Thank you!

One of the greatest strengths of this handbook is the number of Antioch family members who contributed to make it happen. This handbook wouldn’t be what it is without all of you, and especially without the broader Antioch Movement which inspired us to write it. My prayer is that this handbook helps Antioch prepare and launch church planters better than ever before, and that you as a church planter feel confidently equipped for your calling. Blessings as you embark on an amazing journey!

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FORWARD

In 1989 Jimmy and Laura Seibert began a discipleship training school. Training school outreaches led to the first of Antioch’s church plants in Siberia, with more church planting to follow in Europe, Asia, the Middle East and Africa. Early on, God spoke that Antioch would be a people with a passion for Jesus and His purposes in the earth, summarized in Jesus’ words in Matthew 24:14: “This gospel of the kingdom shall be preached in the whole world as a testimony to all the nations, and then the end will come.” This great passion and purpose began motivating waves of young people to move overseas and begin ministering to the unreached.

After 10 years of church planting and international outreach through discipleship training schools, Antioch began feeling called to plant churches in the United States. Acts 1:8 makes it clear that the church is called, not only to the uttermost parts of the earth, but to cities, regions and places nearby. Not only did Siberia need the gospel, but the United States as well. So in 1999, Antioch planted its first stateside church in Boston, Massachusetts. Sean and Laura Richmond led this initial church planting team, and are still leading and serving in Boston today.

Years later, Antioch now has a network of churches around the United States. Not only are these churches reaching the lost in our country, but God has also spoken to us that they are to be hubs for reaching and sending more people to the nations. Antioch churches are committed to living out the values of the kingdom. We hear and obey, doing the things that Jesus spoke and acting on the words we read in Scripture. This culture of biblical living can be summarized as Encountering God, Life-on-Life Discipleship and living on Mission together, three core ministry values we’ll talk a lot about later in this handbook.

Throughout our history, Isaiah 54:2-3 has been a guiding prophetic word for us: “enlarge the place of your tent, stretch your tent curtains wide, do not hold back; lengthen your cords, strengthen your stakes. For you will spread out to the right and to the left; your descendants will dispossess nations and settle in their desolate cities.” God has used this scripture to confirm that we will continue to enlarge our reach, planting in new cities and nations and establishing His kingdom on the earth.

Our U.S. churches play a vital role in the Kingdom and in Antioch. We are excited that you’re considering becoming a part of this purpose. If you have any questions about the contents or purpose of this handbook, please reach out to us. We look forward to walking with you on your journey!

In Him,  
The Antioch U.S. Network Office
HOW TO USE THIS HANDBOOK

Interested in planting a U.S. church? This handbook is for you.

Antioch has been planting churches globally for over 25 years. Since 2015, we have been developing a training model specifically designed for U.S. church planters. This model focuses primarily on *experiential learning* through ministry internships, job shadowing or other experiential opportunities. Additional training happens in the classroom where prospective church planters like you can learn and discuss important ideas about church planting.

At the end of your training time and before launching, you’ll be asked to present a “Church Planting Prospectus.” Prospectuses are standard requirements for most larger church planting organizations, and many examples can be found by searching online. The prospectus is the capstone project for your training and is the best way for Antioch leadership to approve a new church before it launches.

**Church Planting Prospectus**

A prospectus is like the business plan for a new company, or the manifesto of a new organization. The prospectus describes and brings to life the vision of the church. It should inspire readers to see and believe that the church is ready to launch! Writing the prospectus gives church planters the opportunity to put everything they’ve learned through class times and experiences into a final product. The prospectus is something to be proud of, and something to reference many times in the future of your church.

