



First 12 Participant Workbook

gathering and growing
the First Twelve core team members and leaders
for a new ministry, new faith community, or new congregation

What is First 12?

The first twelve people to join you in starting a new ministry, new church, or new faith community will set the tone and shape for the future, set the pattern for replicating leadership, and begin a cascade of invitation. Finding those first twelve people who are invested and committed as leaders with you in helping start a new ministry is a key initial step in growing into something larger without your vision burning out or stalling out before a successful ministry launch.

First 12 is a two-day training event designed to help you gather and grow the first twelve committed, core people. Combined with a year of practical coaching follow-up, you will learn the skills, habits, and lifestyle practices that will give your new vision the best chance of launching with a team of twelve committed leaders. Although designed the team at Path1 New Church Starts from principles of new faith community planting, this training is equally valuable for existing church leaders who want to start new small groups, new fellowships, new mission outreaches, new worship services, or new gatherings.

What will happen during First 12?**Day 1 – Gathering (6 hours)**

- Discovering yourself
 - Identifying your affinities
 - What is your leadership style?
 - Patterns of cross-cultural communication
- Going where the people are
 - Researching people in your community
 - Getting invited to someone else's party: Events, Clubs, Sports
 - Becoming a "regular" or "the art of strategically hanging out"
 - 10 marbles practice
- Make friends, contacts, interested leads
 - How to meet new people
 - Making small talk that matters
 - Communication your vision quickly (like during an elevator ride)
 - How to get contact information for follow-up
- Deepen leads: follow, build, [track], repeat
 - Building a relationship tracking system
 - Conducting 1-on-1 meetings
 - Developing a habit of constant invitation
- Invite others to help start new thing
 - Connecting their interest in your vision
 - Making the ask
 - Building a launching team of 12 people
- Create missional community
 - 5 practices of missional community
 - Avoiding terminal small-group syndrome

Day 2 – Growing (4 hours)

- Deepen discipleship
 - Beginning a journey with Jesus
 - 6 practices of effective discipleship coaching
 - uninviting some people
- Deepen investment: heart, time, money
 - Planter passion, investment, tithe, and commitment
 - Getting to "Yes!" with vision and mission
 - Asking for money: Fundraising and Spiritual Care
- Deepen leadership
 - From followers to leaders, the apprenticeship cycle
 - Discovering strengths, gifts, and skills
 - Building multiplication culture
- Deepen invitation: lifestyle, habits, practices
 - Your marketing is your life
 - Teaching and practicing invitation
- Working with your First 12 coach & cohort
 - Meeting your cohort
 - Drafting your First 12 plan

First 12 Prework

First 12 is designed for leaders and planters who are starting new faith communities, worship services, churches, fellowships, or small groups. Some leaders may already have a small team already committed to their vision of a new ministry. If so, then the team should all participate in First 12 to accelerate the ministry's growth. Some leaders will just be beginning, and will participate in First 12 on their own.

There are four sections of prework to be completed before coming to a First 12 event. We will be using information and reflections from the prework throughout the event, so please take the time to complete it thoroughly and thoughtfully. This prework is for your use and won't be turned in to your trainer or coach, so feel free to be a self-revealing as comfortable.

Some of this prework will require you to have conversations with other people involved in your new project, discover and research your community, and explore your own leadership style.

You will likely need to plan appropriate time to complete this prework, so do not leave it until the night before the event!

The four sections of prework include:

1. Spiritual Life Worksheet
2. Vision Worksheet
3. Permissions & Partners Worksheet
4. Community Research Worksheet

1. Spiritual Life Worksheet

Your relationship with God is your greatest and most attractive asset for starting something new. Most people today are not looking for another social program or fun group. For the most part, their lives are too busy to add anything else. However, many people are desperate for a deep relationship with God. A living and vital faith, lived out in public, will be the most fascinating part of your connections with new people. Additionally, this will be exhausting, frustrating, and disappointing work. You will meet hundreds of people who will say “no” to your invitation. You will need the strength that is only drawn from comfortable habits of personal spiritual practice.

Write responses to these questions:

Why are you a disciple of Jesus Christ?

What spiritual practices keep you connected to God? Which are daily, weekly, monthly, and yearly practices?

Who helps support you in your practices of following Jesus Christ? How do they balance encouragement and accountability for your spiritual practices?

What’s the best part of your personal spiritual life?

What part of faith do you most desire to share with other people in your life? Why should they care about what you have to share?

2. Vision Worksheet

Why do you want to gather people? Why should anyone care to join you in this new ministry? Before you can reasonably begin gathering, you must be able to answer these questions in a way that is inspiring and compelling to you and to others. This is a vision for ministry that is powerful enough for people to give their times and lives to see it come true. It's simple and profound, easy to remember and challenging enough to cause people to reorder their personal priorities.

Write responses to these questions:

Describe the new ministry, new faith community, or new church that you're feeling called to start.

Why would someone want to invest their evenings, weekends, and money in this new ministry or community?

Write a sentence that describes your God-given, life-changing, world-altering vision for this new ministry or community.

Write a sentence that describes the simple, organic, mission by which this vision will come to be realized.

Write 3-5 phrases from your previous four answers that you might incorporate in a brief response to a stranger asking you the question, "So, what do you do?"

3. Permissions & Partners Worksheet

Even if you are beginning this new ministry or faith community on your own, do not try to do this without support and partners. The most basic support is permission from your family, friends, connected churches, and denominational or network leaders. You should also have committed support from your family and household, as their lives will be reshaped by this work as well. Most successful new ministries and faith communities have at least three partner organizations, networks, or churches that are already investing leadership, spiritual, material, administrative, and/or financial support. This support can take a wide range from intercessory prayer for the new ministry to complete financial support for the new project.

Write responses to these questions:

Who are your personal supporters who have agreed to pray and encourage you in starting this new ministry or community? Be specific. If you don't yet have any, write a list of people to ask for this support and contact them before the First 12 event.

How have you secured necessary permissions from your partners or denomination to begin this new ministry or faith community?

Who is supporting you from your denomination, sponsoring church, or partnering organizations? How have they expressed their permission and support?

How have the people in your family, your household, or your close group of friends committed to support you? Be specific, including financial and time commitments. Contact them to request support and clarification if needed.

What additional support do you still need to seek in order to thrive? How are you praying for this support? What is your plan to develop this support?

4. Community Research Worksheet

Who are the people that you are trying to reach with this new ministry or faith community? How do they experience life, spirituality, community, and faith? Where to they go, and what do they do there? How can you join them in their places and build new relationships?

Follow these instructions to get demographic information on your mission field.

1. Contact your Conference or denomination office to find information on how to obtain demographics from MissionInsite.com. Many United Methodist Conferences already have access to this website, but you'll need to receive an authorized access code or have your Conference sent you the reports.
2. After registering, select "Tools" from the top left menu, and then select "Report Wizard" from the drop-down menu.
3. Follow the instructions for selecting a geography. For most projects, a radius around a neighborhood will be the easiest, but feel free to customize this geography if you'd prefer.
4. When prompted, select the "QuickInsite" report. You may also choose to download other reports, and the Quad report is a particularly fascinating look at the religious beliefs and habits in your area. The report will generate in a new window, and you'll want to save it as a PDF document for printing and sharing electronically.
5. On page 8 of the "QuickInsite" report review the listing of the "Mosaic Lifestyle Segmentation Types" for your geography. These are secular categories used to develop advertising and target marketing. They have colorful and evocative names.
6. From this list identify the top 2-3 segments in your geography. If your project has

already identified a target demographic within your mission field that isn't represented in these top 2-3 segments, identify an additional Mosaic Segment that best represents that target demographic.

7. With this list of Mosaic segments, return to the MissionInsite.com web page and, if necessary, log back in.
8. From the tabs in upper left, select "Help" and then "Documents" from the drop-down list.
9. In the list of documents, select "Mission Impact Mosaic Application Guide by Bandy." This will open a new page with a listing of each Mosaic Segment Group.
10. By clicking on your 2-3 identified segments you will find a 7-8 page report on the faith and church-life preferences for that segment. Print out and save these 2-3 reports for later reference.
11. Read and review all of these reports.

Write responses to these questions:

How would you describe the target population for your new ministry or community? In other words, whom are you trying to reach first?

What are the major Mosaic Segments in your geographic area? How do they relate to your target population?

Community Research Worksheet (page 2)

What are the effective leadership patterns preferred by your target population? (Review the Mission Impact Application Guides you downloaded for additional information)

What are the effective outreach strategies preferred by your target population?

What are the communications strategies preferred by your target population?

How will you adjust your personal ministry style to better reach the people in your target population?

From your working knowledge of your target neighborhood, community, or region, where are the top 7 places that people already gather. Name specific places, schools, businesses, or parks. (If you don't already have a familiarity with your region, contact someone who does and have them help you complete these questions.)

How do people learn about regional, community, or neighborhood activities and share information?

Which 2-3 places seem like a good place for you to go to and meet new people?

Which 2-3 events, groups, or activities seem like a good place for you to go and meet new people?

Opening Bible Study

Matthew 9:35-38 (NRSV)

Then Jesus went about all the cities and villages, teaching in their synagogues, and proclaiming the good news of the kingdom, and curing every disease and every sickness. When he saw the crowds, he had compassion for them, because they were harassed and helpless, like sheep without a shepherd. Then he said to his disciples, "The harvest is plentiful, but the laborers are few; therefore ask the Lord of the harvest to send out laborers into his harvest."

KEY IDEAS

1. Jesus went on mission to where the people were already gathering.
2. Jesus had compassion for the people and was motivated by empathy not judgment.
3. God is already at work in the harvest fields, where laborers are invited to join what God is already doing in the world.
4. Disciples are instructed to ask the Lord of the Harvest for laborers for the harvest. This can be prayer and organizing for themselves and others to be blessed with permission to join in God's plentiful work in the world.

How do you see God already at work in your neighborhood, community, region, or mission field?

How do you feel compassion for the people who live in your neighborhood or community?

Write a prayer that God will grant you permission to join in God's work in your neighborhood or community. Ask God for laborers to join you in this work.

Discovering Yourself

Your Affinities

Faith communities and ministries are gatherings of people. As such, a planter is almost always focused on engaging with new people. Every person will engage new relationships in their own unique ways, and these ways will work more effectively with different kinds of people. This ability to engage some people more effectively is called “affinity.” Of course, planters can work with people outside their core affinity, but it’s often easier and more fruitful to begin a new faith community among people whom you like and who like you.

There are two kinds of affinity:

1. People you are attracted to minister with.
2. People who are attracted to minister with you

As much fun as it is to surround yourself with people you are attracted to minister with, a more fruitful approach is to consider the people who are attracted to minister with you.

Gathering people will occupy a lot of time and energy in a new faith community, and it will be easier to do if you are focused on groups of people who are already interested in knowing more about you.

Consider the people with whom you’ve already had experiences of gathering into new groups and ministries. Think of some specific people, and consider these categories:

1. Religious background – Did they come from a common denomination, type of church, type of worship style, or no church at all?
2. Culture or Geography – Did they share a common culture or geography, like rural communities, city dwellers, Southerners living in a Western suburb, or fourth-generation German immigrants?

3. Ethnicity – Did they have a common ethnicity, common immigration journey, or common language group?
4. Psychology – Did they have a common approach to life? Were they all introverts or extroverts? Eager to change or resistant to change? Optimists or pessimists? Did they have a common story of recovery, healing or surviving?
5. Wealth or Education – Were they all professionals or laborers? Did they go to college or high school?
6. Family or Life-Stage – Did they have children of a common age? Were they caring for aging relatives? Were they retired? Were they all young adults?

Who are some people that you are attracted to minister with?

Who are some people who are attracted to minister with you?

Your Leadership Style & Gifts

God has uniquely and specially gifted you for your life and ministry in the world. When you understand your gifts, your abilities, and your style of leadership, you can more effectively and easily lead others. Your leadership style plays a large part in helping to determine your most effective approach to new faith community planting.

At this point in your leadership journey, you've probably encountered some personality or leadership style assessments. Some common tools are DiSC, StrengthFinders, Myers-Briggs, or Enneagram. If you haven't experienced one of these tools, it might be a good experience to better equip you for starting a new ministry or faith community.

What do you know about your strengths as a leader? What are you great at? What do you passionately enjoy?

