

# Explosive Expansion of New Churches

**The Question:** What if God is seeking to establish an explosive expansion of new churches in our generation? What would it look like? How would we know?

## **The Dream:**

The world is desperate for community. Communities of faith are God's answer to man's need. How do we respond to God's call to multiply churches?

Imagine a network of regional congregations championing church planting in their areas. Churches working together strategically, creatively, administratively, financially, across denominational lines.

Imagine the power of new churches with a DNA of replication and multiplication. Imagine the impact of healthy, growing churches becoming training grounds for new leaders, returning to the Kingdom a portion of what God has given them.

Imagine a simple model that addresses leadership, collaboration, coaching, and funding. A model that enables, equips, and encourages churches of *any size* to launch new churches.

*It is possible in our generation.*

*It is possible now!*

The purpose of this paper is to propose a series of actions that could help bring about an explosion of new churches in our generation.

## **The Assumptions:**

- **Cooperation with God** - God is at work in the world preparing us for a rapid expansion of new churches. We are being called to cooperate in what He has already begun.
- **Collaboration** is the engine for expansion. Great things are happening in all corners of the country. More is possible simply by bringing people together.
- **"Grassroots" involvement** of collaborating churches is vital to provide the necessary resources (e.g. church planters, finances, coaching, services, training, etc.).
- **Flexibility and Innovation** – There is no "one best" model for church planting. In fact, the best approaches to church planting are yet to be discovered.
- **Momentum** – Early victories will create credibility and lead to broad participation.
- **Money and church planters**, Today's critical church planting resources, will follow vision and momentum, resulting in adequate people and resources to get the job done.

- ***Recruiting collaborating churches*** becomes the new critical church planting challenge. The growth and expansion of the network is only limited by the number of churches participating..
- ***Minimal Overhead Structure*** – Providing services/support through collaborating churches and organizations minimizes the overhead structure necessary to sustain a church planting movement.
- ***Inherently Replicable and Expanding*** – The network will replicate and expand by the nature of its design.
- ***Broad Participation*** – The model will enable most churches to participate, regardless of size. Churches will no longer need large amounts of money to be directly involved in church planting.
- ***Organizational Learning*** – Participating churches and organizations will become more effective by collaborating with and learning from others.
- ***Centers of Excellence*** – Critical support services including coaching, church planter recruiting, assessment and training, creative collaboration, administrative services, donor management , etc. will be available through specialized “Support Centers of Excellence” (hereafter referred to as “Support Centers”). These specialty groups will function as extensions of existing ministries and provide high-quality, low cost support to the partnerships. To the maximum extent possible, these centers will be run on a not-for-profit basis by experienced church planting leaders.
- ***Healthy, Growing and Replicating Churches*** – The new churches that are started will establish a culture of replication and immediately become part of future partnerships to start additional churches.

**The Challenges:** Any new initiative has barriers to be addressed before the dream can become a reality. The following are key issues:

(1) **Leadership (planters and champions)** – Finding and equipping large numbers of church planters is a significant challenge. Church planters with a strong sense of call, huge risk-taking faith, and an entrepreneurial spirit are needed. Unfortunately, the supply of strong planters is already not keeping up with the relatively low level of demand. The momentum and excitement associated with a rapidly expanding network of churches should increase the supply of planters.

Also, experienced and seasoned national leaders will be needed to champion such an initiative. Many great churches and organizations are emerging as leaders in specific areas of new church work, but few are emerging as national leaders who can facilitate and integrate a large collaborative initiative and serve as a national voice for an exploding expansion of churches.

(2) **Collaboration to Provide Support Services** – Organizations will need to work collaboratively more than ever before to offer a new level of church planter support. God is raising up strong new ministries. All that is lacking is greater collaboration and synergy.

We must learn to work together to accomplish more in partnership than can be done alone. Each of the following would function as a “Center of Excellence” as described above.

- Creativity – sharing creative resources
- Admin/project management/service support - so planters can remain focused on people, not systems.
- Church Planter Coaching/Mentoring – Studies indicate a clear correlation between regular coaching and the success of new churches. We must identify coaches, provide training, and develop a collaborative process so coaches can effectively guide church planters.

(3) **Sustainable Model for Replication/Multiplication** – This is a key element. The model for planting churches must be simple and sustainable, or it will not find the broad acceptance necessary to bring about a massive church planting movement.

(4) **Strategy for implementation** – To maintain a lean overhead while maximizing momentum, collaboration and partnerships are essential. It will be important to launch with an early series of small “wins” with increasing visibility to build momentum across the entire nation.

(5) **Participating Partners** – While the number of churches participating in church planting has grown markedly over the past twenty-five years, there is still much to be done to get existing churches to become directly involved in church planting.. Unlike missions work where most churches simply send money, a grassroots new church initiative needs money *and* active collaboration. Key Element: Getting an ever-increasing number of churches involved in church planting as active participants.

(6) **Money/Financial Support** – While important, financing should not be as big a problem as might be expected, if the first five issues above are adequately addressed.

Four churches committed to a three year plant only need to commit \$16,667 per year per church. This should be well within the means of *any* church.. The primary issue becomes one of helping churches broadly embrace the vision for church planting, and recruiting them to participate in such a network.

There is a constant tension to find money to start new churches. For decades in America, most new churches in were started with less than \$50,000. Few of those churches ever grew to be over 200 in size.

In America today, larger churches reach far more unchurched people than smaller congregations. It costs about \$1,000 per person to start a new church. Therefore, churches started with only \$50,000 generally have churches with 50 members. On the other hand, churches started with \$200,000, often are reaching 200 people by their third month. History tells us those churches stand a far greater chance of growing significantly, *and* replicating themselves with a mindset of multiplication.