This handbook is designed to be the guide for those working on a prospectus. It explains the best strategies and ideas we’ve learned on topics which should be addressed. Some of these topics will be addressed in classroom conversations, and others you’ll only find here. The handbook follows the same general flow that a prospectus should, based on Antioch’s “church building blocks.” There are three main building blocks we use for talking about church life: *Foundations, ministry,* and *support.*

*Foundations* refers to those things which set the foundation of a church. These are often intangible and are sometimes referred to as your church’s “DNA.” Before starting your ministry, setting strategies, or hiring staff, the foundation is already being laid. See the graphic below to see some important concepts which help create the foundations of your church.
Ministry is divided into two categories, related to strategy and staffing. Ministry is related to what you do, or how you minister, and the people who are involved.

Finally, support is everything else which needs to happen to allow your church life to be sustained and grow. Many of these “behind the scenes” support systems are crucial to your church’s flourishing.

Before everything else, we know that Jesus is the Head of our churches as declared in Colossians 1:17-18. Under his leadership the foundations are formed. The foundations should determine the way we do ministry, and our ministry should determine the support we need. Arrows flow down in the graphic, showing how areas listed on top influence areas listed below them.

These blocks help church leaders understand the life of their churches. Leaders can use the blocks to help identify areas which are hindering growth. Once those areas have been identified, we can see how they all work together and what needs to happen to remedy the situation and bring new life.

Since these building blocks are a fundamental part of the language we use when talking about church life, they are also the way we’ve structured our training. Your classroom experiences, this handbook and your prospectus all reflect this fundamental concept. To make this handbook flow clearly, we’ve split it into six
different chapters. The six chapters coordinate with the three building blocks. See the graphic below to see the titles of each chapter in this handbook and how they relate to the concept of building blocks:

We’ve also included reflection questions at the end of each chapter. We encourage you to read, reflect and discuss these ideas with someone else. Then use the Prospectus Template at the back of this handbook as a guide to help you write your prospectus as you go.

This handbook is designed for senior leaders, as a part of our U.S. church planting training. However, we share this book with anyone! If you know someone who would benefit from using this handbook, feel free to pass it on. This is our gift to anyone who is interested. We hope it’s a blessing and inspires you to take some steps forward in your church planting journey.
PART ONE:

PREPARATION

“Whoever aspires to be an overseer desires a noble task.” - 1 Timothy 3:1

We believe the church is the hope of the world! Not the church as a building, or a brand – but the church as the people of God. When the people of God are living according to His will, they become an unstoppable force for change. By building healthy communities of disciples devoted to Jesus, churches become the greenhouse for this change to take place. Change that brings the Kingdom of God and redemption to the lost. What a noble task we’ve been given.

When Antioch plants new churches, the first thing needed is a leader to pave the way. Though we might have a nice location in mind, some attendees rallied or even a building, the church won’t make it without the right leadership. The leader is the “crux,” the crucial piece we can’t move forward without. You, if you’re considering planting a church, are that crucial piece.

In section one, we’ll discuss the season of “preparation” that happens before deciding to plant a new church. Since you are the crucial piece at this stage in the journey, the season of preparation is largely about you. The goal of section one is to help you evaluate your readiness as a leader and to develop a growth plan which will help you prepare. The growth plan focuses on four areas of life and ministry leadership:

1. **Character:** The quality of your personal character, the integrity with which you’ve internalized kingdom values, which will pervade everything you do and determine the culture you create in your church.
2. **Antioch’s Calling:** The doctrine, beliefs and few distinctive qualities which all Antioch churches adhere to.

3. **Your Calling:** The sense of guidance you feel by the Voice and Word of God, with affirmation from important people around you.

4. **Experience:** The diversity of experiences you’ll need and skills developed to be prepared for church leadership.

We suggest reading this section and taking time to reflect after each area. Even better, do this part with a mentor or your spouse. By the end of the four areas, you should have a personal growth plan to help you continue to grow and move forward. Once that growth plan is in place, you can move on to part two, which is about establishing the vision and foundation for your church.