What do you already know about your struggles as a leader? What is hard for you? What can you learn to do but don't really enjoy?

Spiritual giftedness is another way of thinking about how God has equipped you for service. Often based in lists of gifts from 1 Corinthians 12 and Romans 12, these are blessings from God that empower Christians for ministry.

What are your spiritual gifts? How are you planning on using each one in your new ministry or faith community?

How can you use your leadership style and spiritual gifts to build relationships with new people?

Your Cross-Cultural Communication

Reaching new people almost always requires communicating with people who are culturally different than you. Sometimes, these differences might be easily recognized through differences in language, dress, accent, or clothing. More often, these differences will not be as noticeable.

A helpful metaphor for talking about culture is that of an iceberg. For most icebergs, only about 1/8th is visible above the water line, with 7/8^{ths} hidden from sight. Culture is like that too, with most of it hidden from sight until you bump into it.

One of the biggest challenges for most people starting a new ministry, new faith community, or new church is communicating with people who are not a part of “churched” culture. There is a specific set of language (hymn, praise, doxology), a specific set of practices (small group, potluck, bazaar), and specific set of beliefs (discipleship, tithe, mission) shared by many people who already go to church in the United States. These aren’t shared by the people who don’t already go to a church.

If your goal is to reach new people, you will need to communicate across this cultural divide, among others.

How would you describe the culture of your family of origin? What habits, beliefs, and values still inform your daily life?

Some of the parts of culture that aren’t immediately visible (those below the water line in the iceberg metaphor) might include:

- Notions of time
- How the individual fits into society
- Beliefs about human nature as good or evil
- Rules about how people relate and interact
- Importance of work
- Motivations for achievement
- Role of adults and children within the family
- Tolerance of change
- Gender roles and expressions
- Importance of honor or “face”
- Preferred leadership systems
- Thinking style – linear or global

In thinking about yourself, what parts of your familiar culture are unseen but important?

In thinking about the people you are trying to gather into a new ministry or community, what parts of their culture are unseen but important?

Cultural Values

Think through your own personal preferences (which may or may not reflect your familial culture) and compare it with what you know about the culture of the people you hope to gather into a new ministry or faith community. Look through these polarities and use the chart to mark an "X" for your own personal preference and an "O" for your impression of the cultural preferences of the people you're trying to gather.

Individualism – Emphasis on individual goals and individual rights

Collectivism – Emphasis on group goals and personal relationships

Low Power Distance – Emphasis on equality; shared decision-making

High Power Distance – Emphasis on difference in status; superiors make decisions

Low Uncertainty Avoidance – Emphasis on flexibility and adaptability

High Uncertainty Avoidance – Emphasis on planning and predictability

Cooperative – Emphasis on collaboration, nurturing, and family

Competitive – Emphasis on competition, assertiveness, and achievement

Short Term – Emphasis on immediate outcomes (success now)

Long Term – Emphasis on long term planning (success later)

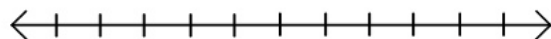
Low Context / Direct – Emphasis on explicit communication (words)

High Context / Indirect – Emphasis on indirect communication (tone, context, non-verbal)

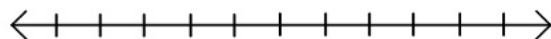
Being – Emphasis on quality of life

Doing – Emphasis on achievement and activity

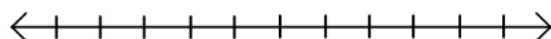
Individual Collective



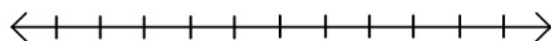
Low Power Distance High



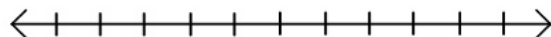
Low Uncertainty Avoidance High



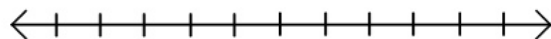
Cooperative Competitive



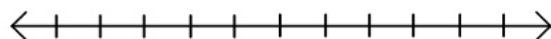
Short Term Long Term



Direct Indirect



Being Doing



In which values are you similar to the people you're trying to reach? In which are you different? How can you use this information to be intentional about working cross-culturally?

Gathering People

Going to Where the People Are

Your new ministry or community will be made up of people, and lots of them. You will need to meet hundreds of people throughout your community. Most of these people will not just show up at a bible study or worship service. Instead, you will have to go to where they are already gathering, get invited to parties that they are already throwing, and be welcome around tables where they are already seated.

From your prework, what are the top 7 places where people already gather in your target neighborhood, community, or region?

From your prework, which 2-3 places seem like a good place for you to go to and meet new people?

From your prework, which 2-3 events, groups, or activities seem like a good place for you to go and meet new people?

What do you enjoy doing that you would feel great inviting a new person to do with you?

Where are people already exhibiting values and beliefs consistent with your vision and mission?

Where can you see a need in your community that you believe you can positively impact and to which you can invite others to join your effort?

The Ten-Marble Method by Herb Miller

A pastor asked a prominent insurance executive for the secret of his success in building a large clientele. "Ten marbles," the business leader replied. "What do you mean?" asked the pastor.

"When I graduated from college and went to work for an agency, I had some trouble getting started. I was well-educated – graduated magna cum laude and Phi Beta Kappa. I knew a lot about insurance, having completed the company's basic training school in Philadelphia with top honors.

The town was growing. There was no shortage of young couples who wanted insurance. But I wasn't getting anywhere. My monthly sales summary looked flat.

After a couple of months, the man I worked for called me into his office and said, "We are going to give you a raise in salary." "Really," I replied, not able to hide my surprise. "When does it become effective?"

"As soon as you do," he said, "and that is why I wanted to talk with you this morning." He said. Reaching into his desk, he took out one of those little cloth sacks that tobacco used to come in. "Hold out your hands,"

I did, and he poured ten red marbles into my sweaty palms. He then gave me a small, embossed card that contained the instructions for how to use the ten marbles.

"Slip this under the glass on your desk top," he said. "Read it every morning after you come to the office. The idea is simple, but like a lot of great insights, it is easy to forget."

Here is what the card said: "Go to workshops to increase your knowledge about the insurance field. Read books that sharpen your sales skills. But nothing else can equal ten marbles in effectiveness. Your profession is much like football. Most people don't fail because they haven't learned enough fancy plays. They fail because they forget the basics. These ten marbles will keep you in touch with the basics."

Put ten marbles in your right pocket. Go out and start calling on your prospective clients. Each time you complete a call, move one marble from your right coat pocket to your left coat pocket. After you get all ten marbles into your left pocket, you are finished for the day. Come back to the office, write up your reports, and go home – even if you haven't sold anything.

Even if you don't use marbles or have pockets, setting and keeping to a daily and weekly goal for new contacts is critical for keeping focused on meeting new people.

This example uses 10 daily contacts as standard, but each new ministry or faith community will have difference daily or weekly contact benchmarks. See Appendix 1: Setting Contacts Goals for help in setting up your daily or weekly goals.

What system could you use every day to remind yourself of your contact goals? Marbles? Smart phone alerts? Notebook? Prayer card? Daily phone call from accountability partner?

Meeting New People

Some people who start new ministries or communities are very extroverted. Some are quite introverted. Regardless of personality, all successful planters learn to be great at meeting new people.

Meeting new people is a social skill that can be learned and practiced. It's not inborn or a permanent facet of personality. Although extroverted people enjoy it more, introverted people can do it well and find enjoyment in it also. Different cultures have different patterns and expectations about how formal or informal relationships are established. You will need to be aware of your own personality and strengths, as well as the social patterns of the people you are trying to reach.

Dale Carnegie provides these principles for meeting new people in his 1936 primer, "How to Win Friends and Influence People"

1. Become genuinely interested in other people.

Ask them observational questions about themselves. Inquire about their families, jobs, hobbies, and past-times.

2. Smile.

Being positive is attractive to others. This isn't about being inauthentic, but about nurturing what is encouraging in yourself and in others through conversation.

3. Remember that a person's name is to that person the sweetest and most important sound in any language.

Use the person's name back to them. Try to repeat it aloud a few times during the conversation in order to help you remember it and use it when you meet again.

4. Be a good listener. Encourage others to talk about themselves.

Most conversation is listening, not talking. Pay attention to the other person. Take note of what they're saying and how they're saying it. Ask relevant follow-up questions and draw connections and interrelationships where you see commonality.

5. Talk in terms of the other person's interests.

In casual encounters, people are mostly motivated by their own self-interest. Seek to understand the other person and their hopes and expectations. Do not try to get the other person to understand you, but allow them to shape the conversation.

6. Make the other person feel important and do it sincerely.

Everyone has some level of expertise or experience from which you could sincerely benefit. Seek what makes the other person great to know and thank them for sharing that with you.

How comfortable are you with meeting new people? Who has the last new person you met, and how did you meet them?

Listening Well

A key to building new relationships with new people is learning to listen. Listening is very counter-cultural in the mass-media of the United States. Taking time to stop, pay attention, and listen to another person can be a profound and unique offering of grace and hospitality.

John Helmeire at Valley & Mountain in Seattle, began networking for his new faith community by meeting people and introducing himself as “The Minister of Listening.” By beginning in a posture of learning, he was better able to build trust and initiate relationships.

How do you listen well? Again, this is a skill that can be practiced and learned. Good listening involves:

F – focus

- Make meaningful eye contact, but do not stare. Look at the person’s eyes, mouth, hands, and posture as they are communicating.
- Provide appropriate non-verbal feedback such as smiling, laughing, inclining your head, and nodding.
- Dismiss distractions by focusing your attention on the person who is speaking. Ignore other conversations, your internal monologue, and your phone.

U – understand

- During the conversation, ask relevant questions that add to your understanding of what the person is saying or feeling. Don’t interrogate the person, but probe as deeply as they are comfortable with.
- Interpret emotional clues from the person to whom you’re listening. This includes their tone of voice, expression, posture, hand motions, and pace of speaking. Most information in a

conversation is communicated through non-verbal clues. These clues vary from culture to culture, so pay attention to cultural differences and ask for clarity when you misunderstand.

- If appropriate, you can summarize back to the person something you have just heard to make sure you understand it fully. Try it by saying, “I think that I heard you say...”

N – nurture

- Listening to someone else’s story is an honor. Respect the other person and what they are saying. Practice appropriate confidentiality and experience all listening with gratitude.
- Encourage the other person to share as much as they are comfortable, but don’t push beyond that level. Listening well should invite further conversations that may go deeper. Your goal is to begin a relationship, so nurture further conversations.
- Share from your own experiences, but only if asked to do so and only if appropriate. Listening can be a powerful practice all in itself, so don’t feel pressure to provide deep advice, correction, or opinion. Your presence as a listener is probably enough.

How comfortable are you as a listener? What could you do to improve your listening skills?

How could you use listening to begin new relationships with new people?

Your Elevator Speech

An “Elevator Speech” is a common phrase used in marketing training to describe the brief collection of phrases and ideas that encapsulate and interest a listener in your project. It should only take as long to share as a quick elevator ride – so 2-3 minutes at most.

Although called a “speech,” you don’t deliver it as if you’re on a stage or behind a pulpit. Because it is a collection of pre-arranged phrases and ideas, you compose and articulate it differently depending on the person and the context. You might say something different to a potential fundraising donor who already goes to an established church than you would say to a new neighbor who you meet while walking the dog.

Don’t trust yourself to think up an elevator speech and improvise in the moment. Prepare your thoughts ahead of time. Often people take too long to describe what they are doing because they haven’t thought it through ahead of time. This can make you sound insecure and uncommitted to your new ministry or faith community.

In your Pework 2: Vision Worksheet, you were asked to think through some of the ideas that might show up in an elevator speech. Try to compose them together into a coherent conversation for these situations:

Situation #1:

You’re at a denominational meeting where you are introduced to the new supervising Bishop who will be overseeing your ministry. The Bishop asks you, “So where are you serving?”

Situation #2

You’re at a local park, and you sit down on a bench next to a man watching his children play on the swings. You say hello, exchange some quick pleasantries, and he asks, “So what do you do?”

Situation #3

You’re at the local grocery store, and you see one of your other core leaders talking with a friend in the next aisle. She sees you, waves you over, introduces you, and says, “This is my friend Jane. I was just telling her about our new ministry. She wants to know more about what we’re planning.”

First 12 Contact Log

Some people have a lot of experience in asking for contact information from other people. Others might not have done very much asking for contact information.

