalities and languages into every segment of our society, it has become incumbent upon the church to reach into these culture and language groups and: 1) Develop men for ministry; 2) Provide ministry opportunities among the ethnic groups within each community; and 3) Plant cross-culture churches.

- ♦ **Extension Sunday School** -- One of the greatest church growth and church planting tools ever made available to us is the Sunday school. I am happy to report that the International Sunday School Division is joining with the Home Missions Division in support and participation in the VISION 2000 program. An Extension Sunday School can be started in a neighboring community, among a different language group or culture. This type Church Plant usually grows in number rapidly. It is recommended that a good discipleship course (In My Father's House or Abundant Life) be taught to new attendees before an attempt is made to make the transition from Extension Sunday School to a Home Missions church. I should also note that one of the best places to begin an Extension Sunday School is where you are already running a bus route. If you are picking up several children, youth and adults from a specific area of town, you may have a "ready-made" Extension Sunday School.

- ♦ **Church Plant Team** -- In some cases the Mother Church will put together a team of musicians, singers, outreach workers, service leaders, Sunday School teachers and ministers to go into a community to plant a Church. The Church Plant Team is one of the most effective church planting concepts available. Not all churches have enough leaders, musicians, singers, etc. to send a team out and still maintain a high quality service schedule in the Mother Church.

- ♦ **Hive Off** -- When a bee keeper wants to start a new hive, he will choose several healthy bees from a large hive and relocate them into an empty box where they will begin the new hive. There are times that a church will plant another church by choosing several members, who want to be involved in the church plant process, and relocate them as a small congregation in another community. This group

becomes the foundation of the new church plant supporting it with their finances, their prayers, attendance and outreach.

- ♦ **Accidental Birth** -- I list this type Church Plant in jest. Some of us have had the misfortune of planting a new church without intending to. Wagner calls it "Accidental Birth". The old time Pentecostal leaders called it a "church split".

Chapter Seven

Developing Men For Ministry

2 Timothy 2:2 "And the things that thou hast heard of me among many witnesses, the same commit thou to faithful men, who shall be able to teach others also."

Ministerial Training Class . . .

If I were to choose the single most important accomplishment of my pastorate in Newport News, it would be the success of our Ministerial Training Class.

John F. Welch, Jr., Chairman of the General Electric Company, said, "*There is no more important investment this company can make than training leaders...*" He went on to say, "*...it is the difference between winning and losing... If our leaders are provided educational tools and encouraged to use them... then every door we pass through to win big all around the world will swing open to us...*"

As a young pastor, I believe the Lord helped me to understand a few principles of church growth and church planting. One of the most important things He led me to do was to invest my time in training men and women to be leaders. As you have already read in a previous chapter, I believe the training of leaders is what moves the church from growth by addition into growth by multiplication. The more trained men and women in the local church, the greater the chance of your dreams becoming a reality.

Training Class . . .

In 1985, I carefully chose four men and their wives who I felt had potential as leaders and an evident call of God on their lives. The men I chose as part of the first ministerial class were; Jared Arango, Michael Easter, James Friend and Eric Morrison. All four have gone on to become licensed United Pentecostal Church preachers. Three of the four have held leadership positions in the Virginia District. Three have served on the pastoral staff full-time. Jared Arango succeeded me as Pastor of the Newport News church. Mike Easter is his Assistant Pastor.

The class eventually grew to twelve members. I am not sure if there is any significance to it or not, but in 1989, I felt led of the Lord to increase the class to twelve and to maintain that number at all times. Today, there are six licensed preachers in the class and six well trained elders.

I personally chose the members of the class. No one could just show up and be in the class. If an individual would ask me if they could join the class, I would tell them that I would pray about it and if I felt led of the Lord, I would invite them. I intentionally made it difficult to enter the class so they would handle their opportunity to participate with the utmost sincerity. On a couple of occasions I had to ask someone to leave the class. I felt if I was going to maintain high quality, I could not allow insincerity and "free-loading" in the class. If I did not maintain high standards for those who participated, then the integrity of the class and what we intended to accomplish would be jeopardized.

The class met on Sunday morning from 8:00 to 9:00 A.M. I feel that discipline is a very important part of an effective ministry, so I insisted on promptness and faithful attendance. If someone came late, which was rarely, they came in apologizing. If they knew they were going to miss the class, because of sickness, work or being out of town, they were required to call in advance to inform us.

On the first Sunday of each month the wives would join us. It is important that the wives of ministers and leaders get proper training also. Too often we overlook the need of giving the spouse specialized training. Sad to say, I know men who have great leadership potential who are not doing anything significant for the Kingdom of God because their wife is not committed. Several of the leaders have small children, so the church would provide teenage girls to baby-sit on that one Sunday morning. I wanted the mom and dad in sessions, without children to avoid any chance of distraction.

"Where there is much prayer, there is much power. Where there is little prayer, there is little power. Where there is no prayer, there is no power."

The structure of the class was very unique. We covered subjects such as; Leadership Skills, Church Growth Principles, Communication Techniques, Ministerial Ethics, Christian Counseling, Sermon Preparation and others along the same lines.

One of the best leadership books I have read is a book entitled "The Making Of A Leader" written by Frank Damazio. Any pastor could easily teach two years from the excellent material compiled in this book. The book is not a reading book as much as it is a textbook. You can purchase this book through the General Home Missions Division.

Often the sessions dealt with the functions of the ministry. We taught and then practiced (on each other); How To Baptize, Laying On Of Hands, Communion and Footwashing, Preaching and Teaching, Leading A Service and more.

We would generally have at least one member of the class present a short, 5-7 minute, sermonette. While he was delivering his thought, the other members of the class were critiquing him. At the end of the sermonette, the class would share their thoughts with the speaker. This was always especially interesting. Most of the men were kind in their remarks as they knew their turn would come up soon.

Training Materials . . .

I did not personally have the opportunity to go to one of our fine Bible Schools. Everything I have, I dug it out the hard way. Either by research and reading or by "hard knocks". I have a keen appreciation for well written, easy to understand "How To" books. Most churches will give a gift to the elders and ministers of the church on their birthday and at Christmas. My leaders all knew what they would be receiving as gifts -- a copy of my favorite new book.

We did not pay our local church ministers for preaching in the Mother Church or in our daughter churches. So when I was out of town (General Conference, preaching revivals, etc...), I would pick up a book for the men who filled the pulpit in my absence. That was their love offering.

Each time I gave a book to a leader, I also required of him a one page book report within a reasonable time. I wanted to make sure they read it. A book setting on a shelf, unread, does no body any good but the author and the bookstore which has your money!

Prayer . . .

Sometimes the entire class time would be given to prayer. The men would pray together and for each other. It is important that the leaders of the church be in one mind and one accord. Praying together (and for each other) is the best way to accomplish unity.

Also, I wanted the men to see that God answers prayer, so I would share my request with them and ask them to pray with me. Many times an elder or minister has

stood in our church to give God glory for meeting a need of the church and refer to the day the class prayed for that specific problem, goal or need.

Assigned Responsibility . . .

Every crusade or revival we held in the church, we planned it with the elders and ministers. Each man was given a specific responsibility in the crusade or revival. Every man had input in the planning.

I want our men to have a right spirit. Some of you will agree with the way I tested their spirits, some will not. It worked for us. One year I assigned every elder and minister, along with his spouse, to one of the following areas; Church Cleaning, Lawn Mowing, Hospital Visitation, Children's Church and Nursery. Any man, or his wife, who did not participate was disqualified from participation in the Ministerial Training Class and thus ministering in our local church or any of the daughter churches. A right spirit and right priorities is much more important than abilities, talents and charisma. I wanted our men and women, who held ministerial responsibility, to emanate the Spirit of Christ and be willing to serve.

It was from this class that I chose the men and women who would participate in our church planting projects. These were the elite leaders of our church. Through working so closely with them on a weekly basis I knew what they were capable of, or not capable of. If I had done my job correctly, I had put some of myself in them. They maintained their individuality while they were helping to multiply the ministry.

Each Sunday morning at the end of the class I would separate the men into groups and send them to the daughter churches. Those that could preach were instructed to always have one sermon ready in advance. I chose a speaker, musician

and service leader to go to each Daughter Church on Sunday morning and Wednesday evening. Often they did not know which of the churches they would be working in until they came to class.

The on-the-job training they received at the Church Plant has proven to be a great value in developing church planters. Most of the men who really took an interest in the daughter work, and applied themselves when given the chance, these men are in the ministry today and are very productive.

I repeat, *"If I were to choose the single most important accomplishment of my pastorate in Newport News, it would be the success of our Ministerial Training Class."* It was through training leaders that we experienced church growth, we were able to plant churches, we were able to better minister to the needs of the churches and prepare men for various areas of ministerial service.

According to a 1991 survey, United Pentecostal Church ministers, who pastor rapid growing churches, spend the majority of their time in leadership training. Coincidence? Not hardly!

The Qualities That Make A Good Home Missionary

By Arthur Hodges II

The Home Missionary is a different breed. He is one of the few among a special, peculiar group. His is the task of leaving the easier path, giving up comforts and securities of the "familiar" and striking out into the "unknown." For him the call is to pull up roots and move family and fortune into the adventure of long range success or short term failure. For his call is to walk where others have not trod and to preach this gospel where it has not been preached.

It is an exciting adventure! The occasional loneliness of uncharted territory is an opportunity for a man to discover hidden, inner powers. He learns from loneliness, being misunderstood, setbacks -- those temporary diversions which take their toll on lesser men. Yet the rewards of breaking new ground, of fathering a work, call strongly to an elite few.