**Character**

“The thing that changes a person’s life and makes a church come alive is not agreeing with basic values – it’s living them.” – Jimmy Seibert, Passion and Purpose

Many Christians in the world today agree with the basic values of evangelical Christianity, but it’s our ability to internalize these values that sets us apart. We measure character by how deeply we’ve internalized kingdom values. And as a senior leader, you are the greatest influencer in setting the character standard for your church. The values you live by personally will become the standards by which the other leaders and members of your church will live as well.

Before planting a church, evaluate your own life as a disciple: Am I growing in the values Jesus taught? Am I seeing the fruit of them in my life and relationships? Could I confidently say, as Paul said to his followers, “Follow my example, as I follow the example of Christ”? (1 Cor. 11:1).

At Antioch, these are the kinds of leaders we look for. Other factors are important, but character comes first. We look for the fruit of the Holy Spirit to be manifest in their personal lives, relationships, families and communities. One of the ways we define these standards is by our Antioch core values.

**The Core Values**

Years ago, Antioch leaders set out to clarify the core values of our movement. That process led to a list of twenty values, organized into three categories: Loving God, Loving Each Other and Reaching Out:

**Love God**

- We love God through daily Devotion (Matthew 22:36-38)
We love God by committing to the truth of His Word (2 Timothy 3:16-17)
We love God by being filled with the power of the Holy Spirit (John 16:7-15, Acts 2:1-12)
We love God by choosing Obedience, even when it hurts (Luke 6:46-49)
We love God by walking in Holiness (1 Thessalonians 4:1-12)
We love God by persevering in Prayer (Luke 18:1-8)
We love God by honoring Him with our Finances (Luke 12:13-34)

Love Each other
We love others by establishing Family as our first priority (Ephesians 5:21-6:4)
We love others by Honoring people in our words and actions (Romans 12:9-21)
We love others by choosing Humility, Him and them above ourselves (Philippians 2:1-11)
We love others by committing to a Relational Culture (1 John 3:11-20)
We love others by living Authentic lives (Luke 18:9-14)
We love others by always Forgiving (Matthew 18:21-35)
We love others by keeping a Teachable heart (Proverbs 9:1-18)

Reach Out
We love the world by committing to life-on-life Discipleship (Matthew 28:18-20)
We love the world through Evangelism (2 Corinthians 5:14-21)
We love the world by committing to the Local Church (Hebrews 10:23-25)
We love the world by caring for the Poor (Luke 10:25-37)
We love the world by embracing Diversity (Ephesians 2:11-22)
We love the world by blessing the larger Body of Christ (1 Corinthians 12:12-30)

Evaluate
Which 3-5 do you feel are the strongest in your life? What 3-5 areas do you feel you need the most growth in? Discuss this with a mentor or friend. Before reading on, identify a few values you’d like to grow in personally, and create clear action steps to help you do so.

Antioch Calling
As a movement, there are a few things which distinguish our calling from other churches and movements. While our churches are diverse in many ways, these are the things which hold us together as one family. Our calling is manifest in four areas: Doctrine, ministry philosophy, leadership and church planting. These four things are what make you feel at home, no matter what Antioch church you’re in. Churches planted within the Antioch movement should reflect these same unique qualities.
1. **Doctrine and Beliefs**

*Doctrine* are truths that we have chosen to assume are true, based on our understanding of Scripture. We *believe* that doctrine is to be applied in a specific way to our lives. Therefore, our doctrine determines our beliefs. The *values* we listed earlier is what happens when we live out that doctrine.

For example, doctrine says, “all Scripture is final authority.” Beliefs say, “all scripture is final authority, therefore my life will be submitted to its commands.” Our complete doctrinal statement can be found in an appendix at the end of this handbook, and addresses these core topics: The Bible, The Godhead (Father, Son and Holy Spirit), Man and Salvation, The Lord’s Commands, The Family and The Church.

Take time to study Antioch’s doctrinal statement. Look up the scripture references. Ask yourself questions like: Do I completely agree with these truths? If you have questions, discuss them with a mentor or pastor. Antioch pastors should be able to clearly and biblically articulate each one of these doctrinal points. Choose a few you’d like to understand better and find a resource (like a book, sermon series or commentaries) you can read to help you grow.