During this First 12 Training Event, you are challenged to get contact information from every one of the participants and trainers.

Contact information must include:

- Person's Name
- Regularly checked contact, such as phone, email, facebook friend, or other.

- 1) _____

- 2) _____

- 3) _____

- 4) _____

- 5) _____

- 6) _____

- 7) _____

- 8) _____

- 9) _____

- 10) _____

- 11) _____

- 12) _____

- 13) _____

- 14) _____

- 15) _____

- 16) _____

- 17) _____

- 18) _____

- 19) _____

- 20) _____

- 21) _____

- 22) _____

- 23) _____

- 24) _____

- 25) _____

Building A Relationship System

Understanding Relationship Orbits

Key to successfully building a system of relationships for your new ministry, new church, or new faith community will be understanding how people are connected to you and your new project. Just because you have someone's contact information doesn't make them a core leader in your First 12. That is a journey of deepening relationship and connection. Sometimes this journey can be helpfully understood in terms of different orbits.

Imagine that your new project is a planet with gravity that attracts people into closer and closer orbit. The closer a person is to the project, the more they are impacted by its gravity and influence. Part of helping build a community is thinking through the different orbits and how to help people draw into a closer orbit.

In many growing ministries, churches, and faith communities, they will have relative engagement orbits that correspond to categories similar to these:

1. Core

- committed co-leaders on your First 12 or launch team
- practice growing in personal discipleship and coach others
- regularly invite others into community

2. Committed

- committed participants who come to most early events
- growing in discipleship
- occasionally provide leadership or invite other new people into community

3. Participants

- had 1-on-1 meeting with you or with a core team member
- participate in some early events
- interested in growing in discipleship, but might not have begun
- might have brought a friend along to an event or activity

4. Interested

- people you or your team have contacted, but haven't yet participated in community event or activity
- have expressed interest in your new ministry, church, or faith community
- might have had 1-on-1 meeting with you or a team member

5. Prospects

- people from whom you've received contact information, haven't yet had conversation or determined their interest level
- might be referrals from other people

What are the relationship orbits in your new ministry or community? How are you helping people move through the orbits into a deepening relationship?

People from sponsoring churches

Some projects will begin with a group of people from a sponsoring church. Do not expect that all of these people will become core team members. In fact, many may not even remain part of the new ministry or church, and most will remain at some outer orbit level.

Your Relationship System

Once you have determined your different levels of engagement or orbits, you will need to plan on how you will track your communication and invitation with people in each orbit. Without a system, you are likely to lose contact and contact information with people as you meet newer people.

At its most basic, this can simply be a notebook with the name and contact information of each person and an indication of their involvement. It's helpful to group people into their orbits and transfer their information into a new orbit section when they draw closer.

A computer file makes it even easier. By organizing people into a document, you can simply copy and paste their information as they change orbits. A simple spreadsheet or database might be more complex, but it would allow you to more easily import their contact information into your email or postal mail systems.

At its most complex, you could use a Constituent Relationship Management (CRM) program or phone app. In addition to managing the contact information and orbits, many of these set reminders that prompt you to contact people at regular intervals based on their involvement.

With people's information in their different orbits, then you build a system to remind yourself to contact them following a regular pattern. You might contact all of your Core and Committed people each week and arrange a face-to-face meeting at least monthly. You might contact your Prospects at least monthly and offer personal invitations to have a 1-on-1 meeting. Think through your orbits, and build a system that includes these categories:

1. Core

- contact how often?
- contact for which discipleship activities?
- contact for which invitation activities?
- contact for which fundraising activities?
- contact for which other reasons?

2. Committed

- contact how often?
- contact for which discipleship activities?
- contact for which invitation activities?
- contact for which fundraising activities?
- contact for which other reasons?

3. Participants

- contact how often?
- contact for which discipleship activities?
- contact for which invitation activities?
- contact for which fundraising activities?
- contact for which other reasons?

4. Interested

- contact how often?
- contact for which discipleship activities?
- contact for which invitation activities?
- contact for which fundraising activities?
- contact for which other reasons?

5. Prospects

- contact how often?
- contact for which discipleship activities?
- contact for which invitation activities?
- contact for which fundraising activities?
- contact for which other reasons?

Conducting 1-on-1 Meetings

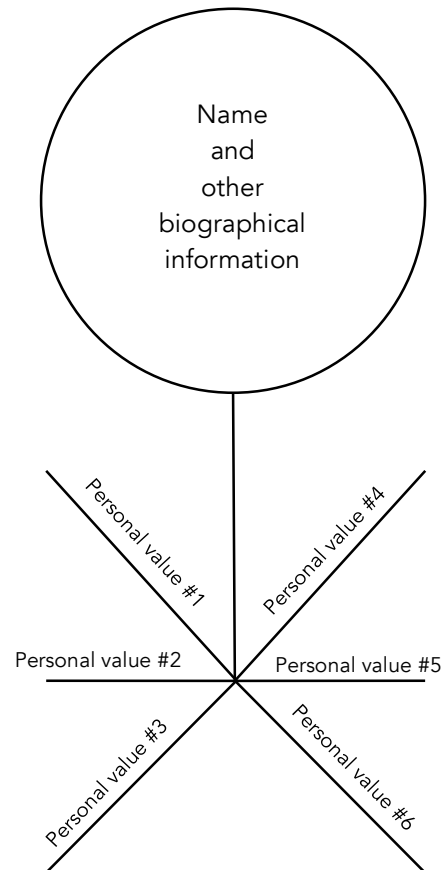
Your most valuable engagement is a 1-on-1 conversation with someone who is interested in learning more about your new ministry, new church, or new faith community. In previous generations, you might have done this by visiting a person in their home. In the U.S. today, people are less likely to be receptive to a home visit, so many of these meetings happen in coffee shops, lunch restaurants, pubs, parks, or places of business.

When you are still gathering your First 12, the goal of these meetings is to determine whether and how this person would be helpful in launching your new ministry or community. It is not to do pastoral care or therapy. You do not have the bandwidth to care for a lot of people at this point so do not enter into demanding relationships while you are still building your launch team. If you have established good rapport with other churches and clergy in your area, you would do well to refer someone in deep need to a trusted colleague. Every person you meet will be a valuable child of God, but not every person will be a strategic partner and co-leader for a new ministry. Your 1-on-1 meetings are designed to help you learn the difference.

A good 1-on-1 meeting should last between 20-40 minutes, and you should walk away understanding four things about the person whom you've met:

1. Biographical information, including occupation, household, life-stage
2. What they value or seek in life
3. Their interest in your project
4. Your interest in them for your First 12

Many community organizing trainings teach a method for conducting 1-on-1 meetings using a stick figure to capture information. To help you remember each meeting, you can draw a picture that looks like this:



This is just a way to organize and remember the information that you learn. You can use any device that you like, but you should use some standardized process.

How will you organize and remember the information from your 1-on-1 meetings?

Making the Ask

As your relationship with a new person develops, you are going to need to invite that person to take the next step in discipleship, to take on a leadership responsibility, or to invest time and money in your new ministry or new faith community. Most people will not volunteer to take the next step unless you invite them to do so. Do not simply wait for people to move closer or invest more. You will need to ask.

How to Ask Anyone for Anything

Joe Garecht outlines these principle in his article, "How to Ask Anyone for Anything" (www.thefundraisingauthority.com).

1) Begin in Relationship

When you ask, do so on the basis of your already established relationship with that person. Trust that they have gotten to know you, and rely on what you already know about them, their values, their interests, and their spiritual life. A good strategy is to invite people into deeper discipleship before asking them to invest time or money. This sets a positive context for their investment in your new ministry or new faith community, as well as keeping primary focus the most important thing – their relationship with God through Jesus Christ.

2) Plan your Ask

- Decide who you are asking: Is it best to approach this person individually or as part of group? In what setting?
- Decide what you are asking for: Be as specific as possible with the commitment, including how much time or how much money you are seeking from them.
- Understand that the answer might be No: Sometimes people will say no. It's part of making challenging asks.

- But expect a Yes: Attitude matters, so be confident that this is worth their attention.
- Show people how they can make a concrete difference or reach a concrete goal: Connect your ask in a specific way to something that they already believe is important and value.

3) Anatomy of an Ask

- Begin with relational small talk and pleasantries: This re-establishes your relationship as the foundation of your request.
- Make a transition: Let them know that you're going to ask for something.
- Make the connection: Once they know that you're going to ask for something, recall the person's connections to your ministry and the values that you share.
- Help them understand your passion and their personal beliefs in your ministry's values. A story of impact is always good here, and don't be afraid of sharing or evoking strong emotions if appropriate.
- Make them understand why you need what you are asking for: What's the strategy that connects your ask to your mission to your vision, and why are they personally important.
- Make the ask: Ask for what you need. Make it a question. Make it specific. Don't assume the answer. Don't wander off to another topic. Just ask. And then wait quietly for the person to respond.

Importance of Team of 12

You need a team to start a new ministry, new faith community, or new church. The gathering of a team of co-leaders who are willing to share and support your vision is one of the most critical factors in your ability to bring that vision to life.

There is nothing magical about the number 12. It has great symbolism for the Bible (12 tribes of Israel, 12 disciples), and it has great usefulness for groups dynamics (2 discussion groups of 6, 4 working teams of 3). Twelve is big enough that it feels like a good-sized team, but it is small enough that it can be led by one leader. It's a good number, but it's not a guarantee. Some new churches have started with teams that are smaller (but not too much smaller), while some have launched with much larger teams.

Who should be on your team of 12?

In addition to having some people, you're also going to want the right people. In general, you're looking for people who have these characteristics:

- Growing spiritually: Your leaders must model the discipleship journey that is at the heart of your ministry!
- Highly relational: Leaders have to relate to others, whether they are extroverted or introverted.
- Passionately invested: Your leaders need to be excited about what you are doing together, and they need to display that passion through their investments of time and money.
- On your team: Your First 12 need to believe in you as a team leader. They are people who you believe with support you and your vision. Critics and outside advice can be helpful, but not on this first team.

In addition to these general characteristics, your team will be greatly benefited by having one or more people with these specific skills or gifts:

- Spiritual maturity: Someone, besides you, who can mentor and model a deep faith.
- Finance: Someone who is good with numbers and isn't afraid to talk finances.
- Organization: Someone who can keep track of details, calendars, and information.
- Leadership: Someone, besides you, who can model leadership and strategy.
- Prayer: Someone who can constantly remind your team to pray and who is always praying for your team members.
- Hospitality: Someone who knows how to throw a great party and will teach their secrets to your team.
- Assistance: Someone who will be able to step into any role or task and offer assistance if needed.

Who are the people you've already identified as part of your team? What are their strengths, gifts, or skills?

What strengths, gifts, or skills are missing from your team, and how are you praying and acting to find people to fill in the missing gaps?

5 Practices of Missional Community

As you are growing your First 12 team, you will begin to organize opportunities for your team and other interested people to gather together, share in their common excitement, and host prospective participants. This should be a lot of fun, but sometimes these small fellowship gatherings can be mistaken for launching your new ministry, faith community, or church. This is called “Terminal Small-Group Syndrome,” and it is a frequent dead-end for many new projects, ministries, or plants.

You can avoid this by focusing on these five practices of missional community. By creating a missional community, instead of a new small group or fellowship, you can help create a spirit of multiplication into everything you do.

1) Focus on the mission

Every time you gather, clearly and plainly articulate the vision and mission of your new ministry. Keep the attention forward into the future, with clear next steps in your strategy, and compelling explanations of the need. Even if everyone has heard it before, say it again and again. Teach your leaders to talk about the vision and mission anytime they gather.

2) Live communally

This doesn't mean to move into a big house and raise chickens together (not that there's anything wrong with that). Instead, this means to bring your whole lives together as part of your shared journey of starting something new. Following Jesus isn't contained to one part of your life, but influences your family relationships, the way you spend time with your friends, your work, your finances, and your living. Bring all of this every time you gather, and share together in the real joys and struggles of growing in discipleship of Jesus Christ.

3) Embrace each other

Let love be the default setting for your relationships. Always look for the benefit of others before you look for your own benefit. Support each other, and over-encourage one another. Your love and kindness to each other are your greatest witness to Christ's love of the world.