Their "meat is to do the will of God." For them, virgin soil receives its first pure and divine seed; for them, a rocky reef is given a soul-saving lighthouse; a forgotten soul receives a touch of life, a broken home is transformed into the abode for God, a standard of holiness is raised; a crop bears fruit and a church is born. All this happens through the missionary's hands and the hands of God. For "out of those things what are not seen", He brought forth that which is

Chapter Eight

Choosing A Leader For The Church Plant

Matthew 7:16-20 "Ye shall know them by their fruits. Do men gather grapes of thorns, or figs of thistles? 17) Even so every good tree bringeth forth good fruit; but a corrupt tree bringeth forth evil fruit. 18) A good tree cannot bring forth evil fruit, neither can a corrupt tree bring forth good fruit. 19) Every tree that bringeth not forth good fruit is hewn down, and cast into the fire. 20) Wherefore by their fruits ye shall know them."

1 Thesselonians 5:12 "And we beseech you, brethren, to know them which labour among you..."

Caution! . . .

The area that I feel most compelled to encourage caution is in choosing a leader(s) who will work in the Church plant and who may eventually be the pastor of the Church Plant. Many great church starts have been destroyed because of a leader whose motives and/or relationship with God was not what they should be.

I have developed a list of ten attributes of an effective church planter. This is not an exhaustive list. It will, however, give you some guidelines to consider before assigning a man to a Church Plant.

- ♦ **The church planter must be *Self Motivated*** -- The Church Planter is his own boss. Once he is given the church to pastor on his own, and is no longer under the care of the Mother Church pastor, no one is going to be looking over his shoulder to see if he is working or not. He must possess an inner-motivation that will drive him to reach the lost and build a church. You can easily tell if a man is self-motivated, or not, by the following:
 - ☪ Can you clearly see a pattern in his personal daily habits?
 - ☪ Does he work from a "Things To Do" list or is he disorganized?
 - ☪ Does he overlook or forget important ministerial tasks?
 - ☪ Does he recognize and act upon opportunities?
 - ☪ Is he conscious of meeting deadlines?
- ♦ **The church planter must be *Self Disciplined*** -- As a church member we enjoy a pastor to preach us under conviction when we do not pray, fast and witness. Who

preaches the preacher under conviction? The church planter must have a healthy measure of self-discipline, in the area of his spiritual life, if he is going to maintain his personal walk with God. The following list of items should be part of a church planter's daily routine:

- ☞ Bible study and sermon preparation
- ☞ Study church growth principles
- ☞ Prayer and fasting

It is only through prayer that the church planter will defeat the enemy on the spiritual battlefield. As all experienced church planters know, there will be many battles the new church planter will have to fight. ONLY through prayer will he overcome. If he does not know how to pray, he simply will not succeed in church planting. E. M. Bounds once said, "Prayer is not preparation for the battle. Prayer is the battle."

He must pray in faith, believing that God hears and answers the prayers of His people. There are times he will pray that he will not see or feel anything immediately. That is when the planter's faith that God does hear prayer must be applied. We need faith like the little six-year-old boy, on his way to bed, who announced to his family, "I am gonna say my prayers now. Does anybody need anything?"

- ♦ **The church planter must be a *Self Encourager*** -- A church planter is all alone. By that I mean, they usually do not have family, friends or a large church to help encourage them. If the leader chosen to oversee the Church Plant is of the type which needs people to constantly brag on them and pat them on the back, they are going to be in real trouble when they are out on their own. A church planter must be able to "get up" by themselves when they get down. And there are times when the church planter will get depressed and feel like nothing is happening, no breaks, no growth, no powerful services (like back home in the big church), etc...

1 Samuel 30:6 "And David was greatly distressed; for the people spake of stoning him, because the soul of all the people was grieved, every man for his sons and for his daughters: but David encouraged himself in the LORD his God."

- **The church planter must have a Strong Personal Relationship With God** -- One of the easiest ways to be defeated in the Church Plant effort is for the church planter to get so busy doing the work of God that he allows his own relationship with God to suffer. You might be wondering, how can a man be lost who is so involved in the everyday "mechanics" of God's work? I am afraid it happens all the time!

I have recently been recommending that every Home Missionary adopt a pastor. I recommend a pastor who lives close by them so they actually have easy access to someone who can give them spiritual help and guidance.

My pastor, J. C. Cole, taught us that no matter who you are or how big you get, all men of God need a pastor. I will never forget him pointing to the General Board, when he preached at the General Conference a year before he died, telling them that each of them needed a pastor and needed to be preached to.

1 Corinthians 9:27 "But I keep under my body, and bring it into subjection: lest that by any means, when I have preached to others, I myself should be a castaway."

- **The church planter must be a Proven Soul Winner** -- Under NO circumstances will I approve a man to start a church who has not been a soul winner in his home church. Even if he is a great pulpiteer, a great Sunday School teacher, superintendent, etc. If a man has not won a soul in his local church, he either does not know how, does not think soulwinning is important, or does not love the lost. In any case, he lacks the most basic quality necessary to start a church -- being a proven soul winner!

- ♦ **The church planter must be *Able To Make Disciples* --**
After being a proven soul winner, the church planter must have shown that he is able to disciple the new convert. I have known men and women who are able to bring visitors to church, some of which get baptized and receive the Holy Ghost. I have also seen those same people drive away and destroy the very individual they initially introduced to the church. They do not know how to carefully handle the harvest. They are brash, judgmental, forceful, intimidating and ignorant of human relationships.

A great foreign missionary once told me that church growth is nothing more or less than *retention!* You can have many people come through the doors of the church, but if you are not learned in the art of disciple making, you will loose as many out the back door as comes through the front door. I will deal more thoroughly with the subject of retention in a later chapter.

- ♦ **The church planter must be *Tolerant* --** New converts do not become established saints over night. Many of the established saints, back in the home church, were exactly like the new converts you have in your new church when they were new in the Lord. It took years for them to become stable in the church and in serving the Lord. Exercise a tolerant spirit as you teach them what is required of a child of God.

Several years ago I decided to approach the preaching of faith, miracles, and encouragement in a different way than I approach the doctrine and standards of the church. People are encouraged and uplifted through anointed preaching. The unsaved individual will respond to a passionate presentation of the Gospel. When addressing the doctrines and standards of the church I have chosen to teach rather than preach, I carefully explain and outline each doctrine I want them to grasp.

Remember, we are working with an educated and intelligent generation today, which will not allow you to "cram" something down their throat without explanation. Everything you teach -- you better be able to intelligently explain it.

- ♦ **The church planter must be Resilient** -- My wife and I started the Newport News church with one woman and saw the church grow to over three hundred average in Sunday School in just twelve years. Many people have heard me talk about the victories of church building. Few have heard me talk about the setbacks and defeats. I assure you, there have been some!

I can remember many times of not having enough money to pay the bills. I remember weeping over members who left the church. We even had three church splits! That's right -- *three!* One Sunday we felt we were on cloud nine with sixty in Sunday School. The very next Sunday we had twenty-eight. I thought the bottom had dropped out. I was ready to give up. I was defeated.

A church planter must be able to recognize that hard times are going to come his way. He must be resilient enough that he bounces back from defeats. Look what would have been lost to the Kingdom of God if I had not shook off the defeats and went on to build a church in Newport News.

"Many of life's failures are men who did not realize how close they were to success when they gave up." -- Thomas Edison

- ♦ **The church planter must be Determined** -- I have collected several great sayings over the years which refers to the many merits of good "old fashioned" determination. Sometimes the only thing that separates you from success and failure is your ability to stay on course and keep the faith. Many of these sayings are in my office and I draw from them often. I will share a few with you at this point:

"The block of granite which is an obstacle in the pathway of the weak, becomes a stepping-stone in the pathway of the strong."

-- Thomas Carlyle

"Resolve to perform what you ought; perform without fail what you resolve."

-- Benjamin Franklin

"Either I will find a way, or I will make one."

-- Philip Sidney

"Nothing splendid has ever been achieved except by those who dared believe that something inside them was superior to circumstance."

-- Bruce Barton

- ♦ **The church planter must have a Positive Attitude** -- My father told me often, "Boy, I Can't never did anything!" I know it is not good English, but it is a good philosophy for life. A church planter must be part of the "I can!" crowd. He must believe that God has called him and sent him to do a specific work in a community or in a culture. If God has called us, He will also enable us to do the work He has called us for. God does not call failures. He does not send anyone anywhere to fail. He does not get glory out of defeat. He receives glory when His people are victorious. The church planter needs to appreciate and use the resources available to him. He must have a right attitude toward the...



He must have a right attitude toward the facilities which God has provided for the Church Plant to meet in for services.

A dirty church or meeting place tells me a lot about the attitude of the Church Plant leader. If they are indifferent concerning the appearance of the building or room they have service in, it is a sure sign that they are not committed to the Church Plant and that they are not concerned with how other people perceive the church or the work of God.

The leaders of my Daughter Church plants were instructed to arrive early at the rented buildings we used to make sure the seats were straightened, the floor was swept or vacuumed, the entryway was neat and clean, the bathrooms were cleaned and stocked with supplies, the platform area was straight, etc...

☪ He must have a right attitude toward the equipment he has to use.

The Church Plant will usually not have an abundance of music or audio/visual equipment. The church has become quite accustomed to, and dependent upon, electronic equipment. So, the church planter will often feel at a disadvantage if he does not have it.

Use what you have and do not belly-ache about what you do not have. One of the most important words you can learn in church planting is the word "improvise". If you can improvise, you will always find a way to make something happen. If you cannot improvise and everything has to be perfect before you can accomplish anything, do not even try to plant a church.

☪ He must have a right attitude toward the people God has given him to work with.

I had the opportunity to preach for a man who did not like the people God had given him to work with. He invited me to preach a three night revival. As we drove to the church for the first night of revival, he said to me "Brother Cunningham, these people are stiff-necked, hard-hearted and backslid. They do not love God, the church, the preacher or evangelism."

I did not find them to be that way at all. The first night of revival I told them God loved each of them, and that if they would work with me we would have a move

of God in the following two nights. After the first service the pastor informed me that I was wasting my time, "these people probably will not work with you".