We need to develop the vision that will allow more churches to be started that will reach the threshold necessary to bring about church multiplication.

(7) **Communications/Education/Public Relations** – Communicating a compelling vision of this grand idea is absolutely critical. Strong branding, coupled with an aggressive marketing will be necessary for an adequate launch.

Churches, organizations, and individuals *must* see the program as something they can “own” and incorporate into their particular culture. While they might set the bar for standards, participation must not be limited to a few efficient and effective churches or organizations. The program must be available to the masses. In that environment, the idea takes on a life of its own at a grassroots level.

The challenge in such an environment is keeping the integrity of the original idea. The best way to accomplish that is to make sure that those launching the idea include the top existing churches/organizations within the church planting environment. If healthy church planting churches and organizations see other healthy entities adopting the program, they will also be inclined to participate. That ensures that the initial launch is strong in all parameters.

### **The Shifting Paradigm:**

The current paradigm in planting is one of limitation and scarcity. The number of new churches is limited by money, by the availability of church planters, and by a lack of churches and organizations committed to maintaining a sustained church planting program.

*We need to transition to an abundance paradigm limited only by the number of churches willing to join joining a four-member church planting network. With few or even no outside resources, that simple quartet of churches can supply the money, church planters, and leadership necessary to get a new church underway.*

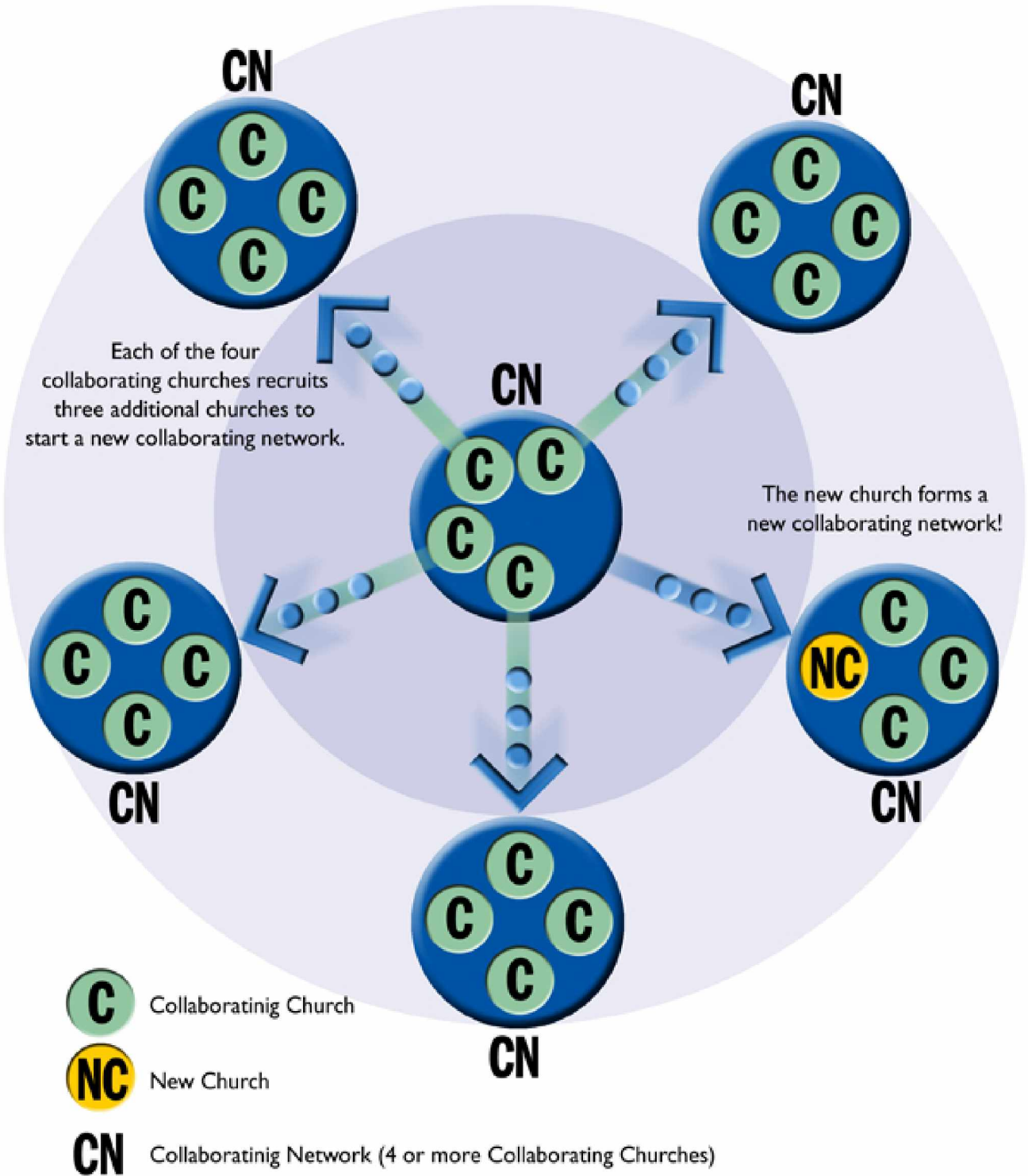
Money, planters, and leadership are no longer the elements in short supply. In this new paradigm, the focus shifts to finding four churches committed to become a part of a church planting partnership.

**The Simple Model:** What does a simple, sustainable, naturally multiplying network look like? The following pages graphically illustrate the model.