4) Challenge each other

Sometimes growing in faith is hard. Sometimes you won't see your next step as a person or as a community. Discover ways to challenge each other to grow in faith. Construct opportunities for clear and meaningful expressions of alternative strategies or leadership methods.

5) Multiply relationships

Your community does not exist for its own benefit. It exists to serve your God-given vision and mission. This means constantly extending invitation and relationship to new people who are being called into that vision. Setting a pace for multiplying relationships within your first leaders will enable them to continue more rapid multiplication in the next stages of your new ministry, faith community, or church.

Evening Bible Study

Mark 6:7-13 (NRSV)

He called the twelve and began to send them out two by two, and gave them authority over the unclean spirits. He ordered them to take nothing for their journey except a staff; no bread, no bag, no money in their belts; but to wear sandals and not to put on two tunics. He said to them, "Wherever you enter a house, stay there until you leave the place. If any place will not welcome you and they refuse to hear you, as you leave, shake off the dust that is on your feet as a testimony against them." So they went out and proclaimed that all should repent. They cast out many demons, and anointed with oil many who were sick and cured them.

KEY IDEAS

1. Disciples are sent out into mission, not clutched together apart from world.
2. Disciples are given authority and resources to serve God's mission
3. Disciples should go to households and stay, building relationships and connections.
4. If disciples are rejected, this is God's concern, not the disciple's concern.

How are you being sent out by Christ to be about God's mission in the world?

What authority, gifts, strengths, talents, and resources has God given you for this mission?

How can you try not to take rejection of God's mission personally? What do you do when you feel rejected? How do you reach out for help when you feel discouraged?

6 Practices of Effective Discipleship Coaching

Your new ministry, new faith community, or new church will need to help people grow in their faith and following of Jesus Christ. The most effective practice to help people with this growth is discipleship coaching.

Discipleship coaching is walking alongside someone on their journey of faith, supporting and challenging them to take the next step in this journey, and assisting them with appropriate accountability in acting on their intentions to grow in discipleship.

Effective discipleship coaching can be conducted 1-on-1 or in small groups. It can be led by a planter, a pastor, a teacher, a mentor, or a leader. It is useful for people just starting their spiritual journey or for people who are growing deep in their faith. Most discipleship coaching includes these six practices:

1) Supporting with prayer

Surround your coaching relationship with prayer. Make the person you coach part of your daily prayer, and ask God to assist and guide you in your coaching. God has already gone before us into people's lives. Ask God to let you follow.

2) Investing in relationship of trust

Each person in a coaching relationship must trust the other person. Spend time getting to know and understand one another. Trust is built on reliability, so be consistently available and prepared for each interaction. A discipleship coaching relationship emerges over time, so nurture it with time and positive interactions.

3) Listening deeply

Coaching doesn't seek to offer advice or teaching or consult; instead, it seeks to help the person discover for themselves the answers to their questions. These answers

will take more time to discover, they will often be more useful and effective than any answer you might have quickly provided. Listen carefully and intentionally in order to hear questions and their emerging answers.

4) Asking powerful questions

Coaching steers the coaching relationship by asking deep and powerful questions. These questions help the person discover more of what they already might know about their question. The questions might help the person identify ways of reaching out to others who might add information that could help with their questions. Sometimes, you might ask a simple question to seek clarity of understanding.

5) Understanding the journey toward action

Coaching is concerned with helping the person act on their intentions. Never end a coaching meeting without the person having identified and committed to at least one concrete action that they will take. Remember that action, and remind the person about it before you meet again. Ask about it during your next meeting to see what was learned through the action.

6) Offering Christ

Coaching is not teaching or preaching, but through your listening and caring, through your questions, through your prayers, and through your help in guiding the person on their own journey of acting and discovering, you are modeling Christ to them. As they discover their own faith, they will ask about yours. Share your story with them, when it seems appropriate, and invite them to more deeply encounter Christ with you.

Discipleship Coaching Log

A big part of effective coaching is keeping track of the conversation. You will want to develop a coaching log that helps you recall next steps and supports your efforts to hold the person accountable for moving forward.

You can use a notebook, computer file, fancy database, or index cards. Just keep it up, review it regularly, and keep it secure and confidential.

Your log can include anything you want, but it should probably include these things:

Name:

What did we talk about?

What is their next step?

What did they agree to do to take that next step?

When will they do this?

When will you meet again?

What are your praying for?

The Granola Rule

Almost every new ministry, new faith community, new congregation, or new church will have an experience with “The Granola Rule.” Your new project will inevitably attract some dysfunctional and destructive people who will want to exercise their dysfunctions and destructions within your leadership team. We call it “The Granola Rule” because it’s the rule that all new things will attract more than their fair share of “flakes, fruits, and nuts.”

At the beginning of a new ministry, you will be eager to enlist the help of anyone who seems interested. You need people to get things started. Most of these people will be great, but some of them will see this as an opportunity to attempt to behave in ways that other groups or congregations have not tolerated. Because they are new and are relatively unknown to you, they may test the boundaries of acceptable behavior within your new team. Their misbehavior can taint your emerging team and drive more emotionally mature people out. You will need to be careful and constantly exploring the limits of acceptable behavior within your team.

A particular problem within emerging church groups is people looking to grab power and control of the group to further their own agenda. They may have strong beliefs about a particular church program, piece of theology, or the color of the carpet. Sometimes these beliefs can even be appropriate, but if they seek to usurp your leadership in favor of their own, then they have stepped over the line. Do not let them or their “pet peeve” drive the vision or mission of your group. Focus your leadership on this vision and mission. If they are not willing to join in that vision and mission, then ask them to find a different group, ministry, or church that is a better fit for their passion.

Bullying is another common behavior in church groups, and it’s particularly common among

people who have had a lot of previous church experience. In many churches physical and emotional bullying is tacitly accepted, and bullies have become used to getting their way through threats, manipulation, and intimidation. Some common expressions include:

- “Well, if we don’t get what we want, we’ll just leave the church.”
- “I hear everybody’s complaining about this, so you’d better do something.”
- “If you want our financial offering, you’d better do it this way.”

Bullying has no place in any group, ministry, congregation, community or church. As the leader, you need to name bullying behavior and describe its inappropriateness.

Uninviting people

With a clear vision of where your new ministry or community is going, and with an understanding of acceptable behavior, who will inevitably discover that you will have to “uninvite” some people from participation. This can be difficult, but it is significantly less difficult than the turmoil that a person might create.

When you uninvite someone, meet with them in person, directly state why you are asking them to no longer participate, describe your observations of their behavior, and simply ask them to leave the community. If you have a strong relationship with a partner faith community or neighboring congregation, you might discuss with that leader about referring the person to them. You might also recommend pastoral counseling, if that seems appropriate.

Expect that the person you’re uninviting will disagree with you, will argue with your decision, will react with relatively strong emotion, and will probably attempt further manipulation or bullying behavior. Do not give in. Seek help. Reach out for support. Stay strong.

Self-Assessment of Personal Investment

You set the top-limit for investment on your new church, faith community, or ministry. Others won't invest their time, energy, money, spirit or life beyond your investment level. Is it enough?

Take a few moments to reflect on these questions. Some of them are personally challenging. They are designed to help you think through the cost of your project before you set you building it.

How much do you believe in what you about to do?

Can you imagine being happy in ministry without trying to start this new thing?

How has God particularly called and equipped you for this at this time?

Invite some friends to help assess your readiness for beginning this project. As for honest evaluation and feedback from spiritual directors, trusted mentors, or others who know you best. Why do they think you're ready? What could you do to be more ready?

Assess your leadership investment into this new ministry or community. How are you setting the tone and pace of the commitments that you expect from others?

How much time are you investing?

How much of your own money are you investing?

How much of a career risk is this for you?

How many of your personal friends or family have you asked to invest time, skills, or money into your vision? How much of your relationship have your risked on this?

Be warned. Bringing your vision to life could take everything that you've got. Is this OK?

What are you withholding from investing? Why? (It could be healthy to withhold some things.)

Asking for Money

Unless you have a particularly generous benefactor, at some point this year you will likely need to ask someone to make a financial gift to your new ministry or community. This might be unfamiliar territory, so you should think it through beforehand.

In much of the United States there is a strong cultural taboo about talking deeply about money. Because of the rampant economic inequality and spiritual idolatry of wealth, people are often afraid or embarrassed to discuss money with others. This taboo supports the ongoing financial inequality, and Christ's church is called to confront our idolatry of wealth.

You can begin this by being transparent and clear within your ministry about your tithe and financial giving. Explain with real numbers how much you give and why you give it. Set an example for generosity and invite others to ask you questions about your motivations. In order to be this open, you may have to examine your own feelings about wealth and generosity.

Teach financial generosity as a part of discipleship from the beginning. Don't wait to talk about how your ministry is funded or invite people to give to it. Make financial giving a part of your discipleship conversations and a topic for group conversation. How your new faith community talks about and uses its money can be a tremendous witness to your faith and trust in God.

When talking about money, be as direct as culturally appropriate. Pay attention to how people talk about money and explore the best ways to approach them. Different ethnic groups will have different cultural mores about how to discuss wealth, so be prepared to navigate carefully through those conversations. But do talk about it.

When you are ready, reading through the "Making the Ask" section of this workbook, plan your visit with a potential donor, and ask them for a financial gift.

What personal feelings about money and wealth might make it uncomfortable for you talk opening about money?

What cultural expectations or expressions can be barriers to talking with others about wealth?

How are you modeling generosity? Do you tithe? Why, and does anyone know about it?

Fundraising Worksheet

Use this worksheet to help you think through a plan for raising the funds your new ministry, faith community, or church might need.

Funding Year:

How much will this project cost in this funding year? Include salary, program, facilities, marketing, training, and any other costs.

How much is already committed and has been (or will soon be) received from these sources? Include all grants and financial support from all sources.

Contact name	When asked	\$\$\$ asked	\$\$\$ given
Denomination			
Partner Churches			
Other Grants			

How much is already committed in total?

How much will you need to raise? (subtract the amount committed from your total cost)

Whom will you ask for funds? Think through your relationships and brainstorm some ideas of groups of people or individuals you might ask to make a financial contribution to your new ministry, faith community, or church.

Use this worksheet (or make your own) to track your fundraising asks:

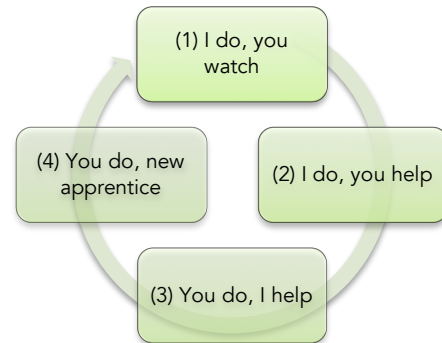
Contact name	When asked	\$\$\$ asked	\$\$\$ given
Grants			
Your friends			
Your colleagues			
Your family			
Your network			
Your team			
Others			
Total			

The Apprenticeship Cycle

A pastor was starting a new small group for women. She had done this dozen's of times before, but at the first meeting she sat down, pulled out a piece of paper, and began reading an opening greeting from the paper. She already knew what the paper said by memory. She had even written it herself many years before. Why did she so obviously read it? Because she was already thinking about how to model leading a group for an apprentice leader who might be sitting in the first meeting. She didn't want to do anything that her yet-to-be-identified apprentice couldn't do. If her apprentice leader would be starting a new group by reading a welcoming from a piece of paper, the pastor was going to do the same thing.

Your ability to multiply leaders is an outgrowth of your practice of apprenticing. An apprentice is someone who learns a practice, trade, or skill by observing and imitating another. Without effective apprenticing, you won't have enough leaders to manage your new ministry. Either your ministry will stall at a smaller-than-intended size or you will exhaust yourself in trying to do everything yourself.

The classic apprenticeship cycle follows this pattern:



- 1) I do, you watch.
- 2) I do, you help.
- 3) You do, I help.
- 4) You do, your apprentice watches, I do something else with someone else.

When you identify someone who can be a leader in your team, describe this process with them, and begin the cycle. Let them know that you are intentionally investing in their leadership, and that you expect that they will do the same for someone else.

The hardest part of this cycle is letting go of control when the apprentice begins taking the lead. This takes trust and faith in the apprentice and in the Holy Spirit. It can be a blow to the ego to discover that you aren't needed to do everything. When you feel that way, it's a signal that it's time to begin apprenticing someone else in a new area of leadership.