During the second and third night of revival, we had several people healed and delivered. We had seven new people receive the Holy Ghost and get baptized. It was actually a wonderful meeting. By the way, the church had not had anyone get the Holy Ghost during the pastor's entire tenure.

After service the third night, the pastor asked me what he should do to insure continued revival in the church. My answer was straight-forward, "Resign the church and allow these folks to elect in a pastor who will love and appreciate them!"

The church planter must have a right attitude toward the people God has given him to work with.

If the pastor loves the members of the church plant, though they are often not as accomplished and refined as members of the established church, the people will love the pastor in return and thus follow him. People will not follow someone they do not trust. They will not trust someone they do not love. They will not love someone who does not love them.

A word of caution from the Word of God. In the book of Matthew, chapter 18, verse 6 we find, *"But whoso shall offend one of these little ones which believe in me, it were better for him that a millstone were hanged about his neck, and that he were drowned in the depth of the sea."*

Before we would ever offend one of God's children, we should think long and hard about the consequences!

The following article appeared in the New Director's Handbook, provided by the Home Missions Division for all new District Home Missions Directors, and is

written by Pastor William Sciscoe. This seminar presentation will provide a good outline for training potential leaders within your local church.

THE RESPONSIBILITY OF LEADERSHIP

By Pastor William Sciscoe

INTRODUCTION

In every living and active creature, be it human, fish or fowl, leadership has a very prominent place. Without leadership this world would literally fall apart. In the church, God was not slack. He gave place for proper leadership there too.

It is our hope that it may spark in you a new desire as a leader, as "desire" is a prime factor for effectiveness.

I. WHAT IS A LEADER?

Webster defines the word "leader" as: 1) the position of guidance, 2) to show the way, 3) to conduct or command

A leader is one confident of his call. He has counted the cost. He has self-confidence, (not self-righteousness).

A leader has convictions. He is kind but firm in standing by them.

A leader has vision. Not only does he see the individual but also the total scope and purpose of the operation.

A leader is not lazy. A lazy person cannot be saved, much less be a leader. We are born into ignorance and we remain there until we work our way out.

A leader is all things to all men. Flexibility is a must for a leader, for he deals with all kinds of people.

II. PURPOSE OF A LEADER

At our present rate of growth, we will not reach our world in time. Our only hope then is to embrace the ministry of reproduction and multiplication. This requires that we share the leadership with those we influence or work with. Letting them also feel the heartbeat and burden we feel. Some must show the way.

III. WHERE TO START

The leader must show the way in:

- A. Example: The importance of an example is found in every leader. He know the "do as I say and not as I do" attitude will not bring about a proper relationship. I Timothy 4:12 gives us good sound advice: ". . . but be thou an example of the believers in Word, in conversation, in charity, in spirit, in faith, in purity."

The leader always thinks ahead and plans to lead out on ideas, opinions, etc.

The good leader must not be a dictator.

- B. Prayer

It is always evident if the leader has an effective prayer life. There is not substitute for prayer.

- C. Consistency:

In this world of "hit" and "miss" it is still a requirement for effective leaders to be consistent. This will stabilize confidence to the followers. Consistency with Bible teaching as well as the structure of organization is important. The one who makes his own rules as he goes along will soon find there is no one following.

IV. **DARING TO ACCEPT RESPONSIBILITY (BUCKSTOPPER)**

- A. The "Buckstopper" -- The leader who puts a sign on his desk that says "The Buck Stops Here" is showing courage to accept responsibility. This is the one who has delegated and communicated with other members on the team. He knows what is going on and is ready to answer any questions and take the oversight to make proper adjustment for the purpose to be fulfilled. He is not afraid of responsibility.
- B. The "Goal Setter" -- The "Bucksotpper" has a clearly defined objective and has set goals. Every member of the team is utilized to their best advantage to reach this goal. They are kingdom-minded because of their courageous leader's example and teaching.
- C. Self-Control -- The mastery of self is adoring responsibility. Our flesh is always seeking ways to cut corners on consecration. Talent can never triumph over self discipline. Good leaders are wise to this.

Self mastery means you are in control of: 1) Your time - all of it, 2) Your money - every penny, 3) Your desires - the heart, 4) Your moods - 24 hours a day, 5) Your dedication - total self.

If there is any area of your life you do to have control of, then let me say, "Physician, heal thyself." You are the only one who can take care of it.

If there is something you won you cannot give away, you don't won it, it owns you.

Always be compassionate with others, but you dare not be soft and indulgent with yourself.

The average person fails because his standards and goals are not high enough. He settles for mediocrity. "Excellence comes with a price."

Paul said, "And every man striveth for the mastery is temperate in all things." He went further to say, ". . . I keep under my body"

I Corinthians 9:25-27.

Discipline and self control come slowly, by day to day practice. Little by little! Until the total life is under control.

V. **ANTI-FAIL FORMULA FOR LEADERS**

Don't fail to take your job seriously.

Don't fail to be informed to the limit of your ability.

Don't fail to learn to rely on truth.

Don't fail to commit yourself.

Don't fail to bounce back from failure.

Don't fail to love your work and transmit this to others.

When this formula is put to proper use, success is guaranteed, if God be for you.

VI. **DO'S AND DON'TS FOR DECISION MAKING**

Decision making is often frustrating as responsibility comes to a leader.

Here's some do's and don'ts. . .

DO consult others who will be affected by your decision.

DON'T make a decision under stress.

DO go on to something else once the decision is made.

DON'T make snap decisions to be afraid of making a wrong decision.

Do understand there is a risk in every decision. (No one is omniscient.)

DON'T drag your feet.

Chapter Nine

Mother & Daughter Church Agreements

Amos 3:3 *"Can two walk together, except they be agreed?"*

Can Two Walk Together? . . .

If you are planting a daughter church the following pages are designed to assist you in developing an agreement which is fair for both the mother church and the daughter church planter. It has been often said that a clearly defined pre-agreement protects friendships, and the lack of a clear agreement has destroyed many friendships.

It is important that the leader of the daughter church plant knows exactly what is required of him and the limits of his authority and responsibility. This is easily accomplished by using a written Job Description and Ministerial Agreement.

Many misunderstandings could have been avoided between the leader of the Church Plant and those he was to be subject to if a Job Description and Ministerial Agreement had been developed and agreed upon prior the start of the Church Plant. The accompanying agreements might not be necessary if the Church Plant overseer is NOT going to fill a pastoral role, or if he is NOT going to receive financial remuneration for his work with the Church Plant.

One pastor friend told me that a Ministerial Agreement between himself and a loyal elder would not be necessary. He was sure that the elder would do whatever he asked of him, whenever he asked it. Later he sadly found that not to be the case and called on me to assist him in writing a Ministerial Agreement. Thankfully, all was saved.

The following pages are provided as a sample Job Description and Ministerial Agreement for you to follow. These forms were developed and used by our church planters in Newport News. Please feel free to copy them or modify as needed.

United Pentecostal Church
Church Plant Leader's
Job Description

Job Purpose

The Daughter Church Plant Leader is appointed by: 1) The Pastor of the Mother Church; and the 2) The Mother Church's board of Elders. As such he and his family are representatives of the United Pentecostal Church of Newport News and should at all times conduct himself accordingly. After his appointment begins, he will give total attention to raising up a church in the designated Church Plant area to which he has been appointed.

Length Of Appointment

The length of appointment shall be one year. The appointee will make monthly reports directly to the pastor of the Mother Church in writing. Appointee will be reevaluated by the Mother Church's board of Elders semi-annually.

Job Qualifications

- ♦ Must have the recommendation of his pastor.
- ♦ Must have proven loyal to the Mother Church and pastor.
- ♦ Must be a member in good standing, including financial support, prayer, cooperation, attendance, etc... of the Mother Church.
- ♦ Must be willing to reside in the general area of the Church Plant.
- ♦ Must be able to lead and motivate others.

- ♦ Must be willing to work in harmony with other ministers and leaders.
- ♦ Must endeavor to always be led of the Holy Ghost in making decisions concerning the ministry and the Church Plant.
- ♦ Must conform to the Fundamental Doctrine of the United Pentecostal Church International.
- ♦ Must be a lover of souls.
- ♦ Must be a proven soul-winner in the Mother Church.
- ♦ Must be free of all prejudices.
- ♦ Must be willing to cooperate wholeheartedly with all leaders of the Mother Church.

Job Responsibilities

- ♦ Shall coordinate his activities through the framework of the guidelines set forth and agreed upon with the pastor of the Mother Church.
- ♦ Shall work in cooperation at all times with all policies relating to Daughter Church planting.
- ♦ Shall get approval from the pastor prior to making purchases for which a reimbursement is expected.
- ♦ Shall get approval from the pastor prior to accepting speaking invitations which take you away from the Daughter Church plant during a scheduled service.
- ♦ Shall get approval from the pastor prior to inviting a special speaker to speak to the Church Plant.
- ♦ Shall get approval from the pastor prior to using any one in a leadership capacity, or appointing anyone to a leadership position in the Daughter Church.
- ♦ Shall get approval from the pastor prior to scheduling any meetings or revivals for the Daughter Church.

- ♦ A voucher shall be submitted to the pastor in advance of any travel, seminars, conferences, and other meetings the leader desires to attend, if a reimbursement for expenses is requested. All such travel must be pre-approved. All requests for reimbursements must be accompanied by receipts.
- ♦ Shall attend and participate in the annual (mother) church planning session, representing the Daughter Church.
- ♦ Shall submit a monthly report to the pastor, in writing, including an itinerary by the first of each month.
- ♦ Shall submit a projected budget with your monthly report to the pastor containing a complete list of anticipated expenses and purchases for the coming month.
- ♦ Shall review monthly financial reports relative to the Church Plant.
- ♦ The Daughter Church plant shall be funded through offerings and tithes received from members of the Church Plant.
- ♦ All offerings received at the Daughter Church shall be turned into the secretary of the Mother Church within 24 hours of the service. No envelopes are to be opened, no cash used for ANY reason.

