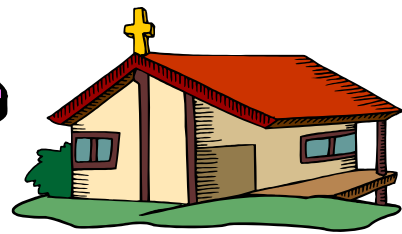
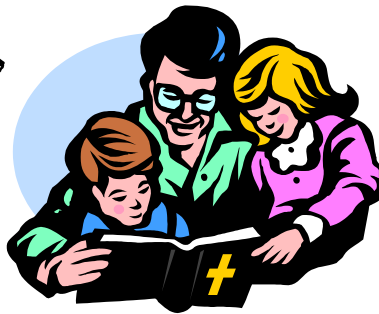


# A CHURCH PLANTING MANUAL

*A SUMMARY OF  
"THE MISSION PLANTERS TOOLKIT"*

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# Why Start Churches?

## **The harvest is plentiful**

Matthew 9:35-38: *“Do you say, ‘Four months more and then the harvest’? I tell you, open your eyes and look at the fields! They are ripe for harvest.”*

## **The harvest is diverse**

Matthew 28:18-20: *“Then Jesus came to them and said ‘All authority in heaven and on earth has been given to me. Therefore go and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, and teaching them to obey everything I have commanded you. And surely I am with you always, to the very end of the earth.”*

## **Church planting is the work of Jesus.**

Matthew 16:18 — *“And I tell you that you are Peter, and on this rock I will build my church, and the gates of Hades will not overcome it.”*

### **1. The nature of the church**

- Effective disciple making requires that the members of the body of Christ work together, using their gifts to bring people into a personal relationship with Christ, and then training them to obediently follow their new Lord. The best context for this process of making disciples is the church—the local body of believers.
- Consider, for example, the apple tree. We normally consider the fruit of the apple tree to be the apple, but that is only part of the picture. The apple is merely a package of seeds intended to produce the ultimate fruit—more apple trees. The body of Christ is like the apple tree—producing individual disciples and more congregations.

### **2. The historical record**

- Christianity has always expanded through the multiplication of churches. The book of Acts records how the boundaries of the Christian faith were pushed to the uttermost parts of the world through the multiplication of new churches. To this day, throughout every generation, Christianity has extended to new areas and new peoples via the multiplication of new churches. You and I are Christians today because those who preceded us faithfully reproduced their churches through church planting!

### **3. The world realities**

- The reality of a growing population requires the multiplication of new churches. World population has exceeded the five billion mark and is climbing rapidly. It is estimated that by the year 2000, somewhere between six and seven billion people will inhabit this planet.
- There are thousands of different people groups that need to be reached through cross-cultural church planting.
- In the United States, 70 percent of the population has no meaningful church connection.

### **4. The vitality of new churches**

- New churches have a kind of life and vitality attractive to the unchurched person.
- Peter Wagner states emphatically “church planting is the most effective means of evangelism”.

## Values of healthy churches

Healthy churches reproduce. They are led by pastors who have a vision for the harvest and a heart for the kingdom.

Ask God for discernment into key fears, concerns, and issues that need to be addressed.

Pray for kingdom values like compassion for the lost, a spirit of generosity and confidence in his ability.

Ask God for wisdom as your church prepares to become a parent church.

1. **Compassion for the unchurched.** Cares enough about lost people that significant amounts of time, energy and resources are invested to reach them.
2. **Culturally relevant style.** Utilizes a style of ministry that attracts seekers and addresses their needs.
3. **Great Commission orientation.** Sees ministry potential in terms of the number of people who still need to be reached, not the limitations of facilities and/or finances. Committed to make disciples and multiply congregations at all costs.
4. **Developing and releasing leaders.** Actively seeks to spot, train and/or mentor potential planters; encourages giving away the best leaders to start new churches.
5. **Confidence in God's ability.** Makes bold plans for the future, recognizing that our faith rests in God's resources and not our own.
6. **Kingdom perspective.** Encouraging new churches to start nearby even if it takes away from the local ministry. Views the total harvest to be most important.
7. **Generosity.** Healthy churches will give people and financial resources freely to help get new churches started.

**There is one primary reason why churches do not become parent churches: FEAR!** Resistance comes from either fear of loss of control, and/or fear of vulnerability.