Building Multiplication Culture

Healthy organizations, like healthy organisms, don't continue to grow larger indefinitely. They multiply and reproduce a new generation of organizations that are genetically related but not identical. Healthy ministries, faith communities, and churches follow this pattern from the beginning. Your ministry's multiplying genes are learned in your early practices of multiplying leaders, multiplying groups, and multiplying impact throughout your community.

A multiplication culture is built through these five practices:

1) Stay on mission

With God's help, your ministry vision will begin to gather people and grow. You will be tempted to abandon your vision and begin to pay more and more attention to attending to the spiritual needs of the people who are already gathered. Remember your mission. Recall it often. And stay on mission.

2) Focus on next

Who are the next people you will reach? What is the next community issue around which you will organize? How will you make organizational space for new people? What will happen next week, next month, next year to further your ministry vision? In order to move forward into multiplication, you need to focus on your next steps.

3) Apprentice everyone

Multiplying leaders envision multiplying ministries. Everyone has some gifts and talents to share, so everyone has the capacity to be apprenticed. Invite your leaders to be looking everywhere for potential leaders and to constantly be apprenticing others.

4) Over-invest in leaders

There are 10,000 jobs that must be done in any new ministry. You can spend all of your time running from task to task and have nothing left for leadership development. Don't. Instead, make leadership a top priority, and give your best and most time and energy into growing your leaders. This will take more time in the early stages but will pay off exponentially.

5) See world with eyes of Christ

When you look at the world around you, what do you see? Do you see people surrounded by God's blessings but who can't understand it? Do you see people heartbroken and afraid? Do you see people trapped in systems of unjust poverty or racism? What do you see? And how do you believe Christ would see it? Looking at the world with eyes of Christ will always lead you deeper into love and service to God's mission. Nurture your connection with Christ so that you and your team will see the world around you with Christ's eyes.

Closing Bible Study

John 10:7-10 (NRSV)

So again Jesus said to them, "Very truly, I tell you, I am the gate for the sheep. All who came before me are thieves and bandits; but the sheep did not listen to them. I am the gate. Whoever enters by me will be saved, and will come in and go out and find pasture. The thief comes only to steal and kill and destroy. I came that they may have life, and have it abundantly."

KEY IDEAS

1. Jesus is a gateway to safety and pasture.
2. Others are interested in "the sheep," but they do not seek the sheep's welfare.
3. Jesus came that people might have abundant life.

What is the abundant life that Jesus offers to the world?

Why do you care to be about Jesus' mission in the world? What gives you energy or passion for this work? What difference will it make to devote your life to starting a new ministry, new faith community, or new church?

Write a prayer of dedication and commitment offering yourself to be part of God's work through a new ministry, faith community, or church.

First 12 Planning Template

This is a template for building your plan to reach the First 12 people in your new ministry, church, or faith community. Each context will be different, and each leader will bring a unique set of skills and gifts to this work, so use the template to begin your work but feel free to customize it to your specific project.

1) Build Plan

Describe as specifically and as clearly as possible, what your new ministry, faith community, or church will look like at the end of the 9-month First 12 coaching process:

Describe the people that your are trying to reach and gather into your First 12 team.

Where do these people gather, and how will you build relationships with them? (Be specific!)

Describe your vision and mission:

2) Set Goals & Benchmarks

Each month you will set specific goals for how many people you will contact and gather. These might adjust as you proceed over the next nine months, but this is a beginning point for your plan.

Month 1 Goals

By this date:

_____ # community groups attended (4<)
 _____ # prospects with contact information

Month 2 Goals

By this date:

_____ # people you've listened to (5<)
 _____ # prospects with contact information

Month 3 Goals

By this date:

_____ # interested people
 _____ # prospects with contact information

Month 4 Goals

By this date:

_____ # 1-on-1 meetings (6<)
 _____ # interested people
 _____ # prospects with contact information

Month 5 Goals

By this date:

_____ # core team (3<)
 _____ # interested people
 _____ # prospects with contact information

Month 6 Goals

By this date:

_____ # core team (6<)
 _____ # interested people
 _____ # prospects with contact information

Month 7 Goals

By this date:

_____ # core team (8<)
 _____ # interested people
 _____ # prospects with contact information

Month 8 Goals

By this date:

_____ # core team (10<)
 _____ # interested people
 _____ # prospects with contact information

Month 9 Goals

By this date:

_____ # core team (12<)
 _____ # interested people
 _____ # prospects with contact information

3) Identify Adjustment Points

No plan is perfect from the beginning. When will you adjust, correct, and contextualize your plan to better fit what you're learning and experiencing?

How will you report our your progress to your coach, your supporters, your denominational supervisors?

4) Evaluation & Accountability Process

When will you evaluate the effectiveness of your plan?

Who will help you stay accountable to fulfilling this plan?

Appendix 1:

Setting Contact Goals

Think about your new ministry or faith community. If you are planning on having twelve committed co-leaders as part of your launch team in the next year, how many contacts will you need to make each day?

Many new starts will follow something like this ratio of involvement, but you may need to adjust up or down based on the religious receptivity of the people you're trying to reach:

- | | |
|-------------|---|
| 12 | Core co-leaders who are growing in discipleship and inviting others |
| 36 | Committed participants in most early activities (3x core) |
| 72 | Occasional participants in some early activities (2x committed) |
| 214 | Interested people who you've met (3x participants) |
| 428 | Prospects who give you their contact information (2x interested) |
| 1284 | Number of new people to meet this year (3x prospects) |
| 25 | Weekly contacts (over 52 weeks) |

Your core leaders will also help with contacts as they come on-board, so filling out all these categories won't fall exclusively on one person. Many times you will find your core twelve from referrals where you meet someone who knows someone. Always ask each contact if they know someone else you could contact.

Your initial focus should be on finding the twelve core co-leaders, not necessarily on large crowd events unless they are part of your key strategy for finding your twelve.

You may already have a small handful of core leaders committed with you. This is great, although many projects see these early leaders depart or move on to other ministries during the early start-up phases. Some leave as the ministry develops in a direction they didn't predict, while others simply move away.

How many contacts do you think you'll need in each of these involvement levels to gather your First 12 core co-leaders?

- | | |
|-------|---|
| _____ | Core co-leaders who are growing in discipleship and inviting others |
| _____ | Committed participants in most early activities (3x core) |
| _____ | Occasional participants in some early activities (2x committed) |
| _____ | Interested people who you've met (3x participants) |
| _____ | Prospects who give you their contact information (2x interested) |
| _____ | Number of new people to meet this year (3x prospects) |
| _____ | Weekly contacts (over 52 weeks) |

No new ministry or community conforms to this number chart, but it's to give you a sense of the scope of the effort in meeting new people. You might find a dozen core people in the first twenty people you meet.

However, before launching intensive, weekly, public events or worship, you will likely need to fill out a complete set of contacts in each of these categories

Appendix 2

Networking: Finding People for Your New Church Launch Team

By Bob Crossman © Dr. Robert Crossman (1/8/2013)

www.umnewchurch.org.

The “job description” for pastor of an existing church is very different from that of church planting pastor.

During my first fifteen years under appointment as a United Methodist pastor, I served a variety of congregations that were each about 100 years old. My primary responsibilities beyond preaching, was to be the pastor, the chaplain, the shepherd of the flock, and to respond to those to paid my salary. The advice offered by my father (The Reverend Paul J. Crossman) was passed to him from five generations of our Crossman forefathers who each grew up in parsonages - I was to care for my flock; to visit in the homes of my Board members; being sure to include the 20 households who were the largest financial contributors.

The idea of networking or working to find new people for my church was simply not a priority.

In the fifteenth year of my ministry, I was appointed to be Associate Pastor of a 600-attendance congregation. My title was, “Minister of Evangelism.” My responsibility was to respond to worship visitors, lead them toward the membership vows, and support them during their first six months as members until they had developed the holy habit of regular worship attendance and had become involved in a variety of small group ministries. I was good at that job.

My primary work involved:

- develop a team of 150 laity who were committed to bring at least 1 person into active discipleship in the coming year;
- offer a New Members Class on a repeating eight week cycle. I had designed this process during my Doctor of Ministry in Evangelism work with Dr. George Hunter and Dr. David Watson;
- respond by telephone on Sunday afternoon with every worship visitor (we averaged about 80 visitors each Sunday) keeping careful written records on each household;
- hand address one of seven different brochures to each visitor, with a personal note inviting them to return this coming Sunday;
- match each visiting household with a small group, and having a contact person from that small group telephone the visitor mid week with an invitation to participate in their small group;
- relay contact information weekly to the appropriate staff member that might relate to that particular visiting household: Christian Education, College Minister, Singles Minister, Children’s Minister, or Youth Minister.
- contact regular worship visitors by phone, if they missed two consecutive Sundays of worship
- new members were telephoned on the anniversary of their joining (3, 6, 9 and 12th month) by a friendly team of Evangelism Committee members
- watch the “back door” by accurately recording attendance for all member households
 - if they missed four consecutive weeks, a team of laity would make a friendly telephone call
 - if they missed eight consecutive weeks, one of the pastors would make a second call

In 1992 I received sixty-two households into the church, along with twenty-nine confirmands. I received a letter of commendation from the Conference Lay Leader for leading that church to be in the 92nd

percentile of Arkansas congregations, showing growth in professions of faith, average Sunday School attendance, average worship attendance, and growth in church membership.

These years as an associate did not teach me how to find new people from scratch - but I did learn more about responding to worship visitors in a winsome way.

I was beginning to move in the right direction however. Those years as “Minister of Evangelism” were a paradigm shift in the way I spent my time in ministry. My primary job description was no longer “pastor to my flock” but rather centered around responding to worship visitors and inviting them in winsome ways to join the journey toward becoming a faithful disciple of Jesus Christ.

Unknown to me, the Lord was preparing me to be the pastor of a new church start.

In my fifth year as “Minister of Evangelism” on that large church staff, Bishop Wilkie appointed me to be the pastor of a new church. The Lord was leading me to another paradigm shift in my ministry.

Before moving day, I decided that my primary focus in this new church would be to “find lost sheep,” to welcome “prodigals” home, to build and increase worship attendance, and to increase the population of heaven. This task consumed and deserved all my creativity, all my prayers, all my time, all my energy.

What follows developed out of that experience of being a new church planting pastor, and having the primary responsibility of “putting people in the seats” on Sunday and developing a system that would invite them to join the journey toward becoming a deeply devoted Disciple of Jesus Christ.

I believe that a healthy new church does not consist of just 50 deeply devoted disciples, but instead has people at many levels of involvement.

- 1) First, every healthy church needs a large group of people who think favorably about the new church, know of its existence, but have never attended any event or worship service of the new church. You might say that they are just “peeking through the stained glass windows.” These people are not to be thought of or treated as “deadbeat, freeloading, cheap grace, tag-alongs.” Rather, these people are the future of the church - they are prospects - there is a spark, a flicker of a flame inside of them - they are the next potential wave of deeply devoted disciples.
- 2) Secondly, every healthy church needs a large group of people who had been to at least one event or worship service, or had at least one face-to-face contact with the pastor or key lay leadership. Perhaps they brought their children to a free carnival, Easter egg hunt, attended Christmas Eve candlelight, or attended the Easter Sunrise service. If you are serving an established church, perhaps they attended a wedding or funeral at the church, their kids are in your Boy Scouts or Girl Scouts, or they dropped their young children off at your Vacation Bible School. These households might even claim your church as “their” church, but they are not members yet, nor do they attend with any regularity, and you probably don’t even know their name yet.
- 3) Third, every healthy church has a group of people who participated at least twice a year in worship, or in a service ministry of the church. They are perhaps your Christmas, Easter and Mother’s Day crowd.
- 4) Fourth, every healthy church has a group of people who participated at least twice a month
- 5) Fifth, every healthy church has a group of disciples, who are in worship and Christian education every week. You might be referring to them as your “two hour” disciples (one hour of worship, one hour of Sunday School).

- 6) Sixth, every healthy church has the saints, who are in worship every Sunday without fail and they involved in many ministry and service opportunities... perhaps getting close to “tithing” their time.

In a new church setting, one of your first tasks is to look for ways to find people to be on the “fringes” of the new church; to find people to be committed to the new church at various levels; and in the process, begin to develop my initial Launch Team for the new church.