Ministerial Responsibilities

- ♦ Shall maintain consistent study habits and prepare for preaching and teaching in the scheduled services of the Daughter Church plant.
- ♦ Shall maintain a consistent prayer life and preach and teach the same to the members of the Daughter Church.
- ♦ Shall teach a minimum of two Home Bible Studies each week in the area of the Daughter Church plant.
- ♦ Shall encourage every available member of the Daughter Church plant to teach Home Bible Studies.

- ♦ Shall schedule outreach activities for the Daughter Church plant on a weekly basis.
- ♦ Shall teach and disciple all new converts.
- ♦ Shall teach new converts the doctrines and standards of the church in a wise and careful manner.
- ♦ Shall maintain a three-point follow-up strategy relating to all visitors to the Daughter Church plant: 1) Letter; 2) Phone call; and 3) Personal visit.
- ♦ Shall recommend persons capable of leadership, within the Daughter Church, to the pastor for appointment.
- ♦ Shall assist in the development of advertising tools for the Daughter Church plant.
- ♦ Shall encourage all members of the Daughter Church plant to attend the Sunday evening service at the Mother Church.
- ♦ Shall make sure that all services are well prepared and that the Spirit of the Lord is allowed to have free operation. Special consideration should be given in every service to the needs of the new convert and visitor.
- ♦ Shall counsel and pray with the members of the Daughter Church as needed. Feel free to refer any serious situation to the pastor if necessary.
- ♦ Shall not counsel with other leaders sent from the Mother Church to assist in the Daughter Church plant. All such cases are to be referred to the pastor of the Mother Church.
- ♦ Shall visit the sick and those hospitalized as needed.
- ♦ Shall work with the pastor in scheduling revivals as needed.
- ♦ Shall work with the pastor in scheduling missionary services.
- ♦ Shall baptize all candidates who have repented and are ready for baptism.

- ♦ Shall teach the members of the Daughter Church plant to support the church with their tithes and offerings.
- ♦ Shall oversee all aspects of the Daughter Church plant under the direction of the pastor.

Accountability

Accountability shall consist of a monthly written report of all activities, plans, projections, etc. He will work in harmony with the Mother Church pastor, ministers of the Mother Church, musicians and service leaders assigned to the Daughter Church. Modifications to this Job Description may be made by the pastor. This Job Description to be reviewed and updated as needed.

Signed _____ Date _____

Leader Of The Daughter Church Plant

Signed _____ Date _____

Pastor of the Mother Church

Ministerial Agreement

Between the Mother Church
and the Leader of the Daughter Church Plant

This agreement between the Mother Church and the appointed leader of the Daughter Church Plant is a valid and binding agreement, executed on this date _____, 19____.

I, _____, appointed leader of the Daughter Church Plant known as _____, do hereby agree to:

- 1) Wholeheartedly support the pastor in all decisions pertaining to my ministry and the Daughter Church plant;
- 2) Preach and teach the doctrines adhered to by the United Pentecostal Church and as outlined in the current issue of the Manual of the United Pentecostal Church.
- 3) Relinquish my position as leader of the Daughter Church Plant without dispute or causing contention upon the written request of the Mother Church Board of Elders.
- 4) Abide by all written guidelines pertaining to the Daughter Church Plant.
- 5) Conduct myself at all times in a manner expected of a minister of the Gospel.
- 6) Communicate regularly with the pastor of the Mother Church.

I, _____, pastor of the Mother Church known as _____, do hereby agree to:

- 1) Unselfishly promote the ministry and success of the appointed leader of the Daughter Church Plant.
- 2) Be fair in all matters relating to the leader of the Daughter Church Plant.
- 3) Communicate regularly with the leader of the Daughter Church Plant.
- 4) Refer any serious misunderstandings between the Mother Church, or Pastor of the Mother Church leader of the Daughter Church Plant to the Board Of Elders.
- 5) Work in agreement with all guidelines pertaining to Daughter Church Plants.

Signed _____ Date _____

Leader Of The Daughter Church Plant

Signed _____ Date _____

Pastor of the Mother Church

Daughter Church Plant -- Mother Church Financial Agreement

Financial remuneration is not always necessary in the beginning stages of church planting. I never paid any of our elders for preaching in the Church Plant or the Mother Church. There were many occasions though when I would give them a special gift (usually books) for assisting with the ministerial responsibilities of the church.

If a financial remuneration agreement is necessary, be fair with the church planter. What he feels is fair and what you are willing to give is sometimes poles apart. Spell out your agreement clearly and concisely: Amounts, dates, goals, etc.

A Colorado mine operator found that the combination on his office safe had jammed. He called the nearby state prison and asked whether any of the inmates might know how to open it. In a short while, a convict and a prison guard showed up at the mine office. The inmate spun the dials, and calmly opened the safe door. Very pleased, the mine operator asked, "What do you figure I owe you?"

"Well," said the convict, "The last time I opened a safe I got \$12,000."

Offerings and Tithes Received at the Daughter Church Plant

- a) All offerings and tithes received at the Daughter Church Plant should be turned in to the secretary of the Mother Church within 2 hours of the service.
- b) Said income shall be deposited into an account specifically set up for the Daughter Church Plant.

- c) The secretary of the Mother Church shall sign checks, maintain records, make reports, pay bills, deposit funds and conduct all other business pertaining to the Daughter Church Plant.
- d) No cash should ever be taken from the offering for any reason.
- e) No envelopes should ever be opened for any reason.
- f) All expenses pertaining to the Daughter Church Plant are to be paid out of funds received and deposited into the Daughter Church Plant account.
- g) All reimbursements are to be requested in writing (according to Job Description).

Financial Remuneration Options

a) **Option I: No Remuneration**

The appointed leader of the Daughter Church Plant will not receive financial remuneration for services rendered. Expenses will be paid in accordance with guidelines pertaining to Daughter Church Plants.

b) **Option II: Percentage of the Tithes**

The appointed leader of the Daughter Church Plant will receive a percentage agreed on, in writing, of the tithes which come in through the Daughter Church Plant. Expenses will be paid in accordance with guidelines pertaining to Daughter Church Plants.

c) **Option III: Percentage of the Tithes of New Members Only**

The leader will receive a percentage agreed on, in writing, of the tithes of all new members who come to the Daughter Church Plant. This option is intended to be an incentive to the leader. Expenses will be paid in accordance with guidelines pertaining to Daughter Church Plants.

d) **Option IV: Salary**

The leader will receive a salary agreed on, in writing, by the Mother Church and the Daughter Church Plant combined. This option will be reviewed quarterly in relationship to the income of the Daughter Church Plant. Expenses will be paid in accordance with guidelines pertaining to Daughter Church Plants.

Agreement

Option # _____

Percentage _____ (If applicable)

Signed _____ Date _____

Leader Of The Daughter Church Plant

Signed _____ Date _____

Pastor of the Mother Church

Chapter Ten

**The Church Plant
Service Schedule**

Church Plant Service Schedule . . .

Setting the service schedule of the Church Plant is one of the first responsibilities of the Pastor of the mother church if he is overseeing the planting of the new church.

The schedule you choose for the Church Plant will effect...

- ♦ Those who are going to attend the Church Plant.
- ♦ Those who will be working / assisting in the Church Plant.
- ♦ Those who attend the Mother Church.

You Live And Learn . . .

I remember calling Brother and Sister Wayne Trout in Dover, Delaware, who are great friends and have successfully built two strong churches and assisted in the development of several more. I asked them to give me direction concerning setting the schedule for our first Church Plant in Williamsburg, Virginia. I will never forget the one sentence advice which Sister Janet Trout gave me. She said "Do not start anything today, you are not willing to live with for the next twenty years."

I wish I could write here that I listened to her good advice and applied it to the start of our Church Plant. The truth is, I thought her advice was too simplistic, and so, I did not follow it. Oh if I had, the trouble I would have saved my family, our church members, the ministers of the church and myself.

I immediately began the Church Plant with a full service schedule. We are talking Sunday morning and evening, Wednesday evening Bible Study and Friday

Youth Service. We even had Saturday morning Outreach and Thursday afternoon prayer for the ladies. How did it work? It did not!

I wore myself out in about the first month. I tried to be in all the services -- of both churches. I tried to preach in both churches. I found myself running (literally) from service to service. The musicians and ministers assigned to work in the Mother Church and/or the Church Plant were running too. My family was stressed out because I was stressed and because they hardly saw me the first month. It simply was not going to work!

The members of the Williamsburg church loved it. They had their own services, the pastor was with them in most services, and did not have to drive to Newport News three or four times during the week for church. They were a full fledged United Pentecostal Church.

It was their high level of pleasure with the way things were that made it hard for us to make changes. It was only when I suggested making some changes that I fully understood what Sister Trout meant when she said, "Do not start anything today you are not willing to live with for the next twenty years." These folks had everything they wanted in a new church and were not anxious to have it cut back or taken away.

I had no choice though. My staff and I were running ragged. The members of the Mother Church thought they were being slighted. Changes had to be made. So, I met with the members of the Williamsburg church and asked them to understand our predicament, and to compromise their service schedule so that I could solve the problems at hand. I felt we could potentially kill any future church planting efforts if we did not resolve the over-scheduling situation.

The new schedule was much easier for everyone involved. We decided to cut the Church Plant schedule to just two services per week, a Sunday School and a

Wednesday Bible Study. It was agreed that on Sunday morning I would send a team of musicians, singers, teachers and a minister (from our ministerial staff) to take care of the service. I would stay with the Newport News church on Sunday morning.

Since the Newport News Bible Study service was on Thursday back then, I was able to attend the Church Plant Bible study on Wednesday evening. Sometimes I gave the Bible study myself, more often I would schedule one of the young ministers of the church to speak.