2. **Pastor's fears**—When pastors resist the idea of parenting a new church, what fears may be at the center of their resistance?
  - a. Fear of vulnerability
  - b. Don't know how
  - c. Possibility of failure
  - d. Might damage the parent church
  - e. Busy with other issues
  - f. It's never quite the right time
  - g. Loss of prestige
  - h. Loss of salary
  - i. Loss of opportunities
  - j. Loss of key leaders
  - k. Threatened by the new church taking wanted members

**Yes, parenting new churches costs something, but it's worth it.**

### 3. Congregational fears

- a. Loss of security
- b. Loss of safety
- c. Loss of comfort
- d. Loss of friends
- e. Fear of costs

**It is normal for a church to grow and reproduce, unless either it is sick or it is selfish.**

### Steps to develop vision

1. Ask God to prepare your heart and open your eyes.
2. Study the Scriptures to develop an understanding of the heart of God and how he has worked through history.
3. Expose yourself and your people to needs and opportunities.
4. Understand the context of your church and community.
5. Involve people and key leaders in the prayer and planning process.
6. Review your core values and ministry principles.
7. Take time to ask God for a specific vision and prayerfully discern his guidance. Consider fasting as the Lord leads you.
8. Develop and evaluate future possibilities.
9. Begin to write a vision statement.
10. Cultivate prayer support at every level.

**Take appropriate steps to cultivate a vision for parenting new congregations.**

- a. Every pastor should be committed to personal prayer for the parenting process.
- b. Every pastor should be committed to mobilizing intercession teams for focused prayer.
- c. Prayer for the parenting process should be a part of small group meetings and public services.
- d. If Jesus is the one who builds his church, then let's seek Jesus to see what he would have us do to multiply churches.

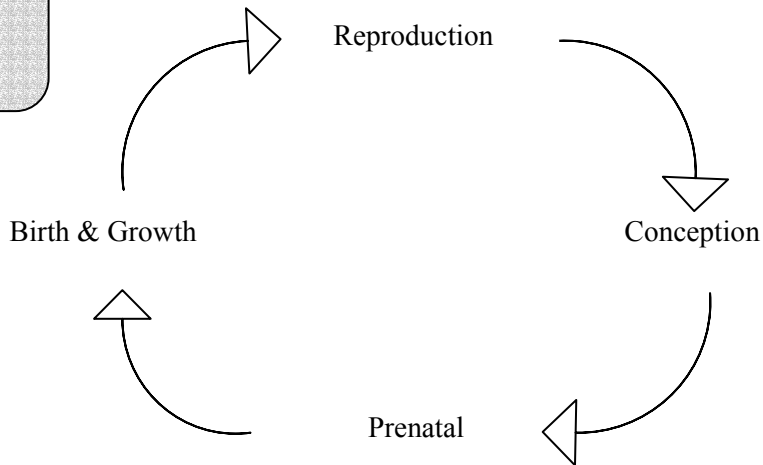
# Understanding the Church Planting Process

From a parent church perspective, it is important to understand the whole process, including what the new church is going through at each phase of development.

## Lifecycle Model

The lifecycle concept is a way of understanding the dynamics of starting a new church. From the church planter's perspective it starts at conception. Parent churches start with the reproduction phase.

**Role of parent church during reproduction phase:**  
Cultivate vision and commitment.



**Order a Demographic Study from the District Office**

Someone from the District staff is available to help interpret the data and assist in determining the best place to start a mission.

### Reproduction Phase:

1. Gain support of opinion leaders
2. Cultivate congregational commitment
3. Mobilize the church planter
4. Select appropriate target community
5. Determine parenting methods and resources
6. Develop a gathering strategy
7. Prepare for release and recovery

***Parent church role  
during conception  
phase:***

Lead in planter  
selection and approval  
of planting proposal.

### **Conception Phase:**

The conception phase refers to everything that needs to be accomplished before actually beginning the process of starting a new church. About 70% of the fatal mistakes made in church planting occur during the conception and prenatal phases.

1. Planter assessment completed
  - a. Assessment centers
  - b. Behavioral interview
2. Planting proposal approved
  - a. It's not fair to put people into the harvest if they are not equipped to do the job.
  - b. It's not good stewardship to invest in someone who is not qualified.
3. Prayer strategy begun for new church
  - a. Mobilize a prayer team
  - b. Communicate regularly

### **Prenatal Phase:**

Healthy churches, like healthy babies, require a developmental period before birth. Essential systems must be functioning before a healthy child can be born. Churches are no different. The prenatal phase refers to what must be accomplished before the first public worship service, implementing the plans established during the conception phase.