PRE-LAUNCH NETWORKING in mother-daughter or satellite settings:

If you are in a mother-daughter or satellite strategy - one of the first tasks is to discover who might be leaving the main campus with you to be directly involved in the new site. Perhaps the best way to gather potential members from the mother church is the “gestation model.”

- Ben Anderson, Senior Pastor of a plating church, said in worship every Sunday for a month, *“As you know St. Paul UMC is launching a new church to be called Journey UMC. Every member of St. Paul is invited to be praying for the new church. I invite you to decide if you want to be part of the ‘launch pad’ to support the new church or part of the ‘launch team’ to actually go an be part of the new church. Rev. Rob Williams will be the pastor of the new church. If you think you might like to be part of the Launch Team, please make that note on the attendance pads. Rob and I would like to sit down with you this week, and help you understand the vision of the new church.”*
- Rev. Aubrietta Jones was asked to preach in one of the three morning services every Sunday in June, July and August so that members of the congregation could get to know her better and decide if they wanted to go with Rev. Jones to be members of the new church.
- Rev. Jeff Warrick rotated among the adult Sunday School classes, teaching one or two Sundays, giving him the opportunity to tell the new church story, and to “fish” for potential Launch Team members.
- Rev. Tammy Garrison had several *“Would You Like to Know More About the New Church”* coffee gatherings in June, July and August in the mother church, allowing here to “fish” for potential Launch Team members.

PRE-LAUNCH NETWORKING in your mission field:

Below you will find a long list of possible ways for you to “test the soil” in your mission field to determine where the “soil” is good and where it is rocky. They are ways for you to “sow seeds” in your mission field to discover where your ministry may take root, grow, and produce a bountiful harvest. Determine what slice of the community you have a natural “affinity” to reach, and then to determine ways you might network with that slice of the community.

Don Smith suggests that the following questions might help you to determine where your networking might be the most effective:

- 1) what are YOUR hobbies and interests and where could you connect with others that share those interests?;

- 2) what is your household situation and how can your children's or spouse's connection to the mission field become an opportunity to network?;
- 3) where are the places that people in your community gather?; and
- 4) what are annual events that draw large crowds in your ministry context?

The following questions might lead you to the right people with whom to network with in your mission field:

- 1) Who are the people who hold a vast amount of indigenous knowledge for your context?
- 2) Who are the "power brokers" - people you need to meet as soon as possible?
- 3) Who are the "connectors" - people who know a lot of people and will serve as a "walking billboard" if they get excited about the new church?

Below you will find a list of various ways planters have answered these questions in their particular mission field: (NOTE: These are not opportunities to do ministry to groups, but rather opportunities to network and gather people for your new church.)

- Junius Dotson developed a "referral card" to give out. It was a self-addresses, stamped post card. On the reverse side it said, "I would like to refer the following person to you and your new church. Name __, Address __ Phone __. Please tell them that I referred them to you. My name is __ my address __ my phone__." He gave out hundreds of cards to people he met, asking if they might know someone who might be interested in being part of a new church in town.
- If you have a business background, you might join the Rotary club and Chamber of Commerce, where you will actively tell your new church story, and look for people who might want to join you. As a planter in Ottawa, Kansas, Kent Melcher found that as an officer in the Chamber of Commerce, he attended every Ribbon Cutting for new businesses, and every monthly Chamber "coffee" in existing businesses. The Chamber helped him to make connections with community leaders and new business leaders from every segment of the community.
- Visit every funeral home director in town, making yourself available for funerals for families with no church affiliation. Adam Hamilton found this to be a great way to connect with people who are probably not active Christians at a time when they are open to spiritual things. And who attends the funeral of sinners? Sinners.
- Based on your background and affinities, other community groups that you might join to network in might include: Junior Auxiliary, Welcome Wagon, Kiwanis Club, PTA, etc.
- Make an appointment to visit the other pastors in town from your denomination. Tell them your story, and invite their prayer support. Make an appointment to visit pastors of other denominations in town, for much the same reasons. These pastors may also have names for you of people who visited, but did not connect with their particular style of church.
- Drop by the fire department and police department occasionally to introduce yourself, tell your story and ask if they personally might be interested or be able to refer you to a friend, relative, associate, or neighbor who might be interested in being part of your new church. Kent Melcher suggest that if you have the temperament and training for it, you might become a police or fire chaplain.

- Make an appointment to visit any business owners you might have a natural affinity with. An Hispanic planter in Kansas talked to a local meat-packing company and became a paid chaplain for the Spanish speaking workers.
- Make an appointment to visit several community leaders to tell them your story, ask if they personally might be interested, or be able to refer you to a friend, relative, associate, or neighbor who might be interested in being part of your new church.
 - Mayor
 - Deputy Mayor
 - Chief of Police
 - Chief of Fire Department
 - Superintendent of Schools
 - Principle (High School, Middle School, and Elementary)
 - President of the Chamber of Commerce
 - Postmaster
 - Bank Branch Managers
 - Utility Office Managers (where newcomers sign up for water, electricity, trash pick-up, gas, phone)
 - Realtors (all of them): *In my new church start, the first family to join was the largest volume Realtor in town. Michelle brought more new members into the church that I did.*
 - Bank President: *In my new church start, the second family to join was the new bank president in town, which gave my new start great credibility in the community. Once we launched worship, he was a greeter and his wife taught the children's Sunday School class.*
- Where does your target audience spend their time? Where might you meet people, introduce yourself, tell your story and ask if they personally might be interested or be able to refer you to a friend, relative, associate or neighbor who might be interested in being part of your new church.
 - Concession stand at the ball field (football, baseball, soccer)
 - Square Dancing (*Where I planted in Prairie Grove, hundreds of 3rd through 12th graders, take great pride to practice and compete in the annual Square Dance competition connected with the County Fair! A great place for the new church planter to work the crowd.*)
 - Golf course
 - Coffee shops
 - Large employers
 - Barrel Racing or Rodeo or Trail Rides
 - Starbucks
 - Parades
 - County Fair or Festivals (*depending on policies of the sponsoring groups, secure booth space, but make sure to do it with excellence.*)
- Volunteer as a Crossing Guard for the local elementary school. *Don Smith did this every Friday for several years learning the names of the children, and getting recognized at PTA meetings.*

- Volunteer as a Story Teller / Reader at the public library and / or elementary schools (but only if you're gifted at it.) Kent Melcher also suggests that if you have an unusual talent or skill, volunteer to provide a program at the library or schools.
- Looking for Native Americans who might not have a church home, David Wilson invited Native Americans to join a basketball team and baseball team to play in the city league. He also put up a booth at Pow Wow.

PRE-LAUNCH "ELBOW" EVENTS

Below you will find a long list of possible ways for you to "test the soil" in your mission field to determine where the "soil" is good and where it is rocky. They are ways for you to "sow seeds" in your mission field to discover where your ministry may take root, grow, and produce a bountiful harvest.

After you have been in the mission field for a couple of months, and have the beginning of a launch team, and sense that the launch of weekly worship is about 4 to 6 months away, you might begin a series of monthly "taste and see" events and "pre-view" worship services as you continue to expand your circle of contacts, and seek new people who might be interested in joining your new church start.

The following are settings, designed to reach a larger group within your mission field. Use your growing Launch Team to test individual's gifts. If you perceive that John might be great at electronics, ask him to put a team together for the next event. If he does well, you might ask him to do it again. If not, then try another person in that position. The same is true for testing different potential leadership and teams for marketing, set up, tear down, children, youth, refreshments, greeting, etc. If they prove faithful, committed and gifted, they may become your lead person in that area when you are ready to prepare and Launch weekly worship.

At every event you **MUST** have a "hand off" that you are inviting everyone to attend the next event that the new church is sponsoring.

Don Smith suggests that the following questions might help you determine what kind of "elbow" events to have in your particular mission field:

- 1) What are the top three things that people enjoy in your ministry context and what kind of event would they get excited about?
- 2) What fall or spring events are on your community's calendar and how could you provide something in conjunction with this event?
- 3) What community event seems to be "missing" and how could the new church become known by creating and hosting such an event?

Below you will find a list of various ways planters have answered these questions in their particular mission field:

- Are you trying to reach young families with children? Have a Free carnival for children and parents, could be July 4th, or any Saturday.
 - *Candace Lewis had already rented space in a strip center for future worship. She had the carnivals in her parking lot on Saturday afternoon when the other stores were closed.*

- *Tammy Garrison noticed that a new bank in town built a branch on the key intersection of her mission field. One Saturday the branch offered free hamburgers and a drawing for a gift certificate, but the crowd was very small. The new church planter approached the branch manager, and offered to help the manager have 500 people attend next month. She said, "I am starting a new UMC. We will co-sponsor it with you, hand place 3,000 flyers in the subdivisions surrounding you, do a mass mailer to 5,000 homes, we will have a bounce house, free snow cones, donate 3 different size bicycles for door prizes, and have the country antique car club have vehicles on display in the parking lot. The branch manager was very excited! The event, gave the new bank credibility since it was partnering with a church, and the church received credibility because it was being endorsed by the bank - a win-win. The next month, hundreds attended and they all registered for the door prize.*
- Free Concert (Gospel or any type music you are testing to see if it reaches your mission field) *Rev. Larry Pat Millard started a Blue Grass concert on the first Friday of every month, because his mission field loves Blue Grass music. He quickly connected with eighty people who gathered to play and listen to the music. Rev. Tammy Garrison hosted the local University's jazz band for a free concert in the bank parking lot.*
- Organize a Progressive Dinner for your growing Launch Team, where each couple brings a couple. Or a cookout, or any event, that your Launch Team can attend, ONLY if they bring a guest.
- Cheapest Gasoline in Town: *The week before worship launch, in the midst of the gas price spike, Jeff and Aubrietta approached a gas station in the heart of their mission field. They offered to pay 10¢ a gallon, if the owner would lower the price even more for three hours on a Friday evening of the commuting rush. It was announced a week in advance. Launch Team members stood out front holding sign that read, "This Friday, 3 hours, Cheapest Gas in Town." They got a front-page color photo and article from the local newspaper before and after the event. They had previously calculated that if all 8 pumps ran for the three hours, the most risk they had was about \$2,000 to cover the 10¢ reduction. Launch Team members pumped the gas, washed windshields, and gave each a customer a gift and intro packet about the new church. The church had about 6 attractive door prizes that appealed to different ages and stations of life - people registered with name and address. The church sent follow up mail to all registrants, announcing the winner, and inviting to come to worship.*
- Invite everyone on your growing contact list to a cookout or ice cream social in the "parsonage" backyard. Keep the entire event to 60 minutes, tell your story, have pre-rehearsed lay testimonies, and invite the make this new church their home.
- Christmas Eve Candle Light Service for the community (perhaps at public place, i.e. downtown square)
- Easter Sunrise Service for the community (perhaps at public place, preferable outdoors) *To test his hunch that a nearby community might be a good place to launch a daughter new congregation, Kurt Boggan tested his mission field by holding an Easter Sunrise service. When 200 people showed up, he decided it might be a good place to launch a new church the following year.*