On Sunday evening the two churches came together for a joint service. I always spoke on Sunday evening. It was my time with the entire church and the church plants. Even if I had a visiting minister or evangelist, I would still take fifteen minutes, or so, in the Sunday evening service. I used this time to give direction, spark evangelism and keep the dream alive.

If we had not changed the service schedule when we did, and made it manageable, I doubt if we would have been able to maintain the Church Plant under the umbrella of the Newport News church for as many years as we did. We would have never been able to plant the other churches if we had to maintain the tough schedule I had originally set. The schedule did not work when we had two churches, let alone when we had four!

The Second Time Around Was Easier . . .

After learning, by trial and error, on the first Church Plant setting, the schedule for the second one was much easier. By this time we knew the limitations of our staff and the level of commitment of the membership of the Church Plant. We agreed on who would coordinate the efforts of our second plant, an minister/elder

from the church, and we begin to make the preliminary plans which obviously included deciding on a service schedule.

This time we decided to begin with a mid-week Bible Study which would meet in the home of a member who lived in the Church Plant area. It was further decided that a Sunday School would be established when necessary. The elder, his family and the members who lived in the Church Plant area would attend services at the Newport News church Sunday morning and evening.

Before we actually work with the checklist, I want to explain how we handled rallies, revivals, missionary services, etc. The Mother Church obviously is better prepared to sponsor these types of special services. Often the Church Plant cannot have special services due to financial limitations, use of a rented room or facility is not available, and many other hindrances. The Mother Church can be a great blessing to the Church Plant by; 1) Welcoming the Church Plant members to attend special services at the Mother Church; 2) Sharing special guests and evangelists with the Church Plant on Sunday or during a mid-week service; 3) Having an evangelist stay over to preach at the Church Plant after the revival is finished at the Mother Church.

The Church Plant

Service Schedule

<i>Service Schedule Checklist</i>		<i>Yes</i>	<i>No</i>
<ul style="list-style-type: none"> • Do you have ample musicians so that a musician (or group of musicians) can be sent to the Church Plant without hurting the Mother Church music program? If so, who? _____ _____ 			
<ul style="list-style-type: none"> • Do you have ample singers so that a singer(s) can be sent to the Church Plant without hurting the Mother Church? If so, who? _____ _____ 			
<ul style="list-style-type: none"> • Do you have an elder or minister qualified to oversee or coordinate the service schedule at the Church Plant? If so, who? _____ _____ 			
<ul style="list-style-type: none"> • Are there members of the Mother Church who live in the area of the Church Plant who will be expected to attend the Church Plant? 			
<ul style="list-style-type: none"> • Are you going to require the members of the Church Plant area to attend any services at the Mother Church? If so, which ones? _____ _____ 			
<ul style="list-style-type: none"> • Have you decided what service or services you will begin with? If so, what? _____ _____ 			
<ul style="list-style-type: none"> • Have you decided which service(s) you, as pastor, will attend, if any? If so, which ones? _____ _____ 			
<ul style="list-style-type: none"> • Have you set goals for the Church Plant in relation to their being able to begin other services? If so, please explain goals: _____ _____ _____ 			

Mother Church Weekly Activities...

Fill in the blanks below outlining the weekly activities of the Mother Church. This should be completed before developing a weekly schedule for the Church Plant so as to avoid any possible schedule conflicts:

<i>Day</i>	<i>Morning</i>	<i>Afternoon</i>	<i>Evening</i>
<i>Monday</i>			
<i>Tuesday</i>			
<i>Wednesday</i>			
<i>Thursday</i>			
<i>Friday</i>			
<i>Saturday</i>			
<i>Sunday</i>			

Church Plant Weekly Activities...

Fill in the blanks below outlining the weekly activities of the Church Plant. This section should not be completed until you have completed the weekly schedule for the Mother Church.

<i>Day</i>	<i>Morning</i>	<i>Afternoon</i>	<i>Evening</i>
<i>Monday</i>			
<i>Tuesday</i>			
<i>Wednesday</i>			
<i>Thursday</i>			
<i>Friday</i>			
<i>Saturday</i>			
<i>Sunday</i>			

Chapter Eleven

Outreach And The Church Plant

"Go ye therefore, and teach all nations, baptizing them in the name of the Father, and of the Son, and of the Holy Ghost: 20) Teaching them to observe all things whatsoever I have commanded you: and, lo, I am with you alway, even unto the end of the world. Amen." (Matthew 28:19-20)

Evangelism -- The Priority Of The Church . . .

One of the reasons I have stressed the importance of a limited service schedule at first in the church plant, is to insure that ample time is given to evangelism and outreach. Many churches have something scheduled every evening of the week (e.g. fellowship, training, social event, prayer, Bible study groups, youth, music, etc.) and have no time to allot to evangelism. The various fellowships, functions and programs scheduled within the church are important. But, none of these things should consume our time to the point that we cannot and do not have time for outreach.

Remember, the purpose of the church is to *"seek and save that which is lost"*. Other than that we have no right to call ourselves an Apostolic Church. God called us to our respective cities to reach lost men, women and children with the only message that can save them from Hell. We must not ever lose sight of our main responsibility.

"The main thing is to keep the main thing the main thing."

-- T. F. Tenney

The "main thing" is outreach and evangelism -- seeking and saving! From the very beginning of the Church Plant effort, an aggressive plan of evangelism must be set up. Everyone (I do mean EVERYONE) who is going to be involved in the Church Plant must make a commitment to personal evangelism or they should not be allowed to be involved.

First and foremost, the individual you choose to oversee or coordinate the Church Plant effort must be a soul-winner. It is preferred that each member of the church plant team teach at least one Home Bible Study per week. If they are not teaching Home Bible Studies, they should be door knocking, handing out tracts, using their car or van to pick up people for services, or running a bus route from the Church

Plant area. Whatever, they MUST be involved in outreach and evangelism or they are not qualified to lead the group.

Some have asked if it is not better to choose an individual with administrative and managerial abilities to lead the Church Plant effort. I feel individuals with these qualities are a great blessing to the Kingdom of God, though I would not choose them to be the leader of a new Church Plant unless they were also proven soul-winners. If the leader, who is a proven soul-winner, lacks administrative and managerial abilities, I would place another worker with him, who has these abilities, as an assistant. You might want to consider a Church Planting Team style leadership if you do not have one individual who is a soul-winner and an administrator.

If the leader is a soul-winner, he will preach and example winning the lost before the members of the Church Plant. If he is not, he can only preach to them to win the lost. We all know that sheep will follow the example of their leader.

Not only should the leader be a proven soul-winner, each individual who volunteers (or is assigned) to participate in the Church Plant should be a soul-winner or have exhibited a love for the lost which can be easily directed. You cannot afford to simply take members from one location and sit them down in another location to have church. When we do this, we HAVE NOT added to the Kingdom of God. Every person involved must know that the purpose of their involvement is to reach into a new area and effect lost men and women.

I had a young man, who was working with one of our church plants, to ask me if he could start a Prison Ministry, Radio Ministry, Sunday School classes, Nursing Home Ministry and Bus Ministry. He asked this Sunday afternoon after they had just completed their first Sunday morning service with about fifteen in attendance. I answered him "No. No. No. No. And, No." He looked at me with question marks written all over his face. To which I replied, "If you are going to dig out a church,

your initial efforts must be soul-winning, growth producing efforts. What you are asking for are all in the category of maintenance ministries."

Everything you do at first, when time is so critical, must produce souls. If it is not a seeking and saving venture, the newly planted church does not need to expend precious time and energy.

Disgruntled Saints Who Want To Work In The Church Plant . . .

Pastor friend, it is not wise to allow disgruntled members from the Mother Church to transfer to the Church Plant. First of all, they carry all their "extra baggage" of dissension, disloyalty and division with them to the Church Plant. This is not fair to the new church or the novice minister/elder/overseer/coordinator. Secondly, and more importantly, they are not going to add to the Church Plant unless they are involved because of a burden to reach the lost and have made a deep personal commitment to soul winning.

The last two pages of this chapter are a sample copies of an "Involvement Policy" for those wishing to participate in the Church Plant. This policy will assist both the Mother Church and Church Plant in maintaining a right relationship. Too often a bad relationship develops over misunderstandings related to those wishing to participate in the Church Plant effort.

Church Plant Involvement Policy

From time-to-time members of the Mother Church will want to assist in the Church Plant effort in various capacities. In order to have a harmonious working relationship between the Mother Church and the Church Plant, the following points should be followed and adhered to:

- ♦ No member of the Mother Church should be approached, by the leader of the Church Plant, with a request for participation without first clearing it with the Pastor of the Mother Church.
- ♦ No minister, musician or singer, who attends the Mother Church, should be invited to minister in the Church Plant without prior permission of the Pastor of the Mother Church.
- ♦ The leader of the Church Plant should never counsel with any member of the Mother Church.
- ♦ No member of the Mother Church should be invited to attend a service(s) at the Church Plant without prior (public or private) permission from the Pastor of the Mother church.
- ♦ In the event a member of the Mother Church shows up at the Church Plant, missing a service at the Mother Church, they should be treated with kindness and ministered to if they are in need. The leader of the Church Plant shall not inquire as to why they missed their own service. A phone call should be made to the Pastor of the Mother Church immediately (within 24 hours) informing him of the visit.
- ♦ The Church Plant will not accept a member from the Mother Church, as a transfer member, without the full and unhesitant approval of the Pastor of the Mother Church.
- ♦ All leaders, musicians, singers, teachers, elders, etc., who are assigned to the Church Plant, will retain their

membership at the Mother Church and can be recalled at the discretion of the Pastor of the Mother Church.

- ♦ Anyone who lives in the area of the Church Plant and is a member of the Mother Church before the plant was established, will have six months to decide which church they want to be involved in. Once they have made their decision, they will not be allowed to transfer back and forth.