1. Evangelism strategy implemented
2. Core group gathered
3. Agenda harmony confirmed
4. Multiple cell groups developed
5. Ministry systems prepared
6. Follow-up action plans established
7. Preparations for public worship completed

***Parent church role  
during prenatal phase:***  
Guide and give.

***Parent church role during birth and growth phase:***  
Get out of the way.

**Avoid the three biggest mistakes parent churches make:**

1. Moving ahead with plans before congregational ownership.
2. Poor church planter selection and lack of a clear proposal.
3. Inability to release control of the new church.

## **Birth and Growth Phase:**

If the proper foundation has been laid during conception and prenatal phases, you will enjoy the challenges of growing a healthy church. The birth and growth phase focuses on the essential ministry systems that help a church fulfill the Great Commission and the Great Commandment.

1. Worship celebration developed
2. Cell group network expanded
3. Leaders empowered and equipped
4. Target and age group ministries implemented
5. Evangelism effectiveness increased
6. Newcomers assimilated and mobilized
7. Planning and refocusing process established

### **Key Insights:**

1. **The parent church role decreases from conception to birth**
2. **Get agreements and understandings in writing before final approval of church planter and proposal.**
3. **Church planters need empowerment through coaching relationships.**  
It's usually best if not done by the mother church. Use another missionary or district exec.



# Gaining Support and Congregational Commitment

## 1. Identify movers and blockers.

- a. Who gets things accomplished?
- b. Who stops or slows down progress?

## 2. Anticipate possible responses to the church planting vision.

## 3. Carefully plan the dialog process.

## 4. Listen to your key leaders to discern values.

Here are some core values that inhibit a vision for parenting:

- Fear rather than faith
- Safety rather than sacrifice
- Complacency rather than compassion
- Isolation rather than involvement
- Laziness rather than leadership

## 5. Help people through transitions.

- a. Think about who is losing what.
- b. Accept the reality and importance of subjective losses.
- c. Don't be surprised at overreaction.
- d. Give people information repeatedly.
- e. Acknowledge the losses openly and sympathetically.
- f. Expect and accept the signs of grieving.
- g. Show how the endings ensure the continuity of what really matters.

### Ask the following:

- What objections is he or she likely to have?
- What values can be affirmed?
- What values need to be challenged?
- What information does he or she need?
- What are the next steps I need to take?

## Key questions:

1. Who are the key leaders in your church?
2. How do the varying levels of commitment impact your ability to parent churches?
3. What are the core values that are blockages in your church?
4. What action steps can be taken to gain commitment?
5. What opportunities do you see right now and how will you proceed?

## Think About This

- 1. Goal-setting without goal ownership is merely dreaming.** The people who will help you implement your vision must embrace the vision as their own. So carefully plan how you will get your constituency to become committed to church planting.
- 2. Getting permission from the board may not be adequate to obtain congregational support.**
- 3. Waiting until everyone is committed means you will never parent a new church.**
- 4. It takes time to get ownership.** Communication and consistent prayer are needed. In your eagerness to get started, don't forget to get the people on board with you. Because most of us are so easily consumed by pressing day-to-day necessities, a vision needs to be shared repeatedly, in various ways, in order to be effective.

## Action steps

### 1. Recruit intercessors for focused prayer.

- The process of cultivating a shared vision is a spiritual battle. Therefore, mobilizing intercessors is absolutely imperative before beginning the communication process.
- Like digging out a weed, wrong values need be uprooted and replaced with biblical values.
- Make sure that you establish a two-way flow of communication with your intercessors. The intercessors can share any impressions they are receiving from God; you can communicate specific needs and answers throughout the process.
- Don't merely focus prayer against the wrong value, but pray for the right value as well. For example, pray for generosity as you pray against greed.

### 2. Cultivate compassion for the lost.

- Assess the level of discontent. Before productive planned change can occur, there needs to be a recognition that change is needed in the present situation. When people are dissatisfied with the present situation, they are open to change.
- Compassion for the lost is absolutely necessary. No other motivation is strong enough to parent new churches!
- By cultivating compassion, you will be creating a holy discontent that is the foundation for developing commitment to church parenting.

### **3. Practice principles for effective communication of vision.**

- a. Live out the vision personally.
- b. Use a variety of settings to communicate.
- c. Speak with heartfelt enthusiasm. Be positive.
- d. Speak with personal conviction.
- e. Appeal to common values and beliefs.
- f. Tell stories to make the vision and values come alive.