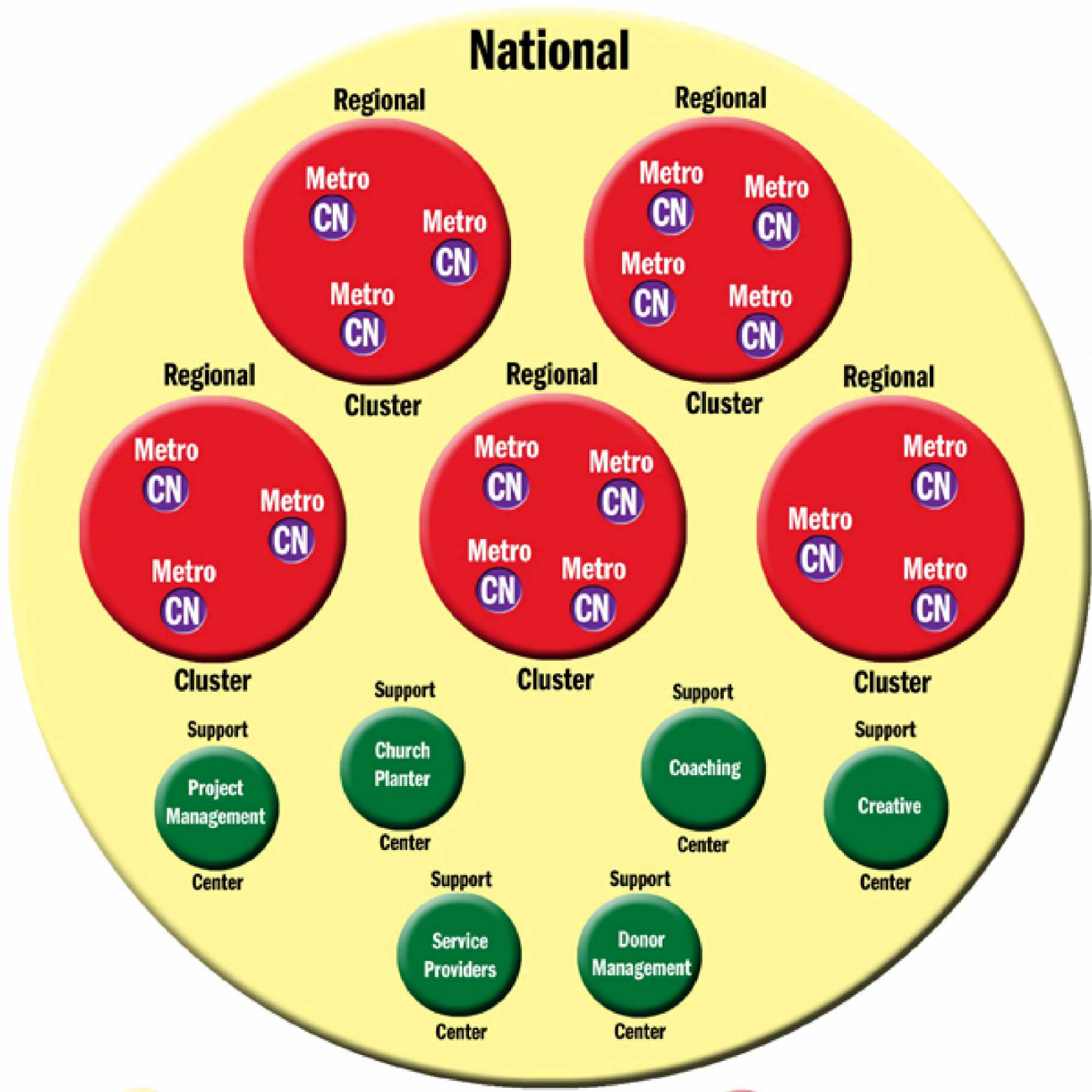
The first page shows the partnership at the most grassroots level- four churches starting one new church. These five churches will then start five new collaboration networks. Even assuming that only 1.5 of the 5 churches actually participates in starting a new network, rapid expansion will still occur. The primary focus becomes (1) recruiting new churches to participate, and (2) providing support and encouragement to the churches to plant healthier churches, so they will enthusiastically recruit others to participate.

The second page shows how the collaboration networks fit into a national model.

# Collaboration Network



# Collaboration Networks (cont'd.)



- National Network
- Regional Clusters
- CN Metro/Local Clusters (Each cluster consists of Collaboration Networks (see previous page))
- Support Centers

1. **Networks** – Networks of churches working together provide the engine for rapid multiplication.

- **Collaboration Network** - Four or more churches commit to work together for three years to launch a new church. Specifics include:
  - The church is launched 12-24 months into the three-year cycle, after funds have accumulated for start-up, and a foundation has been laid by the senior minister.
  - The four churches each commit at least \$16,667 per year per church for the three years. (Four churches is an arbitrary number, suggested as a manageable partnership. Eight churches would commit only \$8,333 per year for 3 years). The total revenue available for the new church would be \$200,000 over the three year period.
  - The churches recruit, train and coach a church planter. The ideal would be for the church planter to come from within one of the four churches.
  - The church planter is expected to raise an additional \$50,000 - \$100,000 over the three years. New churches tend to be healthier if the initial staffs have had to raise a portion of their own salary support.
  - Depending on experience and background, the church planter spends 12-18 months preparing to launch the new church. Preferably he would be able to serve as a staff member at one of the four churches during this time period, with the church freeing him up to devote a good portion of his time to the new church.
  - Before the end of the three-year cycle, each of the four participating churches would recruit three additional churches to be part of a new network.
  - Newly planted churches (the product of a network of four churches) are encouraged to join a network at the end of the three year cycle, even if they are not yet able to participate as a full partner (\$16,667.00 per year.)