2. **Ministry Philosophy**

Antioch’s ministry philosophy is defined by our three “core ministry values“: Encountering God, Life-on-Life Discipleship and Missions through the Local Church. The activities of each church should be centered around growing *deeper* and *wider* in these three values.

**Encountering God** references our value for helping individuals come face to face with Jesus. Whether this be through Sunday services, personal evangelism, prayer ministry or personal devotional times, we believe that this is what people truly need. They need to encounter Jesus, the Father and the Holy Spirit. Not just once, but over and over again. We are committed to bringing people into those kinds of encounters however we can. We look for ways to get ourselves out of the way and get people into God’s presence.

**Discipleship** means life-on-life relationships, where individuals help each other grow closer to God. This can happen one-on-one, like in a marriage, mentorship or friendship, or in community oriented groups like Lifegroups or groups of two and three. We believe that lasting transformation happens when we do it in intentional, encouraging, challenging and accountable community environments. We look for ways to make this happen.

**Missions** references our commitment to reach out to the world around us. Our community-centered approach means that families and friends who live together
locally do mission together. Mission can be local, like doing local outreach or serving the community. Mission can also be global, and anything in between, which advances His Kingdom.

We use these three phrases because they are essential to what Antioch does. They all work together to accomplish the ministry we feel called to. Every church is using these all the time. Each church can always go another step deeper – leading their members into deeper encounters with God, maturity in discipleship and commitment to mission. Each church can also go wider, bringing more people into encounters with God, into discipleship relationships, and into a missional lifestyle.

How have each of these impacted you in your journey so far? Where have you seen this impact the lives of others? This philosophy is what makes Antioch unique. Study this philosophy and imagine how it will express itself through your church.

3. Leadership
Antioch is a movement of disciple-making-disciples who love and obey Jesus. This means that our leaders’ lives are directly reproduced in the lives of those they lead, and therefore are held to the highest standards. Antioch senior leaders, and their teams, should display the Antioch values through their lives and demonstrate the ability to integrate those values into their decision-making. They should also lead through servant leadership, as Jesus modeled for the church: “True greatness, true leadership, is found in giving yourself in service to others, not in coaxing or inducing others to serve you.” (Spiritual Leadership, J. Oswald Sanders, pg. 13). Antioch senior pastors should desire to express Christ-like qualities in the way they live, lead and serve their church, and be continually seeking to become more like Him.
4. **Church Planting**

Antioch has a calling to be a disciple-making, reproducing church-planting movement. This is something the Lord has affirmed multiple times and in many ways. What this means for us is that each church should show an interest in multiplication. This multiplication can happen at different levels and sizes. Regardless of size and the speed of reproduction, we want to see that healthy people and churches are a value, and that reproducing these communities is part of a church’s vision.

If reproduction slows, stops, or is removed from the vision, it doesn’t automatically mean a church will need to close its doors or disaffiliate. It does mean that we may allow new churches to be started by other leaders in the same city, with a vision to keep reaching the people in that community.

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We celebrate the diversities of sizes, shapes and callings of churches in our network! We can celebrate this diversity and creativity because of the fixed points we share around doctrine, philosophy, leadership and church planting. These fixed points exist to bring a sense of family and unity. Take some time to review these three distinctives and ask yourself if you and your church will be able to adhere to these fixed points before you continue reading.

**Your Calling**

“While they were worshiping the Lord and fasting, the Holy Spirit said, ‘Set apart for me Barnabas and Saul for the work to which I have called them.’ So after they had fasted and prayed, they placed their hands on them and sent them off.” – Acts 13:2-3 (NIV)

At Antioch, we are clear that we’re called to be a church-planting movement. We know we will train, develop and send church-planting teams as long as we exist. But as much as we love planting churches, we don’t believe that every Christian is called to be a church-plant leader.