### **4. Develop creative ways to consistently cultivate vision.**

- a. Meet personally with every opinion leader in your church.
- b. Mobilize a church planting taskforce.
- c. Demonstrate the need for new churches through research.
- d. Identify churches that have successfully parented and learn from them.
- e. Interview successful church planters.
- f. Use appropriate resources to help you cast vision.
- g. Sermon series—preach the values that lead to parenting, not just a three-week series.
- h. Get the children involved through various activities that illustrate the need for new churches.
- i. Get your artists involved through posters, multi-media, or a video walk of the community.
- j. If missions-focused, host a local missions conference.
- k. Get your small groups to study themes related to the parenting process and vision.
- l. Lamaze classes –orientation on church parenting.
- m. Brainstorming –“Can we?” questions. After extensive work on “Can we?” questions, you can categorize, prioritize, set goals and develop action plans.
- n. Assuming there is only one “right solution” limits creativity. Brainstorming is the process of allowing a group of people to generate as many ideas as possible which contribute toward the solution.
- o. When you have generated a list of ideas, you will want to narrow the list to those items that are most helpful and important to your situation.
- p. By generating ideas through brainstorming, followed by a prioritization process, only the best ideas will surface and be embraced by the group. Brainstorming expands creativity; prioritization promotes selectively.

Ultimately, leaders intent on building shared visions must be willing to continually share their personal visions. They must also be prepared to ask, “Will you follow me?”

## How visions spread

1. Clear articulation of a shared vision.
2. Enthusiasm toward vision and the benefits.
3. Communication among others as people talk about the vision.
4. Beginning to pursue the vision draws people's attention and commitment to the vision.
5. There is a snowball effect which begins to happen as people begin to catch on to the vision.

### *Signs of congregational Ownership:*

1. Support of a majority of key leaders.
2. Interest and momentum is increasing in the congregation.
3. Compassion for the lost is deepening (validated by actions).
4. Involvement in prayer for lost people and new churches is growing.

## How visions die prematurely

1. **Lack of time and energy to focus.** When a church is overwhelmed by demands of the current situation, vision can begin to fade or seem irrelevant.
2. **Increasing diversity and polarization.** For every vision, there is an equal and opposite revision. If people are unable to allow this diversity to be expressed, polarization increases. Effective dialog and communication are necessary to develop a shared vision.
3. **Forgetting connectedness through relationships.** If there is great urgency to "sign up" for the new vision, people may not perceive that there is time to really talk and listen to one another.
4. **Organizational discouragement.** Within denominational structures there may be big goals without clear strategies to accomplish them. This results in discouragement.

## Church Parenting Methods

Healthy churches reproduce—but there's more than one way to parent a church. Let's look at seven successful church parenting models:

**Pioneering**—Commissioning a church planting team from the parent church to start a new congregation.

- ✓ Planter recruits core group.
- ✓ Daughter church will be somewhat different than mother church
- ✓ This approach good for mother churches that are not particularly healthy.

As you gain congregational commitment, you are now ready to begin the strategic planning process for parenting a healthy new church—one that will grow and reproduce.

**Branching**—Hiving off a core group from the parent church

- / Only healthy mother churches should use this approach.
- / Core group from mother church starts new church.
- / The planter and the core group must become involved in significant evangelistic activity before the new church begins public worship.

**Parenting**—Cooperating with one or more congregations or the District to start a new church.

- / Partnering congregations and district help fund the project.
- / Smaller/weaker churches can be mobilized.
- / This kind of cooperation often collapses vision and decreases ownership.
- / Different philosophies, expectations and styles can hinder the church for years to come.

**Supporting**—Provide finances, resources and prayer support for a new church with primary leadership and direction coming from another source (District or mission society).

**Restarting**—When declining or dysfunctional churches completely change leadership and restart at the same time.

**Unplanned Parenthood**—When God allows two churches to survive and grow out of a church split.

**Death with Dignity**—When declining churches close and release their assets in new church development.

#### **Almost Any Church Can Parent**

- / Smaller churches can start new churches.
- / Young churches can become parent churches.
- / Churches without facilities can parent new churches.
- / Regular healthy churches parent more easily than “superstar” churches, because they are able to focus on parenting and not get distracted by other things.
- / Networking in a circuit or through a mission society are effective ways to facilitate church multiplication.