Signed _____ Date _____

Leader Of The Daughter Church Plant

Chapter Twelve

Church Planter's Checklist

*1 Corinthians 14:40 "Let all things be done decently and
in order."*

"Vision without action is hallucination."

-- Michael Kami

Things-To-Do . . .

The checklist on the following pages is not an exhaustive "Things-To-Do" list. I have endeavored though to list the things that we have had to deal with in establishing our two Daughter Churches and one Extension Sunday School. Room has been provided after each section for you to write, or type, in other tasks.

I would encourage you to make several copies of the checklist on the accompanying pages. Do not write on the originals. The Senior Pastor should be the first one to go over the checklist. Then key individuals, who will be involved with the Church Plant, should review the list. Each person going over the list should also have a legal pad handy so they can list the items which they feel should be discussed in more detail, or needs their personal attention. After each person involved has had the opportunity to review the list individually, the entire Church Plant team should meet to go over the list item-by-item, discussing as needed and adding other necessary tasks to the list.



Church Plant -- Checklist

Choosing A Leader / Overseer For The Church Plant

Personal Life

Is the leader's marriage strong?

Does he exhibit love for his family?

Are his children well mannered?

Is his family in agreement with starting the Church Plant?

Is he a good steward in the area of his personal finances?

Does he live a life of holiness?

Does his wife and children live holy?

Does his wife and children support his desire to work with the Church Plant?

Ministerial Life

Does he practice regular study habits?

Does he communicate his thoughts well with others?

Has he been loyal to his pastor?

Does he pay his tithe faithfully?

Does he give offerings to the church?

Does he support world missions?

Spiritual Life

Does he manifest a burden for the lost?

Does he maintain a consistent and fervent prayer life?

Does he have a specific weekly or monthly fast day?

Evangelism History

Is he a proven soul winner?

How many souls has he won to the Mother Church? _____

	Does he actively participate in an evangelism/outreach ministry in the Mother Church?
	Does he have experience in any specific area of evangelism (such as A.C.T.S., Bus Ministry, HBS, etc..)?
	Is the leader committed to aggressively evangelizing the Church Plant area?
	If Starting An Ethnic Church Plant
	Does he/she speak the language of the ethnic group?
	Does he/she manifest a love for the ethnic group he is planning to work with?
	Does he/she have a basic understanding of the culture of the group he is planning to work with?
	Does he have a positive attitude toward the ethnic group?
	<i>Church Plant Leader's Relationship To The Mother Church</i>
	Develop a "Financial Agreement".
	Develop a "Ministerial Agreement".
	Create a Job Description and Monthly Report for the leader.
	Develop an "Involvement Policy".
	Meet with the leader to discuss the Job Description, Monthly Report, Ministerial Agreement, Financial Agreement, Goals, Involvement Policy, etc... in detail.
	<i>Setting Goals For The Church Plant</i>
	Develop a service schedule for the Church Plant.
	Compare the Church Plant service schedule with that of the Mother Church.
	Develop a plan for the plant to reach autonomous church status.
	Develop a plan for the leader to work toward full-time status.

<i>Choosing A Location For The Church Plant</i>	
	Is there a specific area of town where members live which you would like to plant a church?
	Do members drive in from a neighboring city, county or community where you desire to plant a church?
	Does the leader have a burden for a specific area?
	Are there numbers of people from a specific ethnic group who need a church?
	Get Church Plant area approved by the district.
	After choosing a city, county, community, ethnic group, etc., choose the actual facility you will use as a meeting place.
	Are you presently running a bus to/from an area where a church could be planted?
<i>Advertising The New Church Plant</i>	
	Send a ready-to-print paid advertisement to the local newspaper.
	Send a "news release" type article to the newspaper's editor which briefly outlines the intentions of the church, introduces the Church Plant leader and the Senior Pastor.
	Send a picture of the Church Plant leader with a short article outlining: 1) His ministry, 2) His intentions for the Church Plant in the community, 3) Introduce his family, etc...
	Create an attractive Church Brochure for the Church Plant.
	Develop and print business cards.
	Have the Church Plant listed in the "Yellow Pages" (even if the Mother Church phone has to be used).
	Check on radio spots.
	Develop and print church fliers. Make them positive and attractive (I.E. "There's An Exciting New Church Starting In ABC Town").
<i>Choosing Workers For The New Church Plant</i>	
	Who will be in charge of the music at the Church Plant?

	Who will assist with the music?
	Who will lead the services?
	Who will work with the Sunday School children?
	Who will bring the tithes and offerings to the Mother Church office?
	Who is responsible for set up and cleaning of facility?
	Who will visit the sick, hospitals, shut-ins, etc. in Church Plant area?
	Who will be authorized to counsel with members of the Church Plant?
	Who is responsible for follow-up (visitors, new converts, etc.)?
	<i>Material & Equipment Needs</i>
	What musical instruments are needed?
	Is a P.A. system necessary?
	Songbooks
	Tracts
	Tithes & Offering envelopes
	Sunday School literature -- what ages?
	Visitor Cards
	Offering Plates
	Podium
	Chairs, pews, etc...
	<i>Church Plant Finances</i>
	Set up a checking account for the Church Plant.
	Develop a policy relating to income and disbursements of Church Plant funds.
	Develop a policy relating to investment of Mother Church funds into Church Plant.
	Develop a monthly financial report for Church Plant.
	<i>Spiritual Preparation</i>
	Church Plant members prayer meetings to seek God's direction and timing.

	Mother Church members prayer meetings to seek God's direction and timing.
	Leadership prayer and discussion sessions.
	Pastor share burden for planting churches with entire church. This should be done several times, over a period of one month, before he actually announces intentions to plant a church.
	Plan and announce an official business meeting to introduce the Church Plant idea to the Mother Church.

Chapter Thirteen

**When Should The
Church Plant Become
Autonomous?**

An Autonomous Church . . .

Most church plants will become autonomous. Just like your children who grow up, marry and leave home. It is almost inevitable, because of size, the desire of the members to have their own pastor, a full service schedule, their own programs, their own building and an array of other reasons that are natural results of a growing church.

This will probably be the most controversial chapter of the book. I present it as my opinion and ask you to read it using the "grain of salt" method of filtering out the acceptable and unacceptable. If you like the concepts presented, obviously you are welcome to duplicate them. If you do not, then you are welcome to ignore this chapter.

Though I told you in the first paragraph that the Church Plant becoming autonomous is almost inevitable, I am talking about recognition by the United Pentecostal Church and their need at some point of a separate church administration and program. However, I am of the opinion that a Church Plant should never become autonomous from the Mother Church in a literal sense, or in the sense of no longer feeling an obligation or sense of belonging to the Mother Church. In the same way that I will always be the son of my mother and father, the Church Plant should always recognize the Mother Church which gave birth to it.

The Church Plant is wise to remain under the umbrella of the Mother Church as long as it is possible. As we have already discussed in previous chapters, the strength, protection and guidance received from the Mother Church have proven to be the factor that separate successful church plants from those which fail. Too often I meet men who want to be "on their own", or "their own boss", or "want to do their own thing". All of these statements, and the attitudes behind them are signs that a

novice is trying to plant a church, and one that obviously lacks the proper motive for church planting.

I do, however, understand that there is a time which the Church Plant has grown large enough to sever the cord from the Mother Church and stand on her own two feet. The Church Plant will eventually grow to a place where financially, ministerially, musically, administratively and otherwise, it will no longer depend on the Mother Church for its existence. If the Church Plant, at this point, separates itself from the Mother Church, it will most likely survive as an autonomous church.

Premature Detachment . . .

A word of warning to both the pastor of the Mother Church and the worker (Elder, Minister) who is assisting in the Church Plant. Knowing when to separate the Church Plant from the Mother Church is as important a decision as knowing when and where to begin the Church Plant. Be sure that you do not detach the Church Plant from the Mother Church until you have carefully reviewed options, motives and desires of all parties involved, etc. A checklist is provided in this section for your assistance.

I will make another possibly controversial statement at this point. Pastor, I would recommend changing the leader of the Church Plant before I would allow a man with wrong motives to take the Church Plant out from under the leadership of the Mother Church before it is ready. If you, as the Senior Pastor, know that a church is headed for certain destruction because they simply want to be independent of, or free from, their responsibility to the Mother Church and yourself, in this scenario, your responsibility is to the church you brought into existence.

I had a young man one time who worked with me in one of our church plants. He was continually telling me how unhappy the members of the Church Plant were. He said they didn't like having to drive to Newport News once per week, they did not like not having a full-time pastor, they did not like having the Mother Church oversee their funds, etc. I finally decided to have a business meeting with them to discuss their feelings. When the business night came around, I asked them if they were unhappy. They said "No". I asked if they wanted me to resign as their pastor and allow them to elect a pastor who would be all theirs. Again, they answered with a resounding "No". There were twenty-three adults present in the meeting, I handed out ballots and asked them to choose who they wanted to be their preacher / coordinator. All twenty-three voted for me. The elder did not get even one vote (by the way, his wife was voting too!). I told them it was not possible for me to be in all the services of the Church Plant, that they would have to choose someone else. They stood to their feet, one after another, stating that if I could not come all the time they wanted to continue as they were. They did not want to separate from the Mother Church.

I found out that the only one wanting the change was the elder. The only one unhappy with the arrangement was the elder. The only one who wanted the elder to be the pastor was the elder. The only one who wanted to separate the Church Plant from the Mother Church was the elder. I always like to accommodate as many people as possible. He wanted change so bad. I changed him from Church Plant Coordinator to Mother Church Maintenance man.

Pastor, when you establish a Daughter Church, or Church Plant of any type, it is important to establish the fact up front that you are the PASTOR and the elder (worker, coordinator, overseer, etc.) you place there is subject to you.