Appendix A provides more detail on collaboration networks.

- **Clusters – Regional** – Synergy will be created if groups of four-church networks can be created around geography, denomination, focus on underchurched regions, focus on urban church planting, or other natural groupings.. Specifically:
  - The networks within a geographic or ideological Cluster collaborate, sharing best practices and lessons learned.
  - Leadership within a Cluster is provided by at least one large influential church or association.
  - The Cluster Leader will serve as vocal champion for church planting.. For example, Orchard Group’s newly created “zone” model is already accomplishing this effectively.
- **National – Groups of Clusters**. Multiple Clusters within a geographic region will work together to share best practices and to provide church planting leadership within a broad

region of the country (e.g. New England/Mid-Atlantic/Southeast). National Leadership will be provided by a small paid staff experienced in, and passionate about, church planting (see number 5 below).

*The result: a rapidly expanding nationwide network of existing churches partnering to start new churches.*

2. **Support Systems** – The network described above will need support systems in place. Rather than creating an overhead structure and trying to provide extensive “in-house” services, the network will rely on partnerships with organizations and churches committed to new church work.

- ***Creative Collaboration*** – Creativity is vital in new churches. However, most new churches do not have the resources or talent to offer high-quality, cutting-edge materials. One solution: sharing resources and products provided by a Support Center. The New Thing Network ([www.newthing.org](http://www.newthing.org)) is a good example. A new “Creative Center of Excellence” could be formed to meet the specific needs of the network. New churches would participate with other like-minded churches to produce higher quality materials than could be produced on their own. All churches in the network, not just the new churches, would be encouraged to participate.
- ***Administrative Collaboration (Project Management)*** – There are over 400 specific actions required to get a new church started. At least half can be accomplished by someone other than the staff of the new church. Most new churches become overwhelmed with the details of the new church, and end up spending too little time with people, building the core team, connecting in the community, and communicating vision. Passion for Planting ([www.churchplanting4me.com](http://www.churchplanting4me.com)) is a good example of a church planting support organization that helps keep church planters focused on people by providing the majority of the management and administration for the new church. Passion for Planting can serve as a “Center of Excellence” as described above.
- ***Online Resources*** – Many great web sites already exist to help church planters (e.g. [www.churchplanting4me.com](http://www.churchplanting4me.com), [www.newchurches.com](http://www.newchurches.com), and [www.churchplantingvillage.net](http://www.churchplantingvillage.net)).
- ***Service Providers*** – A new church needs fee-based services from at least 10 different vendors (e.g. banners; equipment; web sites; demographic information, etc.). Leading Edge Ministries ([www.leadingedgeministries.org](http://www.leadingedgeministries.org)) is a good example of an alliance of church planting service providers committed to new church work. In one simple web site, a church planter can find a comprehensive list of proven vendors. Leading Edge Ministries can serve as a “Center of Excellence” as described above.
- ***Church Planter Assessment*** – Assessment of potential church planters is essential and helps improve the success rate and health of new churches. An assessment process includes a combination of pre-assessment materials (many now online), interviews, and onsite observation and education. Several organizations/denominations have implemented solid

assessment processes. A good example is the Church Planting Assessment Center (CPAC – [www.churchplanting4me.org](http://www.churchplanting4me.org)). The Church Planting Assessment Center (or equivalent organization) can serve as a “Center of Excellence” as described above.

- **Coaching** – Dr. Ed Stetzer’s ([www.newchurches.com](http://www.newchurches.com)) in-depth study of church planting, *The Impact of the Church Planting Process*, addressed the impact of coaching/supervision/mentoring on the health of new churches. The study of over 600 church planters found church attendance to be consistently higher in churches where regular coaching occurred. About 60% of those surveyed participated in some form of coaching/supervision. The study found the more frequent the coaching, the healthier the congregation.

Newer planting organizations like *Stadia: New Church Strategies* ([www.stadia.cc](http://www.stadia.cc)) have greatly increased the success rate of new churches by focusing on the care and support of church planters. In this new network, coaching will be provided through the collaborating churches rather than outside service providers. Where possible, leaders from within the partnering churches will provide coaching to the new church staff. A support network will help train the staff from the supporting churches on becoming effective coaches.

The church planter will have several specialized coaches. For example, the lead children’s minister from one participating church may provide children’s coaching. The lead student minister from another church may provide student coaching. The worship leader from one church may provide worship coaching, while the senior minister from the fourth church may provide general coaching. This approach not only improves the support provided to the church planter, but also helps the staff from the collaborating churches become better leaders.

The Network will need a coaching support group to provide leadership to the networks and to serve as a “Coaching Center of Excellence” as described above. Ideally, the coaching support group will be committed to the vision of the network, be a ministry extension of participating network churches or organizations, and be affordable. Coaching would be provided on a reimbursable basis. This new coaching support group will be formed as part of the startup plan for this new network. NOTE: Several church planting leaders have expressed interest in providing leadership/support to start and operate the coaching group.

To assist the development of coaches within the network, the coaching support group will provide training to the staff from the participating networks. A training/certification process will be developed to qualify coaches. This certification will provide assurance of a basic level of competency/proficiency. Coaches will receive ongoing support.

Where necessary, and at the discretion of network churches, coaches may be provided from outside the network. Coaches would be selected from a pool of qualified and experienced church planting coaches.