Church-planting is a unique calling. It involves unique challenges, and unique responsibilities. Upon consideration, some people might find that they do feel led to church-planting, but in a different role than as a senior leader. Or to ministry in some other context. Seeking guidance from the Lord through prayer, fasting and reflection will help you determine how he’s leading you, and what he is calling you to. This is an exciting time to test and find a deeper sense of calling for your life.
Seeking Guidance

Spend time praying and seeking God’s voice. Consider doing a ten to thirty-day journal. Pray, fast, or take a personal retreat during that time to set aside other cares and focus on hearing God. You might want to ask one to two other trusted friends or mentors to pray with you during this time.

Don’t be surprised if you find more questions than answers at first. Many of them might pertain to things like your gifting or abilities, which we will address later. Don’t worry about those questions right now. For now, all you want is to let God speak and to feel a sense of His guidance as you continue considering church-planting.

You may also spend time reflecting on the why behind your interest in church planting. What has awakened your interest or passion? What has God spoken about your future? How does it align with a future in church-planting? Ask questions like:

- What is church planting? How passionate do I feel about it? How has God spoken to me about it in the past?
- How is church planting different from other types of ministry? What sense of my calling is specific to church planting?
- What else have I felt called to in my life? How do these callings align?
- Who else will be affected by my decision to plant a church?
- What scriptures or specific words from God give me confidence that I am called?
- When am I most certain that I am called? When am I most uncertain, and why?
- Do I feel confident enough in my calling to continue in the assessment process?

Seeking as a Family

At Antioch, we hope that church-planting is a decision made not just by an individual, but by their whole family. Your spouse should feel empowered to be a critical part of this journey. Pray together and invite the Lord to speak to both of you. If you have kids old enough to play a part, discuss when to invite them in as well.

There’s no right way to discern your calling or answer all the questions you may be asking. Check out these stories of how other Antioch church planters came to determine their own sense of calling.

Fred Nelson – Antioch Houston

Fred Nelson is the lead pastor of Antioch Houston, which launched in 2013. “No one ever accused me of being a church planter,” Fred said, jokingly. “It wasn’t
something I was looking for. I fit my role at Antioch Waco well, and most people would have agreed with that.” At the time, Fred was leading Waco’s pastoral team, families ministry, and preaching frequently. His 15 years of ministry experience made him a valuable leader at Antioch Waco.

Then, in 2009, Fred received an unexpected word from the Lord. “Mark Speeter and Lexia Meek were waiting outside my door during a church-wide three-day fast, and felt like God had led them to pray for me.” During that prayer time, God spoke both church-planting, and Houston. But it was another full year before Fred felt anything more on the idea. And given that Fred was from Houston and not anxious to return, he was okay with that.

Over time, more words came, and the Nelsons prayed and sought counsel from close friends and leaders from around the movement. Slowly and consistently, God brought a vision into their hearts, to lead a new church in Houston which would bring something unique to the city. It was 2013, four years after the first word to go, when they finally hosted their first service: “This was God’s idea, God’s story, God initiated. It wasn’t my own. That’s liberating.”

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Zach Daniels – Antioch Dallas

“I was going to go to law school, but God spoke to me to teach school in the inner city in Waco instead. So, I did that while making disciples.” Zach Daniels is the current senior pastor at Antioch Dallas. After teaching in Waco, Zach and his wife Christina moved to Morocco. “I was working at Chili’s just to pay the bills, even though I had a master’s degree. I remember scraping out the inside of a trash dumpster during a 105-degree summer. But I was the pastor of that Chili’s.”

Zach and Christina returned to Dallas in 2009, working several odd jobs with a vision to serve at Antioch Dallas. Through his experience, Zach gained a key piece of his calling: “I can be a lawyer, business person, anything, and I can make disciples. It’s totally transferable. It doesn’t matter what I do.”