My comments are deliberately forthright in this section. Men with ill-intentions and wrong motives are more responsible for the hesitancy which exists among our pastors, concerning church planting, than the devil is. I have friends who tried to plant a Daughter Church only to be hurt by such a man. They are no longer

interested in church planting. Sad to say, the church plants did not make it either. It is wise to cover the bases of accountability, responsibility, authority, communication and leadership ethics before the church is planted.

Paul was right when he said "*know them which labor among you*".

Some of the finest materials I have ever heard on the subject of Ministerial Ethics was presented by Wisconsin District Superintendent, John Grant. I would recommend his audio (or video) tapes to every pastor who is training leaders in the church. Brother Grant covers relationships, accountability, responsibility and many other necessary subjects expertly. He fills the sessions with the Word of God. No one can listen to his anointed presentation and fail to see exactly what the Lord requires of them entering into a ministry position.

Look At The Big Picture . . .

In some cases detaching the daughter works or church plants will not be necessary at all. We have one United Pentecostal Church on the west coast which has several daughter churches established among the various ethnic and cultural groups of his community. Each of the church plants have a time slot for use of the Mother Church facility on Sunday and one evening per week. They have five complete congregations using one building. They do not intend to ever detach the daughter churches from the Mother Church. The big picture, as they see it, seems to be for them to have a multi-cultural, multi-language church which happens to be divided up into natural language and culture groups, but one church.

Again, it is extremely important that all parties involved understand your plans "up-front" if your intention is to maintain one church and you never intend to detach the Church Plant, no matter the size. Most problems surfacing in the Church

Plant relationship could have been diverted if there had been clear communication in the beginning stages of the plant.

Checklist For Detaching The Church Plant

<i>Description</i>	<i>X</i>
Is The Church Plant Ready To Detach From The Mother Church?	
Is the Church Plant coordinator ready/capable of assuming the pastoral responsibilities of a new church.	
Discuss and outline, in writing, the new Church Plant pastor's responsibility and accountability to the Senior Pastor after the Church Plant is detached from the Mother Church.	
Does the Church Plant have adequate staff, without the use of Mother Church staff, to maintain the services schedule, departments and programs of the Church Plant?	
Does the Church Plant have adequate musicians?	
Does the Church Plant have enough finances to carry its financial obligations as a new church?	
Do the members of the Church Plant want to detach from the Mother Church?	
Do the workers assigned to the Church Plant feel the Church Plant is ready to detach from the Mother Church?	
Do the elders and ministers of the Mother Church feel the Church Plant is ready to detach from the Mother Church?	
Does the Church Plant have access to adequate facilities for holding services?	
Discussion Needed Before Public Announcements Are Made:	
Schedule a public discussion with members of Mother Church and Church Plant to discuss the possibility of detaching the Church Plant from the Mother Church. Encourage frank and honest discussion.	
Schedule a meeting with the workers assigned to the Church Plant to discuss the possibility of detaching the Church Plant from the Mother Church.	
Schedule a meeting with the elders and ministers of the Mother Church to discuss the possibility of detaching the Church Plant from the Mother Church.	

Schedule a meeting with the coordinator/overseer of the Church Plant to ask straight-forward questions as to whether it is beneficial to detach the Church Plant from the Mother Church at this time.	
Schedule a meeting with the District Board to discuss the Church Plant detaching from the Mother Church and gaining board approval for beginning an autonomous church.	
Agreements Needed Before Detaching The Church Plant:	
Develop and outline, in writing, an agreement as to where each assigned worker will go to church after the Church Plant is detached from the Mother Church.	
Develop and outline, in writing, an agreement as to where the members will attend church after the Church Plant is detached from the Mother Church. Some members may want to stay with the Mother Church. Some members of the Mother Church may want to go with the Church Plant.	
Develop and outline, in writing, the transfer of Church Plant funds, accounts, books, minutes, records, etc. to the new Church Plant pastor.	
Discuss and outline, in writing, the Senior Pastor's responsibility and relationship to the Church Plant, the new pastor and the members of the Church Plant after the Church Plant is detached.	
Discuss and outline, in writing, the new Church Plant pastor's responsibility and accountability to the Senior Pastor after the Church Plant is detached from the Mother Church.	
Decide on a date for the Church Plant to officially become detached from the Mother Church. This date, in most cases, will depend on gaining approval from the District Board to establish an autonomous church.	

Chapter Fourteen

**Sample District
Policies Governing
Church Plants**

WISCONSIN DISTRICT

Guidelines For Extension (Daughter) Works

The guidelines of the District Board in regard to "extension works" shall be observed. The guidelines to be observed shall include the points below. An "extension work" shall be defined as an endeavor of a local church to start or "plant" a "daughter church" in another location. The following procedure is to be adhered to in the establishment of an extension or "daughter church".

Pastor desiring to establish an extension work should first notify the Sectional Presbyter of the area.

Sectional Presbyter will forward copy of notification to the District Superintendent and District Secretary.

Sectional Presbyter shall forward copy of notification to any pastors close to the Extension Work area (10 miles).

District Board approval must be sought by said pastor when he feels that said extension will continue on a permanent basis.

The above guidelines are given in the best interest of propagating the Gospel and at the same time committing ourselves to preserving the unity through communication among the brotherhood.

The Policy of the Wisconsin District United Pentecostal Church Extension Work Director's guidelines are as follows:

a. Job Purpose:

- (1) To promote the Gospel and establish an Extension of the established UPCI. church (Mother Church). The Director of the Extension will work under the direction of the Pastor of the Mother Church.

b. Job Qualifications:

- (1) Must be Baptized by immersion in Jesus' name and be filled with the Holy Ghost.
- (2) Must meet the qualifications for church membership, according to the Mother Church by-laws.
- (3) Must be loyal to the Mother Church Pastor and abide by the Mother Church by-laws.
- (4) Must be willing to work in harmony with others.
- (5) Must carry a burden for souls in the Extension area and work to keep unity with Mother Church.
- (6) Must be able to lead and motivate people.
- (7) Must be faithful and dependable in accomplishing duties.

c. Job Responsibilities:

- (1) Shall work under the direction of the Mother Church Pastor in promoting Gospel.

- (2) Shall be responsible for establishing and overseeing the well-being of Extension.
- (3) Shall attend a minimum of two services per week at the Mother Church and encourage members to do likewise, at the discretion of the Mother Church Pastor.
- (4) Shall report weekly on all activities and upcoming events to the Pastor of the Mother Church.
- (5) All offerings and tithes shall be considered a part of the Mother Church. These funds are to be turned in weekly to the Mother Church Treasurer.
- (6) All requests for funding shall be in writing and subject to approval by the Pastor of the Mother Church.
- (7) No member of the Mother Church or any member of another church shall be asked to help or minister at the Extension without first receiving permission from the Mother Church Pastor, who will clear with any other pastors involved.
- (8) Attendance shall be recorded for every service and turned in weekly to the secretary of the Mother Church.
- (9) It should be stated that the Extension is not a church, but an extension of the Mother Church.

d. Organizational Relationships:

- (1) The Outreach Director of the Extension is responsible directly to the Pastor of the Mother Church. Periodically, the Mother Church Pastor and Extension Director will evaluate the

progress of the Extension and make recommendations and set goals for its future.

North Carolina Mother Church Policy

United Pentecostal Church

For the purpose of enhancing the starting of new churches, the following policy is presented. We commit ourselves to reaching the lost and maintaining unity among the brethren. It should be noted that our churches have the freedom to conduct extension ministries in their area to the furtherance of the gospel of Jesus Christ. This policy is addressed to those situations where a church plant is desired which will lead to the establishing of a United Pentecostal Church in a certain geographical location.

Definition:

A Mother Church is an established United Pentecostal Church which has the desire and means to assist in starting another work which will one day be a United Pentecostal Church.

A Daughter Work is an extension of the Mother Church that, hopefully, will become a United Pentecostal Church.

Mother Church / Daughter Work -- Operating Procedure

The Pastor of the Mother Church is to notify his Presbyter of his desire to start a Daughter Work. If the location of the Daughter Work is in a different section, the Presbyter of that section is also to be notified.

The Presbyter where the Daughter Work is to be located is to contact all Pastors within a ten mile radius of the desired location and determine their sentiment toward this proposed new work.

The Pastor of the Mother Church must obtain the approval of the District Board before beginning the work. The Presbyter is to present his findings to the District Board also.

The Mother Church assumes the financial responsibility of the Daughter Work. All tithes and offerings are to be turned in weekly to the Mother Church. Requests for funding by the Daughter Work must be approved by the Pastor of the Mother Church. This should continue until the Daughter Work becomes a church.

No financial support will be supplied by the Home Missions Department until the Daughter Work is approved as a church with Home Missions Status.

Both Mother Church Pastor and Daughter Work Leader are to meet the District Board for approval before the Daughter Work becomes a church.

The General Home Missions Division is to be notified by the District Home Missions Director of this new church plant.

Responsibilities Of The Daughter Work Leader

Must have a local license with the UPCI.

Must work in cooperation with and loyalty to his Mother Church pastor.

He is to report regularly to his Pastor. This report should include the full status of the work. Attendance, evangelistic efforts being made, and a financial report.

No member of the Mother Church or any member of the another church is to be asked to help or minister at the Daughter Church without first receiving permission from the Mother Church Pastor, who will clear with any other Pastors involved.

It must be understood that the Daughter Work is not a church, but a ministry of the Mother Church. This relationship exists until that time it becomes independent of the Mother Church with District Board approval.

During the tenure as a Daughter Work, the Leader of the work may attend District Home Missions Seminars, retreats, and training sessions at their own expense.

When the Daughter Work Leader is announced to the Mother Church congregation, he should exercise carefulness and ministerial ethics among the saints of the Mother Church. He must seek full understanding of this matter from his Pastor.

After separating from the Mother Church, all contact by the Daughter Work Leader with the saints of the Mother Church is to cease. Any exceptions are to be with the approval and full knowledge of the Mother Church Pastor.