- **Financial Services** – At least three types of financial services will be needed

- Basic Accounting – Each new church needs solid financial management which will include the maintenance of a checking account, a reimbursable accounting system, and other elements of good financial practice. It is expected that the collaborating churches will teach the new church to implement these processes. Initially, one of the collaborating churches may provide financial services for the new church. It is expected that fund management will remain within the local network and not become a national function.
- Payroll Administration – The networking churches may assist in this area. In many cases, the collaborating churches may choose to contract this service to professional service provider such as ADP.
- Donor Relationship Management/Services – It is vital to maintain solid relationships with financial donors including frequent letters and timely, accurate receipting of gifts. A “Support Center” to provide donor relationship services, and to teach these services to collaboration networks, should be considered. The Orchard Group has developed solid systems in this area that may be expandable to serve other networks through both services and/or education.

3. **Planter Recruitment** – Any rapidly expanding network of churches requires a supply of Spirit-led, risk-taking, entrepreneurial church planters. The primary source of church planters will be through each individual network of four partnering churches. Those churches will collaborate to identify, recruit, and mentor potential church planters, preferably while working as staff at one of the partnering churches.. In addition to recruiting planters from collaborating churches, the following additional sources will be tapped:

- a. Assessment Centers – Church Planter Assessment Centers give each planter one of three ratings: (1) ready to plant a church, (2) future planter, but not yet, and (3) not a planter. The “future, but not yet” planters are a great source of church planters in training. Most of these planters simply need 1-2 years of training in a team environment. Each of the network churches will be encouraged to bring these “future, but not yet” planters on staff for training.
- b. Online System (e.g. ELI, ChurchStaffing.com, etc.) – Currently, few online church planter recruiting processes are in place. Several denominations have online assessments, but there is no recognized leading national online assessment system. The Emerging Leadership Initiative (ELI) is developing a comprehensive online pre-assessment system. ChurchStaffing.com has a large database of church job seekers, but it currently does not identify church planters. Through further development of systems like ELI’s and ChurchStaffing.com, a large number of potential church planters could be identified through a simple online assessment.
- c. Conference Exhibits – There are several regional and national conferences that target emerging leaders. These conferences are great opportunities to offer church planting exhibits aimed at recruiting planters.

- d. *Bible Colleges/Seminaries /Church Planting Internship* – The number of Bible Colleges and Seminaries offering church planting courses is increasing. . Any national new church movement needs to tap into this potential source of planters. The opportunity exists for partnering with these educational institutions to offer a church planting internship program.
  - e. *Workshops/Conferences* – Passion for Planting is now conducting monthly new church planning workshops that target church planters. Many of these planters are feeling called to plant a church, but do not have sponsorship. Opportunities exist for offering similar workshops nationally as a recruiting tool for church planters. Unfortunately, the only national new church conference currently functioning is not drawing national attention or being fully utilized as a tool for recruiting church planters. Opportunities exist to start a new national conference (or revamp an existing conference) to focus on new church work.
  - f. *Advertising* – As our reputation and credibility grow, advertising in national Christian Magazines will prove to be a useful tool for recruiting church planters and creating new networks.
  - g. *National Church Planter Center* – A “Support Center” to recruit, train, equip and place church planters could provide the structure for accomplishing a-f above and develop a reputation as an efficient and effective group to talk with if you are interested in new church work. This group would maintain an online registry to match potential church planting candidates with church planting opportunities. The web site could include the pre-assessment testing for identifying potential church planters. Strong consideration should be given to starting such an organization or in having an existing organization(s) take on the role. In summary, this group would lead the network-wide emphasis on recruiting and training church planters and be a support resource for the collaboration networks.
4. **Communications/Publicity** – One through three above provide the structure for expansion. However, marketing and publicity will prove essential in communicating the vision for a rapidly expanding new church movement. The role of communications and publicity is to create positive branding and increasing momentum. A national strategy that includes a wide range of venues (conferences, colleges, etc.) and mediums (web sites, national magazines, etc.) is essential.
5. **General Leadership** – Leadership is our most critical issue. At least five key roles are needed: (1) Vision champion – This person must be a strong national voice who serves as the primary vision caster and network communicator, (2) Strategic/Organizational champion – This individual has the ability to implement the vision,, (3) Functional/Process champions – These individuals serve as special consultants to the network for functional/support/process needs (e.g. coaching; planter care; training, denominational networking; marketing/public relations; donor care/fundraising; support services, etc.), (4) Regional champions – These individuals provide the momentum/leadership for the implementation of the plan in their particular region or area of special focus (urban/ethnic, etc), (5) Local/Metropolitan champions – These people

provide the momentum/leadership for implementing the plan within a specific state or metropolitan area.

These five roles will likely be filled by:

a. **National Director** - Vision champion who is experienced in church planting, has broad respect and credibility within the church planting community, is capable of networking with church planting leaders across the country, is capable of casting/communicating the vision, is entrepreneurial and persistent, and is able to see the big picture and work with the Executive Director on details.

b. **Executive Director** - Strategy/plan champion who is experienced in church planting, is entrepreneurial, and has a demonstrated track record of turning vision into action through strategic planning.

c. **Functional/Process Champions** (Leaders of Centers of Excellence as described above) – The network will need solid support. As a grassroots organization in which most services are provided by the individual networks, support services will take two different forms:

(1) Teaching and coaching the churches within a network to be able to deliver the services.

(2) Providing and/or coordinating partnerships (vendor management) where collaboration networks are unable to provide the services within the network and services need to be purchased from vendors or other networks).