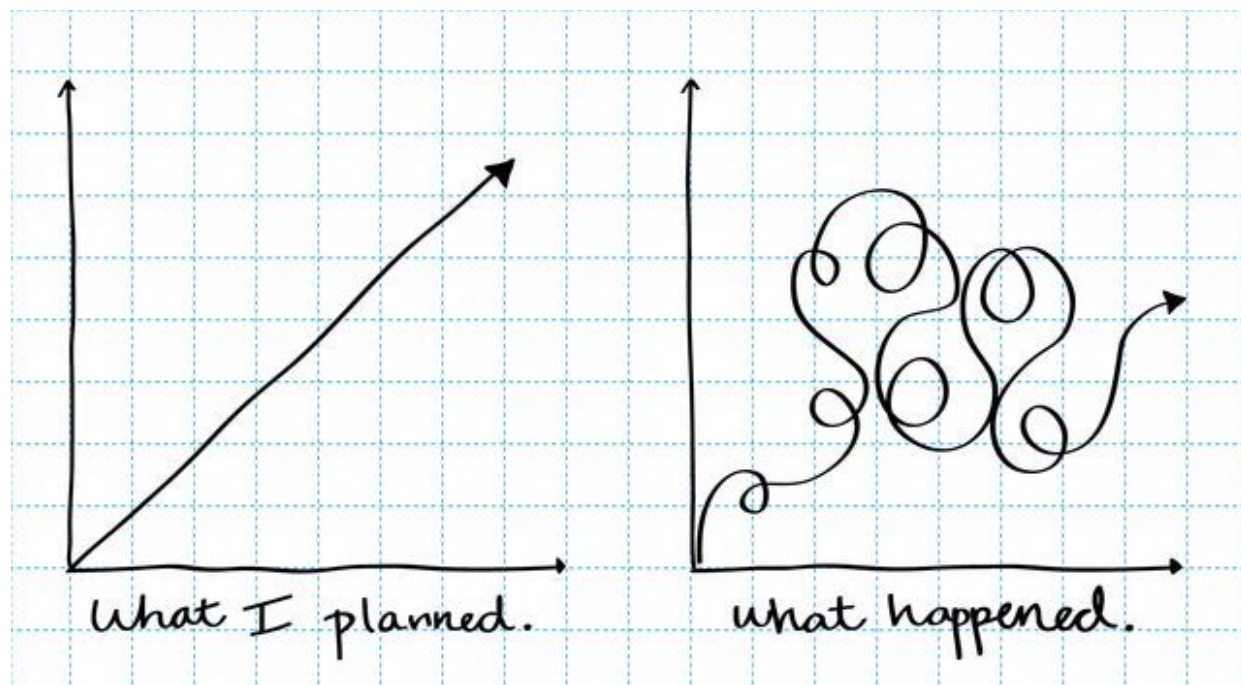
- Mike Benischek, at St. Marks UMC in Lincoln, Nebraska, reports *“Three months prior to worship, we began a Sunday School at the local school where worship was going to take place. Soon, out of the five churches north of I-80, we had the largest Sunday School program and we haven’t had worship yet.”*

Appendix 3

New Church Planter Checklist

By Bob Crossman & Dirk Elliott © Dr. Robert Crossman (1/8/2013)

For more information and excellent additional resources on any of the topics mentioned in this checklist, visit www.umnewchurch.org.



Because of the differing gifts and g races of pastors, and the wide diversity of mission fields - church planting is not a simple “cookie cutter” or “one size fits all” process. There is no simple check list for all planters in all mission fields. Your plant won’t look exactly like this or follow this timeline, but this is a helpful list of the many different topics to consider including in your contextually appropriate start-up plan. The list below assumes the appointment of a full-time pastor who will be living in a mission field with the potential of 350 to 500 in worship within the first five years.

As you begin to develop your ministry plan, a review of this list might help you prioritize and plan for the ministry of starting a new church for the purpose of making new disciples of Jesus Christ. Of course, you will have to adapt this checklist to fit your unique setting. In particular, if you are being appointed to start a second campus, a micro community, or serving as a part-time or volunteer or lay planter - adaptations will be necessary. The United Methodist Church is attempting new church starts in a wide variety of geographic, ethnic, economic, and cultural environments.

While each of these settings are unique in particular ways, there are basic time-tested church planting principles that prove effective in every situation:

- 1) the natural affinity of the planting pastor to their assigned mission field;
- 2) the planter’s ongoing, regularly scheduled relationship with a coach;

- 3) the planter's "work ethic" and ability to keep their heart and hands engaged in the project;
- 4) the planter's ability to stay in love with God;
- 5) a strong intercessory prayer team praying for the planter to have the guidance, wisdom and grace to lead;
- 6) the planter's ability to adapt their "dream" church to the realities of their mission field;
- 7) holding off the launch of public worship until gathering enough people to have critical mass;
- 8) keeping focused on evangelism after launch;
- 9) keeping focused on financial tithing after launch;
- 10) keeping focused on "essential" ministries and postponing other non-essential ministries; and
- 11) working through task forces or advisory boards, but not formalizing leadership too soon.

These basic principles are scattered throughout the check list below. As you adapt this check list to better fit your personal style and mission field, do not neglect to pay due attention to the basic time-tested principles listed above.

The Year Before You Are Appointed or Assigned

Personal

- Pray
- Conversations with spouse (if married)
- Conversations with family, friends and colleagues asking if they discern that you might have the behaviors, gifts and graces to be a fruitful new church planter
- Take the short on-line planting quiz at www.path1.org.
- Take the spiritual gifts assessment at www.path1.org.
- Invite friends, family, colleagues or church members if they believe you could start a new church.
- Make an appointment to visit several new church pastors in your area (with your spouse, if married)
- Select three or more personal prayer intercessors - keep them informed of your prayer needs throughout this season of your life.
- Read Jim Griffith's book, "Ten Most Common Mistakes New Church Planters Make."
- Take a nice, long, relaxing vacation with your family - the decision to request a church planting appointment is a family decision.
- Pray

If you are United Methodist

- Consult with your District Superintendent, asking if they might nominate you to attend a New Church Leadership Institute or planter discernment event
- At the New Church Leadership Institute or other planter discernment event, you will be invited to write a self-reflective essay, which will include your affinity group and your preferred church planting strategy.
- After attending the New Church Leadership Institute or other planter discernment event, make an appointment for a formal consultation with your District Superintendent and Conference staff person responsible for starting new churches.
- If invited, complete the formal Assessment process designed by your Annual Conference. This normally includes one or more formal interviews.

If Appointed or Assigned, then in the 2-4 Months Before Moving Day

Personal

- Pray
- Take a nice, long, relaxing vacation with your family. Your next opportunity for another long uninterrupted vacation may be twelve to eighteen months away
- Receive formal confirmation from your District Superintendent of your new appointment, and the mission field you are being appointed to start the new church
- Receive formal clarification of the strategy (model) that your Conference Director of New Church Starts and District Superintendent are expecting you to use. (i.e. satellite, parachute drop, mother-daughter, partnership, restart, etc)
- Working through your Conference Minister of New Church Starts, secure a coach.
- Re-read Jim Griffith's book, "Ten Most Common Mistakes New Church Planters Make." Decide not to make those mistakes in planting your new church! •
- Attend Basic Training Boot Camp, LaunchPad or other planting training event.
- Following Jim Griffith's process - recruit 3 to 5 prayer partners, and keep in contact with them by email on a regular basis
- Secure three to five colleagues who will hold you accountable for your spiritual growth. Keep in contact with them on a regular basis.

Mother-Daughter / Extension Campus / Second Sites

- If this is a mother-daughter or second campus strategy (model) the planter and Senior Pastor are encouraged to attend together the Senior Pastor Day at Boot Camp or attend planting training together as a team.
- Schedule the beginning of weekly face-to-face meetings with the Senior Pastor to begin the relationship; hear each other's vision, hopes, dreams, plans for this new ministry.
- Clarify, and continue to clarify, mutual expectations of each other; level of financial support from main campus; decision making process; financial process; and "fishing rules" for planter within the main campus.
- In Extension Campus and Second Sites, clarify the planter's role in the following list of administrative items.

Organizing and Administrative

- With approval of your District Superintendent, begin to search for housing to rent as your parsonage - must be located inside your mission field.
- Remember that your "office" will most likely be inside your home. Most Annual Conferences will encourage you to rent instead of purchasing a home in these early years of your new church appointment.
- With permission of your District Superintendent begin to identify potential worship sites: generate a list of promising meeting locations in your mission field develop a checklist for ranking their suitability rank facilities using your checklist, establish contact at each possible location, and get on waiting lists at each possible location
- Write out the vision, core beliefs, and mission statements for your new church
- Clarify your 30-second winsome and compelling answer to, *"Tell me about the new church you are starting?"*

- Clarify your 5-minute winsome and compelling answer to, *"Tell me about the new church you are starting?"*
- Propose a name for your new church, and seek formal approval of your District Superintendent and Conference Director of New Church Starts. Before making this decision, check in your county and state to see if other churches are already using the same or similar name.
- Receive in writing, clarification of the amount of financial grants (or in-kind gifts) that are coming from District, Conference, and sponsoring church sources that are already committed for each of your first three to five years.
- Develop a preliminary proposed budget.
- Obtain demographic reports on your mission field. Check with your Conference office - they may have already arranged for discount rates with MissionInsite.com for comprehensive demographic reports.
- With permission of District Superintendent, test those demographics by driving/walking through your mission field. As a result of "walking around" obtain demographic reports that are not broad radius, but a more detailed shape that more accurately reflects your mission field and where your target audience lives.
- Develop a preliminary strategy for networking and obtaining your launch team.
- Develop alternate strategies for networking. (i.e. *"Plan B" in case your "Plan A" doesn't bear much fruit.*)
- Design the process for counting and depositing any funds given to your new church.
- Clarify with your Conference Director of New Church Starts and District Superintendent the process for actually receiving the grants, and obtaining reimbursement for expenses in your new church.
- Design your preliminary schedule for use of your time in the pre-launch season. (i.e. *what will a typical week look like*)
- Develop your initial benchmarks, such as:
 - projected date of your first Launch Team meeting, and number of adults who will be present
 - projected date of your first Taste & See Event, and number of adults who will be present
 - projected number of relational groups (task and small groups) and number of adults
 - projected date of your first "preview" worship service, and number of adults who will be present
 - projected date of your final "preview" worship service, and number of adults who will be present
 - projected number of adults you will need in worship to achieve "critical mass" in your particular mission field
 - projected date of your public "Launch" and number of adults who will be present
 - projected average attendance of the four Sundays following Launch day - projected average attendance six months after Launch
 - projected average attendance one year after Launch
- Ask for a formal Pre-Moving Day Stakeholders' Meeting and Strategy Session to take place BEFORE moving day. At this session, they will want you to bring most of the 12 to 15 items listed in this Administrative section. In Mother-Daughter or Second Campus strategies - the Pre-Moving Day Strategy Session mentioned above should also include the attendance of the Lay Leader, Treasurer, Council Chair, and SPR Chair of the mother church.
- Secure a financial secretary - most Annual Conferences will require this to be the Financial Secretary of a nearby healthy United Methodist Church or the District Administrative Assistant.
- With permission of your District Superintendent: Take your family to visit the new mission field.

- Take a long walk through the neighborhood where your new home will be located. If you have kids, take them to visit the school to walk around and discover the enrollment process. Take a long walk or drive through the nearby business district.
- Listen to your family and other household members, pray together, share your hopes and dreams for your family in this new place.

Fundraising

- With approval of your District Superintendent and Conference Minister of New Church Starts begin to ask for “virtue capital” financial gifts from family, relatives, and personal friends. *Many annual conferences expect the planter to raise \$50,000 to \$100,000 in three year pledges from this source. Clarify this requirement and the amount with your Conference Minister of New Church Starts.*
- Is your District office willing to actively invite the established churches in that district to support this new ministry with a “baby shower” responding to your detailed list of equipment needed? You will have that list and be ready for the shower about three months prior to Launch.

Moving Day

- Spend the rest of this week with your family to unpack, settle in, pray together, worship and begin to develop a routine for your family.

First 2 Weeks after Moving Day

Personal

- Pray and fast weekly
- Continue to develop your prayer life and spiritual focus.
- Keep your intercessory team informed and updated
- Keep your prayer team updated
- Remember (and practice) the Sabbath
- Maintain good exercise and discipline
- Ask yourself, “What will I do **today** to let people know we are planting a church?”

Organizing and Administrative

- Contact other new churches in your Conference to discover if they have any supplies/equipment they can donate to your new church start. *(i.e. Now that they are in their new building, do they have a trailer, portable sound, portable nursery, etc that they could share with you?)*
- Check with your District Superintendent and Conference Minister of New Church Starts - all your purchases and accounts may need to be in the name of your District, Conference, or Sponsoring Church since you will not be a chartered congregation for two or three years.
- Establish office *(probably in your home)*
- If needed, rent Post Office Box
- Secure church phone number or cell phone number
- Set up internet and email address for church
- If appropriate, secure a EIN number from the Federal Government (www.irs.gov).
- Secure a Group Ruling 501(c)(3) letter for your church from your District or Conference
- If appropriate and with your District Superintendent’s approval, secure a Church ID# from GCFA
- If your Annual Conference requires, begin the process to incorporate the new church

- Your state may require that you file for non-profit status or register with the State Department of Revenue
- Check on state sales tax exemption/refund laws
- Apply for nonprofit status with the USPS (*Post Office*) and get permit number
- Check with Conference before opening a checking account (*see article on Financial Systems in NCLI notebook at www.umnewchurch.org*)
- Give your Financial Secretary your personal tithe check (10%) for deposit into the church account
- Contact your District or Conference about how to obtain liability insurance, including corporate and personal liability.