OREGON DISTRICT

MOTHER CHURCH POLICY

SECTION I - PURPOSE:

To promote the Gospel by establishing Extensions (Daughter Churches) of existing UPCI. churches (Mother Churches) in the Oregon District.

SECTION II - GUIDELINES

The guidelines of the District Board in regard to "extension works" to be observed shall include the following points. An "extension work" shall be defined as an endeavor of a local church to start or "plant" a "daughter church" within a 100 mi. radius of the "mother church".

- A. The Pastor desiring to establish an extension work shall first notify, in writing, the Sectional Presbyter of the Section of the intended extension.
- B. Said Sectional Presbyter will then forward copy of notification to the District Superintendent and District Secretary.
- C. Said Sectional Presbyter will forward copy of notification to all Pastors within a 15 mi. radius of proposed endeavor inviting any questions, comments, or reservations, which must be submitted, in writing, to said Sectional Presbyter within 15 days of receipt.

- D. Said Sectional Presbyter will then bring the notification of intent and any questions, comments and reservations to the next District Board meeting for discussion and/or approval.

- E. The above guidelines are given in the best interest of propagating the Gospel and at the same time committing ourselves to preserving the unity through communication among the brotherhood.

Chapter Fifteen

***Troubleshooting
Church Planting
Difficulties***

We'll Never Have A Problem! . . .

I am too much of a realist to end this book without telling you that there WILL be some problems, hurdles and even setbacks that you will encounter in planting a church. In this last section I will endeavor to list some areas where potential problems might be found. I will also give a short answer (or two) for each item listed.

I heard a pastor telling a group of younger ministers, who were zealous to do a work for God, that "Church planting is more trouble than it is worth. You can split your church", he said, "Leaders will let you down, and you will have a mess on your hands." Well, I suppose I would have to agree that what he said to them is possible. But what agitated me in the conversation is that he had never even tried to plant a church himself.

Like my old-maid aunt, eighty years old and never had a child, who tells all the ladies in our family how to raise their children, many pastors who have never attempted planting a church, will have advice for the would-be church planter. Before asking advice. Ask how many they have planted and with what success.

Industrialist, Henry Ford, once defined an expert as a person who *"knew all the reasons an idea wouldn't work."*

It has been often said, "One of the tests of leadership is the ability to recognize a problem before it becomes an emergency." I have listed some of the problems that have encountered in church planting. Perhaps this short list will benefit you. It is wise to learn from one's own mistakes, wiser still to learn from the mistakes of others!

Troubleshooting -- What do I do when . . .

- ♦ **A leader wants to start a church and I know he is not ready?**

This is probably the most common problem you will face as you begin to promote church planting within the local church. Many men, and women, want to be involved in the ministry, it seems to be their greatest goal in life (and a noble one I would say).

As a pastor I would first try to evaluate the individual's ability as a leader. I would ask myself questions like: 1) Is he a potential church planter? 2) Can I train him to do a work for the Lord? 3) How long will it take to develop his church planting abilities?

If I determine that he has abilities which can be developed, I will sit with him and explain the importance of being ready before you take on the awesome responsibility of leading digging out a church and leading God's people. I would assure him that I recognize in him the ability to become a future church planter. I would recommend that he work with me as I develop his church planting and leadership skills. I would make a firm commitment to work with him on a regular basis. And finally, if possible, I would project a time frame for his development.

Because, choosing the right church planter is so critical, I did not feel the individual is ready, nor would he ever

be a church planter (in my opinion) I would tell him.
With much love and care, but I would tell him.

- ♦ **What do I do when A church member wants us to plant a church in their area of town or culture, but I am not ready?**

Again, this is going to happen as you aggressively promote church planting in the local church. Believe me, this is not a problem.

When you have church members who recommend a Church Plant location (or culture) which you feel the church and available ministers are not ready for, direct the church member to: 1) Join with you in prayer that God will reveal the right spot, the right time to begin, the right leader to oversee the work, etc. 2) Ask them to be alert for people in the area who would be interested in a Home Bible Study, and if they find someone, feel free to teach them a study, assuring them that if we can win several families in that area, we will have to plant a church. 3) Encourage them to bring their ideas directly to you and to not discuss planting a church in that area with other members who might live there. Let them know that you are enlisting their help to make sure we follow God's timing and plan. 4) Share with them your vision for church planting so they can get a glimpse of the bigger picture. Be sure to include the area they are recommending into your future plans.

- ♦ **What do I do when the Church Plant overseer is being disloyal to the Senior Pastor and/or Mother Church?**

If an allegation is made concerning the Church Plant overseer, first make sure your information is coming from a reliable individual and that you have correctly understood. Secondly, make it a matter of policy to give the church planter the benefit of the doubt. Schedule a meeting with the Church Plant overseer at the earliest possible convenience. You might want to take a third party (an elder) with you to meet with the Church Plant overseer.

When you meet: 1) Let him know exactly what you have heard. 2) Express yourself calmly but clearly. 3) Allow him ample time to answer the allegation. 4) I do not recommend bringing Church Plant members into this type of meeting.

If he is guilty, and has broken his agreement with the Senior Pastor and the Mother Church, you have two choices: 1) Dismiss him from leading the Church Plant; 2) Admonish him and allow him to remain as the Church Plant overseer. Obviously this decision can only be made on the spot dependent upon the specific circumstances.

If you allow him to remain as overseer, I recommend that you go over all previous agreements again line-by-line, making sure he fully understands what is required of him. After reviewing the Job Description and various other agreements, ask him to sign and date each page again in the presence of another elder. Let him

know that you will be carefully and closely monitoring his actions and attitude in the future.

If you are not satisfied with his answer, with his attitude or with his willingness to recommit to the original agreements -- he must go! Remember the big picture and your responsibility to those who have participated in the Church Plant because of you.

- ♦ **What do I do when I suspect unethical financial practices on the part of the Church Plant overseer?**

If an allegation is made concerning the Church Plant overseer and his stewardship of church finances, first make sure your information is coming from a reliable individual and that you have correctly understood the allegation. Secondly, make it a matter of policy to give the church planter the benefit of the doubt. Schedule a meeting with the Church Plant overseer at the earliest possible convenience. This should be a private meeting between the two of you.

When you meet: 1) Let him know exactly what you have heard. 2) Express yourself calmly but clearly. 3) Allow him ample time to answer the allegation.

If he is guilty of financial misconduct, again, you have two choices: 1) Dismiss him from leading the Church Plant; 2) Admonish him and allow him to remain as the Church Plant overseer.

If you allow him to remain as overseer, I recommend that you go over the financial agreement again line-by-line, making sure he fully understands what is required of him. After reviewing the agreement, ask him to sign and date each page. Let him know that you will be closely monitoring his handling of church funds in the future.

If the situation is serious, and in your opinion irreparable, you must let him go! As the Senior Pastor you have a responsibility to those who have supported the Church Plant with their finances.

- ♦ **What to do when you feel your Church Plant leaders are drifting away from you?**

The easiest way to head off, or correct, this problem is to establish a weekly meeting of all Church Plant leaders, Mother Church elders/ministers and yourself.

I recommend meeting either Sunday at 8:00 - 9:00 A.M. before workers go to the Church Plant, or Sunday evening one hour before the service.

Communication is the key to diverting most serious problems before they develop or are blown out of proportion.

It is vital that you stay close to each Church Plant leader throughout the time you are working together.

- ♦ **What do I do when my District Board does not want a Church Plant in the area I desire to go to?**

The final decision to approve, or not approve, a Church Plant lies with the District Boards. I have been a part of the United Pentecostal Church all my life, and have had the privilege of rubbing shoulders with many great men of God who hold leadership positions. You will find that District Superintendents and Presbyters are anxious to plant churches in their section and district as often as possible. Their job description includes facilitating growth in the district. I have found that they want to work with you and are extremely approachable when it comes to building the district. Appeal to them again.

- ♦ **What do I do when the financial burden of church planting is a strain on the Mother Church?**

Usually this is a case of over-extending yourself in the initial stages of the Church Plant. Look at the Church Plant budget, income and expenses. Ask these questions: 1) Are the members of the Church Plant supporting the church with their tithes and offerings? If not, teaching is the answer. 2) Are the leaders of the Church Plant staying within the budget set for the Church Plant? If not, bring them in for a finance meeting and show them where they are overspending. 3) Was the initial budget set too high? If so, have a budget cutting meeting with all leaders (and secretary) involved. Read *Chapter 11, Outreach And The Church Plant*, again to double-check the Church Plant priorities.

- ♦ **What do I do if I do not have enough leaders, musicians, etc., to properly staff the Church Plant and still maintain the Mother Church?**

If the Lord has directed you to plant a church and you feel that the time is right but you are concerned about having enough staff members to take care of both works, I recommend that you begin the following immediately: 1) Begin a leadership training class (as outlined earlier in this book); 2) Work with your most capable leaders providing them with on-the-job training. 3) Meet with the leaders who will be pulling double-duty for a while and ask them to buy into your dream of church planting. If you can transmit your burden to them, they will work side-by-side with you till they drop.

♦ **What do I do? I am wearing myself thin by trying to oversee more than one church.**

The first answer is a one word answer -- DELEGATION. To make the Church Plant work you must be willing to allow others to carry some of the responsibility and implement their own ideas to a degree.

The second answer is a two word answer -- LEADERSHIP TRAINING. You multiply your ministry by training others to do the jobs you are presently doing, as well as you do them. You are only one person. You cannot be more than one place at one time.

My third answer is a three word answer -- TAKE A BREAK! If you have to look up the answer for this question, you must be extremely worn out (maybe even burned out). Go on a vacation for two or three days, better yet a week if you can, and leave your leaders in

charge. The church will be there when you return and to your amazement will probably be doing quite well. If it is doing well, do not get back into the same pattern you were before the mini-vacation, allow the leaders to continue working with you.