Later on, Zach was asked to take the role as lead pastor when Jordan Ogden and his wife Christy were called to Ann Arbor. By that time, Zach knew his commitment was to making disciples wherever he could. Leading Antioch Dallas became Zach’s next step in continuing to make disciples, however and wherever.

•••
Mark Speeter – Antioch Fullerton

“I was living a double-life in high school. I was an honor student and athlete, but living a wild life partying. I was in a car wreck where someone died, and I was at fault. I was totally lost, on the edge of committing suicide. That night, I opened a Bible and had a vision of heaven and hell. God told me that I was leading people into darkness, but he wanted me to lead people into life,” Mark shared. With a smile, he said, “All that to say, I felt early on that I wanted to give my life to God and to helping people find him.”

By the end of his senior year, Mark was seeing salvations at his high school, and having late-night phone calls counseling friends considering suicide. Once at Baylor, Mark found Antioch and attended his first World Mandate. “I had never heard of missions, but by the end of the week decided I wanted to move to Nepal,” he said. As I set my heart to move overseas, God spoke clearly to me that I was called to America, and from America would send church planters around the world. Over the course of eight years, God made it clear through a number of visions and words that we were called to plant and send from Orange County, California. God used every one of those eight years to shape me through service, community, and leadership opportunities.”

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We believe that each of us can receive guidance from the Lord by hearing his voice. Calling is the strongest kind of guidance – a sense that you can, must, should, and want to do something! It is crucial to have a clear calling to church-plant. Not only when you are starting up, but especially later as you cling, despite difficulty, to words God has spoken.

Experience

No one likes speed bumps. Speed bumps splash your morning coffee onto the sides of the cup holder. They turn parking lots into obstacle courses. Don’t lie – you know the most speed-bump free route on your way out of your local grocery store or Walmart.

Lacking experience is like hitting a speed bump. It hits you at the most inopportune time. It slows you down, and maybe even spills your coffee. After a few speed bumps, you wonder if there’s a better road to drive on.

In contrast, when you do have enough experience, you tend to see and maybe even avoid speed bumps ahead. You might move through them at a little faster pace. Whether you have experience or not, you’ll still hit them. But with the right kind of
ministry and leadership experiences under your belt, you’re likely to take the bumps with a little more confidence and speed.

Ministry Experiences
We’re largely supportive of learning on the job. Experience is the best teacher! When it comes to church planting, there’s some experience we want you to learn on a different job before this one. Here are some experiences we want every church planter to have had before starting their own church:

1. **Complete the Antioch Discipleship School (ADS):** The school is a chance for us to build a relationship with you personally, as well as for you to be immersed in the values and beliefs of our movement.
2. **Start reproducing discipleship relationships:** Discipleship is the very core of who we are. Every church planter should show an ability to make disciples and lead them through their own process of disciple-making.
3. **Lead and multiply a Lifegroup:** Leading Lifegroups will be crucial to church-planting. A lead pastor should have shown the ability to gather, share vision, grow and multiply a Lifegroup. You will be responsible for teaching others to do the same once you launch your church.
4. **Lead a ministry:** Ministries have budgets, volunteers and developing leaders. Church planters should show an ability to manage these as a church staff member.
5. **Lead multiple ages:** Different age groups require different strategies and leadership styles. We recommend that lead pastors have experience leading families, who will be critical for establishing your church, along with at least one other age group.

Ministry Competencies
By completing the above ministry experience, a future church-planter should show the ability to do the following, unique to the role of a lead pastor:

1. **Disciple a culture:** A leader needs to go first, model and reproduce a culture of hearing and obeying Jesus into others.
2. **Develop, communicate and implement a clear vision:** Vision should be sustained by the leader and those in the ministry over a significant period of time.
3. **Develop leaders:** Leadership development includes an ability to identify, retain, develop and release new leaders consistently. Those leaders should show an ownership of the vision and ability to carry a portion of the responsibility for seeing it through.
4. **Lead strategic teams:** Knowing how to manage and lead a team takes practice. A leader should have some experience here and have shown an ability to lead a team to accomplishing strategic goals or vision.
5. **Oversee a staff:** Overseeing a staff involves basic management skills like recruiting, creating clarity, training, empowering and developing staff members.