Functional/Process Champions serve as specialized consultants who are experienced and highly competent in their area of specialty.

d. **Regional Champions (Regional Cluster Champions)** - Implementation champions who are experienced in the local church context, are respected within their geographic areas, have the ability to communicate vision in a compelling manner, and are great networkers/recruiters are essential to the process. These champions actively communicate the vision for the network within their region, provide coaching and leadership to the networks within their region, set goals for new collaboration networks and recruit new churches/organizations to participate.

e. **Local/Metropolitan Champions (Cluster Champions)** – Implementation champions within a region with have the same qualifications as Regional champions. Initially the focus will be on identifying local/metropolitan cluster champions. As leaders emerge via the Local Cluster Champions, Regional Cluster Champions will be recruited.

Ideally, as many of these five types of positions as possible are funded from the grassroots.. For example, Regional and Local Champions may be full-time ministers who volunteer their time as part of their church’s participation in the network. Likewise, Functional/Process

Champions may also donate their time and expertise. The goal is for as much leadership as possible to be donated so that funds contributed to the network can go directly to church planting.

**Getting Started:** The following actions provide a starting point for moving forward (Appendix B provides a list of specific short-term actions):

1. **Conceptual Plan / Vision** -This paper provides the starting point for discussions on what a “roughly right” vision and conceptual plan would look like. Additional steps include obtaining input from a cross-section of leading church planting leaders, senior ministers, and organizations (including denominational leaders).. Meetings will be held to finalize the conceptual plan after comments have been received from potential leadership team members (i.e. meeting participants to consist of the organizations that will eventually form the leadership team for the network).

**PRODUCT:** A point paper, developed from this document, will incorporate input from national church planting leaders to provide a “roughly right” vision and conceptual plan. (Note: A conceptual plan is at the level of detail in this paper and does not include all the detailed actions necessary for implementation).

2. **Strategy/Plan** – Develop a strategy for implementing the conceptual plan. The plan builds on #1 above, but includes a specific list of actions for moving forward. Development of the plan will require several face-to-face meetings among the initial leaders committed to the network. The overall plan is to be completed before the more detailed individual plans of action are developed.

**PRODUCT:** A written plan of actions and milestones for implementing the new network (each action includes a brief description, a due date, the name of the person responsible for completion, and an estimated funding requirement/budget). Appendix B is modified, as necessary, to provide the comprehensive written plan of actions.

3. **Committed Leadership Team** - We need at least 10 solid and influential church planting churches and/or organizations committed to the network. Ideally, these organizations would be from different geographic areas across the country or areas of special focus (urban/ethnic,etc.). The first step is to define specific written tasks for organizations joining the leadership team. The second step is to identify specific regions to target. The third step is to identify specific organizations to approach as potential launch partners.. The fourth step is to invite these organizations to participate. These organizations would form an initial Leadership Team for championing the initiative and helping create forward momentum. The fifth step is for the leadership team to have its first face-to-face meeting. *Forward momentum and action with a series of quick wins will be more important than detailed plans. Momentum will build and additional organizations will become involved based what we are doing, not on what we have planned.*

**PRODUCT:** A map of geographic regions and at least 10 solid church planting churches/ organizations committed to participating in the initiative via the Leadership Team. This action completes after the team is recruited and the first meeting occurs.

4. **Committed Leadership** - For the initiative to have “legs” and gain momentum, the five types of leadership positions discussed in paragraph 5 above will be needed. In the short-term, the National Director/Executive Director roles are most critical as the vision and plan take shape. The National Director/Executive Director will champion the plan, including development of the plan, working with the leadership team, overseeing implementation, and being the primary vision casters and communicators, etc.). These leaders will be the initial catalyzers (along with getting several new churches started) for creating momentum.

*How do the Director positions differ from the Director positions at most church planting organizations?* In a traditional church planting organization, the Directors’ primary responsibilities are fundraising, recruiting church planters, and providing general leadership oversight and direction. In this new network, the Directors’ primary responsibilities are casting vision and recruiting churches to participate. The collaboration networks will then provide the money, planters, and oversight for individual church plants. With time, as momentum builds, even the recruiting of new churches to participate in networks will primarily occur through the existing churches in the network. The national director and executive director may find their roles adjusting to different responsibilities at this time.

**PRODUCT:** A National Director and/or Executive Director is identified and hired. A plan for recruiting additional leaders/champions is developed and prioritized. The process of recruiting leaders to all five types of leadership positions is started.

5. **Organizational Structure and Establishment** – Several organizational issues need to be resolved early in the process. These include selecting a name, a governance structure, home office, incorporation, establishing bylaws, applying for 501c3 status, obtaining a federal identification number, securing a checking account, establishing a web site, obtaining a toll-free telephone number and PO Box, obtaining a bulk mail permit, etc.

**PRODUCT:** Completion of each of the organizational elements listed above.

6. **Finalize the Initial List of Desired “Support Centers”** – Current list includes the following Support Centers:

- Coaching (new)
- Church Planter Recruiting, Assessment and Training (Possibly Emerging Leadership Initiative in partnership with Church Planting Assessment Center, Londen Institute, Bible Colleges/Seminaries, and ChurchStaffing.com)
- Creative Collaboration (Possibly New Thing Network)
- Administrative/Project Management Services (Passion for Planting)
- Service Providers (Passion for Planting/Leading Edge Ministries)
- Donor Management Services (Possibly Orchard Group)

**PRODUCT:** List of desired “Support Centers”

7. **Startup Funds/Budget** – Although the network could be started ad hoc with very little up front investment, a more prudent approach is to hire a National Director/Executive Director and invest startup funds in networking, marketing, and promotion. With a National Director and/or Executive

Director come the operational costs associated with their work. The following numbers are approximate for the first year and assume an aggressive National Director/Executive Director who is/are making numerous networking trips and an aggressive “branding” program through marketing and promotion:

Expense	Cost
Staff Compensation	\$0 to \$100,000 (depending on experience and location)
Administrative Overhead/Support	\$5,000 - 10,000 (assumes Director initially works from home or existing office)
Travel/Conferences	\$10,000 - 20,000 (includes cost of exhibiting at conferences)
Marketing/Promotion/Web	\$5,000-\$40,000 (brochure, advertising, web site, etc.)
Professional Services/Fees	\$1,000 - 10,000 (legal, design, etc.)
<b>Total</b>	<b>\$21,000 - \$185,000</b>

This budget is illustrative. An actual budget needs to be prepared based on the detailed plan of actions developed below.