Gathering

- Network in your mission field
- Meet people and invite them into your home or meet for coffee
- Revise and sharpen your networking strategy.
- Determine your mission field/target audience
- Plan and hold first gathering of “first contacts”
- Begin to build your initial Launch Team of at least 35 adults
- Every ten to fifteen days, make person eye-to-eye contact with these early Launch Team adults
- Develop a written ministry plan with strategy for all ministry areas
- Discern the roles and kinds of people you need on the Launch team
- Begin to discern potential workers in all ministry areas: nursery, children, teens, small groups, set-up, tear down, electronics, music, hospitality, and follow-up

Months 1-2 after Moving Day

Personal

- Pray and fast weekly
- Continue to develop your prayer life and spiritual focus
- Keep your intercessory team informed and updated
- Keep your prayer team updated
- Remember (and practice) the Sabbath
- Maintain good exercise and discipline
- Review and revise your initial Benchmarks you proposed at your “pre-moving day strategy session” in cooperation with your coach and Conference Minister of New Church Starts
- Ask yourself, “What will I do **today** to let people know we are planting a church?”

Connections

- In mother/daughter, extension campus, or satellite strategies - maintain regular contact with mother church for support, prayers, and encouragement
- Stay in regular contact with your coach. (either weekly or month as pre-arranged)
- Stay in regular contact (email bullet list every few weeks) with your Conference Minister of New Church Starts and your District Superintendent - it is never a good idea to surprise your District Superintendent
- Until your church is ready for its Constituting Conference (§259), your District Superintendent and Conference Minister of New Church Starts will fulfill the role of your Church Council, Trustees,

Finance Committee and Staff-Pastor Parish Relations Committees. Set up regular strategy review sessions with them (perhaps quarterly at first) for reporting and approval of major issues.

Marketing

- Hire graphic designer to develop church logo
- Create branding identity website
- Purchase domain name (and names that are similar to your domain name for protection)
- Design and develop content for website. Start with home, about, new to us, ministries, get involved, what to expect, and FAQ sections.
- Finalize web site and get someone (other than you) to maintain the site
- Post weekly blog
- Develop Facebook page for your church
- Utilize all social networks: Facebook, Twitter, YouTube, LinkedIn, etc.
- Make sure you and your growing team are inviting friends through all social networks.

Gathering

- Begin weekly gatherings of Launch Team for fellowship, planning, and leadership training.
- Begin building a team of at least 35 adults before launch.
- Revisit your earlier projection of the number of adults you will need in worship to achieve “critical mass” in your particular mission field.
- Ask yourself, “What will I do **today** to move closer to this critical mass number?”

Networking

- Develop an invite card to pass out to people
- Personally contact local United Methodist pastors to build relationships and create ministry partners
- Meet local pastors from other denominations
- Meet/interview civic and governmental leaders
- Meet Funeral Home directors
- Meet Police and Fire Chiefs; volunteer as Chaplain
- Meet school administrators
- Hold neighborhood parties
- Conduct information meetings
- Join a gym for networking and for personal health
- Join Civic organizations for networking (*but do not take any leadership positions!!*)
- Hold at least two people gathering events each month (*be sure you have a ‘handoff’ for participants*) to share the church vision with anyone interested in joining the Launch Team
- Encourage launch team members to hold people gathering events for their sphere of influence
- Take pictures and video to record these early days of the church
- Preach at area churches to share your vision
- Begin developing content for your future discipling, leadership, and membership classes.

Small Group Plan

- Determine small group model to use, and write out the plan
- Select study material
- Select and train initial small group leaders
- Start small relational groups

- Start more small relational groups

Servant Evangelism Plan

- Learn about servant evangelism outreach at www.servantevangelism.com.
- Plan and conduct first servant evangelism project that fits your mission field and target audience (*be sure you have a 'handoff' for participants*)
- Evaluate project
- Plan second project
- Plan at least one servant evangelism project each month (*be sure you have a 'handoff' for participants*)
- Encourage small groups to conduct servant evangelism projects

Administration

- Introduce tithing to team members, with the expectation that Launch Team will set the example for tithing with the new congregation.
- Invite team members to tithe or to set a date by which team members will become tithers
- Have offering envelopes printed and begin to use with your growing Launch Team
- Obtain an on-line or electronic method for your Launch Team to give

Ministry Teams and Staff

- Identify list of desired ministries and ministry teams
- Identify basic processes for each ministry team
- Choose team leaders (*after much prayer and discernment*)
- Rank potential staff positions based on your church planting strategy
- Determine likely number of part-time staff to be added
- Determine if interns are available
- Identify initial positions to fill and determine hiring timeline
- Discover process for getting criminal background checks for volunteers to work with children and teens. Your Conference office may be able to assist with this.

Marketing

- Determine marketing strategy that fits your mission field and primary target audience.
- Determine the distinctive ministry of the new church.
- Design and order marketing giveaways (T-shirts, cups, window stickers, etc.)
- Design and order business cards, note cards, letterhead
- Design and order yard signs, yard banners, etc.
- Design and order flyers for high visibility/foot traffic areas
- Design and order door flyers
- Is your mission field filled with "neighborhoods" or "subdivisions"? If so, develop a list of local Home Owner Associations, obtain contact information, contact each, obtain schedule of their events, purchase "ad" in their newsletter (print or electronic) or website, and hold multiple Launch Team prayer walks through these neighborhoods
- Design a "www.surveymonkey.com" follow up evaluation after outreach events

Information Meetings

- Continue to hold regular information meetings and sharing the vision of this new church

Worship

- Begin to clarify the worship style needed to fruitfully reach your mission field (*test this in your preview worship & elbow events*)
- Define music style, leadership style, format, preaching style (*test this in your preview worship & elbow events*)
- Secure worship leader
- Develop band/music team, and begin practicing regularly
- Identify location for public worship; have the rental agreement/lease reviewed by your District. With that permission, sign the lease. In many Conferences, the District will actually have to sign the lease (*and any other legal documents the first few years*) because your new church has not yet held its Constituting Conference.
- Confirm/obtain liability insurance limits, including corporate and personal. Send copies of such confirmation to the District office.
- If you plan to project words of music on a screen, obtain a church copyright license from www.ccli.com.
- If you plan to project video clips of movies in worship, obtain a license from Christian Video Licensing International (CVLI)
- Personally, begin to decide on your first sermon series. Get a theme and start brainstorming ideas. Also think about the series you would like to do for the first few months.
- Set launch date when you see objective evidence that you will have the necessary critical mass of people not only on launch day, but four weeks after launch. Jim Griffith writes, “we are seeing more and more that “volume” of people is what should determine launch, NOT just the calendar.”

Equipment

- Assess equipment needs
- Research and order needed equipment (*check with other planters for sources, and lists*) Instruments, projection screen and computer, sound system, trailer, platform decorations, etc.
- Research and order needed chairs, banners, tables, directional signs, ministry signs, hospitality signs, etc.
- Determine storage system (trailer, box truck, or on site?)
- Prepare shelves and tubs for organization
- Research and order needed equipment for nursery

Discipleship Process

- Firm up discipleship process (*test and use with core Launch Team*)
- Develop new member orientation process

3 Months prior to Worship Launch

Personal

- Pray and Fast weekly
- Continue to develop your personal prayer life and Bible study
- Keep your intercessory team informed and updated
- Keep your prayer team updated
- Remember (and practice) the Sabbath

- Maintain good exercise discipline
- Review and revise your initial Benchmarks you proposed at your “pre-moving day strategy session” in cooperation with your coach and Conference Minister of New Church Starts •
- Ask yourself, “What will I do **today** to let people know we are planting a church?”

Connect

- In mother/daughter, extension campus, or satellite strategies - maintain regular contact with mother church for support, prayers, and encouragement
- Stay in regular contact with your coach. (either weekly or month as pre-arranged)
- Stay in regular contact (email bullet list every two weeks) with your Conference Minister of New Church Starts and your District Superintendent - it is never a good idea to surprise your District Superintendent
- Until your church is ready for its Constituting Conference (§259), your District Superintendent and Conference Minister of New Church Starts will fulfill the role of your Church Council, Trustees, Finance Committee and Staff-Pastor Parish Relations Committees. Continue regular strategy review sessions with them (perhaps quarterly at first) for reporting and approval of major issues.

Networking

- Review your networking strategy and its level of fruitfulness.
- Revise and improve your networking strategy.
- Continue networking and meeting new people.

Marketing

- • Review marketing strategy based on what you have learned about the mission field and your target audience.
- If using direct mail piece, have it designed and approved by the Post Office or bulk mail processing company.
- Work with Post Office or bulk mail company to determine timing of how bulk mail is delivered
- Chart your time frame for design, printing and mailing so that direct mail reaches the households 10-14 days prior to launch
- Order giveaways
- Press releases to local newspapers
- Posters in windows of area businesses, community bulletin boards, etc.
- Approach athletic teams, restaurants, coffee houses, etc.
- Newspaper ads
- Design final marketing push
- Determine what printed or electronic resources you need to put in the hands of your Launch Team for their final push to invite family, friends, neighbors, co-workers to the Launch worship
- Determine which marketing strategies will be most effective in your mission field - newspaper, billboard, flyers, window stickers, yard signs, mass saturation mailings, radio, internet - design, order, implement on a timely basis

Signage

- Determine, design for indoor and outdoor signage/banners Remember that only two things are needed on the signs: name of church and website address. The print must be large enough that someone driving past at 35 miles an hour will be able to read the sign.

- Order large outdoor banner for front of building
- Information flyer to include inside Launch worship bulletin
- Design Welcome, Hospitality or Guest Services Center Order banner for booth six weeks in advance
- Order invitations to a Newcomers reception 3 to 4 weeks after the Launch
- Order invitation to a Membership Class 6 to 10 weeks after the Launch
- Order guests brochure and connect card
- Order giveaways to pass out during Launch worship
- Print nametags for workers
- Make up facility map

Preview Services

- Hold monthly preview worship services (in almost every case this will be at your future Launch site)
- Train each team on excellence
- Video each team at work
- Evaluate preview services
- Encourage launch team to invite their family and friends
- Finalize launch date
- Prepare for launch and launch season

Children's Ministry

- Print children's ministry forms (application, accident report, activity consent, medical authorization, etc)
- Develop registration system and Safe Sanctuaries child safety protocols
- Print name tags for staff
- Purchase children's curriculum
- Design informational flyer for parents
- Prepare registration tables
- Order department banners six weeks in advance
- Prepare display with connect cards, letter introducing the curriculum, visitor brochures, registration lists, nametags, etc.

Ministry Teams

- Develop and train Hospitality Team
- Develop and train Children's workers
- Develop and train Nursery workers
- Conduct background checks on all Children's and Nursery workers
- Develop and train Set-up and Tear-down teams

Finances

- • Continue to introduce tithing to team members, with the expectation that Launch Team will set the example for tithing with the new congregation, inviting team members to tithe or to set a date by which team members will become tithers.
- Follow through on initial contacts with family and friends for "virtue" capital
- Follow through with earlier invitations for the District to ask congregations to have a "baby shower" for the new church, in response to the detailed supply and equipment lists you have developed

Worship

- Prepare for the first public worship service (*Launch Sunday*)
- Prepare first sermon series, including bulletin covers, power point slides, video, platform decorations on theme, music, countdown clock
- Prepare a message that explains the vision and mission of the church in a winsome and invitational way
- Either start first series, or announce first series to begin next week
- Prepare second sermon series as a hand-off

Discipleship Process

- Develop new Christian class
- Develop basic membership class
- Develop basic spiritual growth class

Final Preparation

- Hold two practice services setting up everything and going through the entire service
- Plan a pre-launch party for volunteers the day before launch

Launch Meal

- Provide a catered meal for all who attend the launch worship service
- Have sign-up sheets and displays for small groups and other opportunities for people to get involved
- Plan fun activities for the children during the meal (inflatable slides, carnival games, clown, etc.)

Follow-up

- Evaluate launch
- Implement follow-up strategy
- Plan for repeated Launch Seasons during the first year

Sources:

Planter Check List, by Kevin Kloster, Lead Pastor, Faith United Methodist Church

The Year Leading Up To Your Launch, by ARC (Association of Related Churches) www.arcchurches.com
www.umnewchurch.com