#### **What Method(s) to Use?**

- a. Parent church preference—also consider planter needs.
- b. Some need branching, not pioneering model.
- c. Size and health of parent church.
- d. Ministry focus  
group and need

## Determining the Costs

### 1. How much will it cost?

- a. To what degree will the parent church participate in funding?
  - Start-up costs
  - Planter support
  - New church subsidy
  - Property and facilities
- b. Long-term financial subsidies inhibit the health and viability of the new church. Short-term is best. Get agreements in writing with a predetermined schedule of decreasing support. Never more than three years; 18-24 months is a better time-frame.
- c. Method of planting used must not be dependent on outside funds. Let the new church be “of the people.”
- d. Two sets of budgets required. One for the parent church and one for the new church.

### 2. Where will we find the resources?

- a. Parent church funds
  - Tithes and offerings
  - Staff budget (don't replace for a year)
  - Special funds
  - Mission fund
  - Sell unused property or other assets
- b. District/Synod support (including other churches)
- c. Donor support
  - Individuals, foundations, major donors
  - Require planter to raise a matching amount?
- d. Bi-vocational
  - Planter and/or spouse
  - Best when ministry enhancing

**Seven steps for Fund-raising:**

1. Identify potential donors.
2. Make personal contact.
3. Share the vision.
4. Ask for financial support.
5. Thank the potential donor.
6. Immediate follow-up is important.
7. Maintain regular contact with donors.

**3. Understanding why people give.**

- a. People give because they have a personal relationship with the person who asks for the gift.
- b. People give because they believe in the cause. They want to invest in ministry. Every ministry needs a well-defined statement of mission.
- c. People give because of the content of the communication –they are approached with a good presentation.
- d. People give because of the method of the communication –the more personal it is, the more successful it will be.

**4. God blesses our sacrifice.**

- a. Luke 6:38 –“Give, and it will be given to you. A good measure, pressed down, shaken together and running over, will be poured into your lap. For with the measure you use, it will be measured to you.”
- b. You cannot out-give God.
- c. You cannot lose what you choose to give away.

## Cross-Cultural Issues

1. **The ethnic population will continue to grow rapidly**, both from immigration and high birth rates. The need for ethnic congregations is already huge –and will continue to increase.
2. **Different cultural groups assimilate into the dominant culture at varying rates and degrees.** For example, Dr. Jainie Prieto observes that Filipino immigrants go through the following transitions:
  - a. 1st generation –Filipino Filipino
  - b. 2nd generation –Filipino American
  - c. 3rd generation –American Filipino
  - d. 4th generation –American
3. **If we are going to reach the cities of America, different types of churches are needed among the various people groups in those cities.**

### Several Models of cross-cultural church planting:

**Model 1 –Department.** Meets within an existing congregation (more like a Sunday School class or Bible study). The power remains with the dominant culture group.

**Model 2— Semi-autonomous church, same location.** Has most of the functions of a church; meets in **the** same building as the parent church. Coordinating council sometimes resolves facility and financial issues.

**Model 3— New church, different location.** The new church is independent from the parent church and functions without outside control.

**Model 4— Satellite church.** One church with multiple ethnic congregations that meet in different locations.

**Model 5—Multi-ethnic church.** One church with multiple ethnic congregations that share the same facilities.

**Which model is most appropriate for your context?**

#### Good Resource:

*“Cross-Cultural Training Manual,”* by Ken Behnken, CPH.



## Universal principles

### 1. Principle #1—Find indigenous leaders

- a. The parent church must import someone close to the culture they intend to reach.
- b. It is quicker, with better short-term results, to take someone from the parent church (same culture as the parent church, different than the target group) and start a church; but it will not grow and will not cause a “people movement.” The only way to get a people movement is by providing leadership “of the people.”

### 2. Principle #2—Be flexible

- a. See people as people.
- b. Find out what their needs are.
- c. Flexibility needed in strategy.
- d. Willingness to work with complexity.
- e. Flexibility in what the ultimate goal is going to be.
  - e. Paradigm of what the church is: single cell or multi-cell?

### 3. Principle #3— Don’t try to control

- a. The problem of paternalistic and myopic attitudes
- b. The assumption that the new church will behave like the dominant culture
- c. Financial subsidy controls
- d. Relationships, trust and communication are very important

#### Final Church Planting Challenge:

Keep doing it until Jesus comes. Then you’ll hear Him say,  
*“Well done, good and faithful servants.”*

# NOTES