**PRODUCT:** A written budget based on the detailed plan of actions developed below. Also, financial commitments to support the first year of operations are completed.

**8. Defining Expectations for Participating Churches and Organizations** – Before recruiting churches and organizations to participate, it is important to define expectations. Expectations include financial contributions, participation in coaching, and recruiting additional churches to participate in future networks. Additionally, there is benefit in having existing church planting organizations participate in the network. It will be important to consider the best path to take and how existing expectations of church planting organizations (e.g. tithe back) will be addressed.

**PRODUCT:** A written list of basic expectations for participating organizations including existing church planting organizations.

**9. First Five Collaboration Networks** – Credibility and momentum will come as a result of what is actually happening. It is important to get some “quick wins” in the form of several new churches *and* the network of churches expanding to a second round of new churches (i.e. the initial 20 participating churches – 5 networks of 4 churches – expanding to 80 participating churches within 3 years). *Demonstrating replication and multiplication of new churches and participating churches is the key to establishing a movement and momentum.* The goal would be to immediately get at least 5 new Collaboration Networks going. At a minimum, each of the founding member churches of the Leadership Team in paragraph 2 above should commit to starting a Collaboration Network. Each of these founding member churches top priority is recruiting at least 3 other churches to participate in their network. Ideally, these 5 churches would be from each geographic area of the country.

**PRODUCT:** 5 Collaboration Networks formed and committed to planting 5 new churches.

**10. Detailed Plan of Actions** – Solid planning and strategic thinking will prove critical to building momentum. An action plan in each of the following areas is needed. These plans would be

developed by the Executive Director in consultation with the Leadership Team. Each plan will identify purpose, goals and actions.

a. **Staffing / Leadership Plan of Action** – Leadership is key to expansion. A plan of action will need to be developed for adding leadership positions (paid and volunteer) beyond the National Director/Executive Director. This will communicate the plan for providing and caring for national champions, regional champions, and local champions.

b. **Networking / Recruiting Additional Church Planting Partners Plan of Action** – The purpose of this plan is to establish a process and approach for recruiting new church planting partners to be part of new collaboration networks. This includes a plan for recruiting mainline denominations to participate in the network (gaining the benefits of collaboration and organizational learning *and* maintaining their identity).

c. **Marketing / Public Relations Plan of Action** - The purpose of this plan is to establish broad, positive, national name recognition for the new network. Specific short-term actions to be addressed include: selecting a name for the network, establishing a web site, designing a logo, printing letterhead, business cards, brochures, and information booklets. Longer-term actions include a comprehensive plan for establishing broad name/brand recognition (e.g. magazine advertising, letters, meetings with key church planting leaders, conference exhibiting, conference sponsorships, affiliate networks --- Leading Edge Ministries, etc.).

d. **Support Center Plan of Action** – The goal of the network support system (support system is the collection of “Support Centers of Excellence” that either provide services to networks or teach/coach networks in providing services from within networks) is to provide the highest possible services to the church planters (either internally or from outsourcing). Each of the following are prime candidates for “Support Centers of Excellence.” A plan of action will be developed for each area and leadership will be recruited for running each of these Centers, ideally as an extension of their existing ministries.

(1) **Church Planter Recruitment, Assessment, and Training** – The purpose of this plan is to ensure the supply of strong, qualified church planters matches the increasing demand that occurs with the expanding network.

(2) **Coaching Plan of Action** – The purpose of this plan is to establish a process and approach for coaching church planters. The plan will focus on three main issues: (1) Developing qualification standards/expectations for coaches, (2) Training/qualifying staff within collaborating churches to become coaches, and (3) Providing a qualified pool of coaches outside the network of collaborating churches (for the networks to draw upon if necessary).

(3) **Administrative/Project Management Services** – These services are aimed at developing and managing launch plans (there are over 400 individual actions required to get a new church started). Passion for Planting can lead this Support Center.

(4) **Vendor Services** - This plan will help facilitate a network of support services and how to best deploy support to an expanding network of new churches. Actions include identifying the

needed services and then building alliances to provide the best possible value (quantity, quality, service and price). Ideally, collaborating networks will learn to provide support from within the networks, relying on outsourcing only where necessary.

(5) **Creative Collaboration** – Most new churches do not have the resources to produce weekly, high quality creative material for Sunday services. This provides a great opportunity for collaboration among network churches.

(6) **Donor Management** – This plan will facilitate a system for adequately communicating with donors and maintaining as much funding as possible for rollover to future church plants.

**PRODUCTS:** Written action plans in each of the areas listed above.

Appendix B provides a consolidated list of short-term priority actions.

# Appendix A

## More on Collaboration Networks

National Network à Collaboration Clusters à Collaboration Networks

Collaboration Networks – Groups of four or more churches working together for a specified period of time to start a new church.

- **FORMATION:** Group of four or more churches working together to plant a new church. Groups formed by one or more of the following:
  - Locality (e.g. metro area, state, etc.) – Most common method of formation
  - Denomination/Like-mindedness
  - Natural Affiliations/Friendships
  - Unique Markets – Ethnic/Urban/Unchurched regions, etc.
- **CYCLE LENGTH:** Three-year partnership cycle (1 year before launch through 2 years after launch)
- **RESPONSIBILITIES:** Collaboration Network Partners are responsible for:
  - Raising Funds (\$200,000 total over 3 years - \$50,000 per church over 3 years - \$16,667 per church per year). Church Planter responsible for raising \$50,000 - \$100,000 over the 3 year partnership cycle, for a total of \$250,000 to \$300,000.
  - Recruiting a Church Planter (preferably from within the 4 churches)
  - Assessing/Training/Coaching Church Planter
  - Coordinating support services (e.g. creative, administrative, etc) either through collaboration within the Network or through outsourcing (e.g. New Thing, Passion for Planting, Orchard Group, Leading Edge Ministries, Londen Institute, etc).
  - Innovation, risk-taking and improvement –Each Network is given flexibility to try new things and modify past practices
  - Information sharing with other networks within a Cluster
- **REPLICATION:** Each of the four churches in a Collaboration Network starts a new Collaboration Network at the end of the 3-year cycle (during the cycle, each church recruits 3 additional churches to be part of a new Network). This results in the original 4-church Network multiplying into 4 Networks with a total of 16 participating churches. The 16 then multiply to 64. The 64 to 256, and so on.

This simple model requires only \$16,667 per year, per participating church. Any church over 300 in attendance and with a desire to be involved in new church work is capable of joining a Collaboration Network. The model described above is simple, and inherently addresses the need for qualified church planters, funds, support services, broad participation by even small churches, and rapid multiplication.

# Appendix B

## Short-Term Actions

The following actions are a compilation of actions identified throughout the point paper:

### Getting Stated

- Select a small working team to finalize the conceptual plan/vision (this paper)
- Receive and resolve comments on the conceptual plan/vision (this paper)
- Conduct first face-to-face meeting to finalize the conceptual plan/vision (this paper) and the basic action plan/strategy for moving forward
- Issue the final written version of the conceptual plan
- Issue a shorter executive summary/promotional version of the plan that hits the key points and is aimed at getting potential participants excited
- Issue a written list of actions/milestones (final version of this Appendix B with dates and lead people/organizations identified)

### Rallying Support

- Determine the type of advocacy team/group to put in place to help facilitate implementation (at least 10 people/organizations). Define roles/responsibilities of the team/group.
- Define written expectations for organizations/people becoming part of the initial Leadership Team / Advocacy Group.
- Identify potential organizations to invite to participate before the public launch. (attempt to recruit groups from each of the Regional Areas defined below)
- Recruit pre-launch Leadership Team / Advocacy Group and conduct first face-to-face meeting

### Initial Organizational/Structural/Branding Issues

- Define a Governance Structure and define Bylaws
- Incorporate the new Corporation (including selecting a state for incorporating)
- Obtain a Federal Identification Number
- Apply for 501c3 Status
- Establish a checking account
- Establish a phone line (possibly toll-free)
- Define basic financial processes for receiving income for the new church and paying expenses for the new church (e.g. provided locally through the collaboration network/participating churches, provided by the new church, provided nationally, etc.)
- Prepare an initial/startup budget (at least year 1 and year 2)
- Raise initial startup funds

### Marketing/Promotion/Networking

- Conduct “branding” package including select a name for the Network, a tag line, a color brochure, business cards, and establishing an initial web site presence.

- Define a written marketing plan for establishing broad, positive name recognition
- Develop a “networking” plan (National Director/Executive Director) for reaching out to a large cross section of leading organizations and churches (including other denominations, and leaders who may be recruited from within those denominations.)

### Defining Networks

- Determine the preferable number of collaborating churches that should participate in a collaboration network.
- Define suggested written expectations for churches seeking to participate in the collaboration network (e.g. financial, recruiting other churches, time, etc.)
- Define suggested written expectations for church planters (i.e. job description and profile for church planters)
- Define suggested written expectations for new church plants to participate in future networks
- Define an operating model for how collaboration networks function within a Local Cluster, Local Clusters within Regional Clusters, and Regional Clusters within the National Network.
- Define geographic boundaries of Regional Clusters
- Define additional unique areas of church planting focus and partnership (urban/ethnic, etc.)
- Define the best role/opportunities for existing church planting organizations to participate
- Recruit churches to start first five Collaboration Networks (Ideally at least one in each Geographic Region – as defined above) – Must decide whether to have one large, influential church/organization per Collaboration Network or to “load” the first 5 Networks (20 total churches) with all large/influential churches/organizations.

### Leadership

- Define written job responsibilities for a National/Startup Director
- Recruit a National Director
- Define written job responsibilities for an Executive Director/Startup Director
- Recruit an Executive Director
- Define written expectations for Cluster leaders/organizations
- Recruit Cluster Champions for each Region and as many Local/Metropolitan areas as possible

### Support Centers (Support Centers of Excellence)

- Develop a list of desired “Support Centers) (e.g. Coaching, Church Planter Recruiting, Assessment and Training, Creative Collaboration, Administrative/Project Management, Services, Donor Management)
- Define written descriptions of each “Support Center” (e.g. functions, services, purpose, etc.)
- Identify existing organizations that could take the lead on “Support Centers.” Identify potential alliance partners to provide services to Support Centers (i.e. several existing organizations could provide parts of the services offered by the Support Center with the Support Center taking on the role of leadership/coordination.

- Recruit leaders/organizations to lead each “Support Center”
- Establish a partnership agreement with a national payroll service (as an available option to collaboration networks)