6. **Provide bottom-line pastoral care for your church:** Senior pastors are the bottom-line for pastoral issues. This means leaders need to be prepared to handle individuals in crisis, spiritual warfare, internal conflicts and other pastoral issues.

We’ve found that there are some who have developed most but not all of these six ministry skills. Leaders in that scenario who still have a desire to lead but aren’t confident in their ability to lead in some areas have been well suited to lead *parish churches*, or smaller communities connected to a larger local network. This is a way for leaders to continue on their church-planting journey in a model that fits their experiences and skill.

For Jady Griffin, his experience planting Mosaic Community Church in Seattle, WA and working in several roles at Antioch Waco was great preparation for leading Antioch Austin. Not only did he experience leading multiple age groups, but also among churches of different sizes: “I think if you want to be a church planter, you’re benefitted by doing a minimum of two years with a small church and two years with a big church. It might slow your process down a bit, but when you do plant, you’ll be able to lead way healthier and stronger.”

We’re not only looking for you to have ministry experience, but for the Antioch family to have experience with you. We want time to get to know you and how we can uniquely support you in the future. The mutual trust and relationship we build will help you feel connected to the movement for the long term. We usually suggest a one, two or five-year experience plan for church planters accordingly.

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*Andrew Znachko – Antioch Indianapolis*

Andrew Znachko knew early in college that he wanted to be involved with church-planting. When he and his wife married soon after college, they approached close mentors for input. “One of the most significant conversations in my life was with Carl Gulley. He shared with me about the life-stages of a leader, and that 18-30 years-old are your ‘yes sir’ years.” He encouraged the Znachko’s to say “yes sir” by serving an existing leader, either internationally or in the U.S., before becoming team leaders themselves.

Andrew became the associate college pastor at Antioch College Station. Soon he was also the executive pastor and training school director. “We did everything. College, young adults, training school, production, preaching, everything.” Eventually lead pastor Tyler Hardy, his wife Ashlee and several other movement...
leaders began to encourage the Znachko’s that it was time for them to launch. Indianapolis, Indiana is Andrew’s hometown, and Antioch Indianapolis launched in the summer of 2016.

“if I think about planting this exact church three years prior, before my experience in College Station, it scares me,” Andrew said. He summed up what he learned through his experience in these three things:

1. **Ministry maturity:** “I shifted from leveraging people for the machine, to leveraging the machine for people. That was huge.”

2. **Perspective:** “Having been a ‘number two’ leader will forever shape the way I’m a ‘number one’ leader. You need to learn what it’s like to be under yourself. Now I have a much better grid for what people are thinking or feeling when I do things.”

3. **Practical experience:** “We learned so much. I built budgets, did accounting, led the discipleship school, went through a building renovation, hired staff. There were so many practical experiences I hadn’t had but have prepared me for leading our church now.”

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Like Andrew’s story, we are eager to help you find the experience you need. When interviewing lead pastors about what they would recommend to future church-planters, every single one of them mentioned the importance of gaining ministry experience before planting. This may mean serving in volunteer capacities while continuing your day job, taking short internships, or becoming staff at an Antioch church for a time.

Take some time to review your ministry experience and what you still lack. Discuss this with your lead pastor. When you’re confident that you’re ready to continue moving forward as an Antioch church planter, your pastor will need to contact the U.S. Oversight team. Together, we will come up with a plan for developing the experience and growth you need.

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*Billy Seih, The Door*

Billy Seih led The Door church plant in Portland, Oregon in 2005 and now serves on staff at Antioch Houston. After two and a half years at The Door, Billy began to realize that serving as a lead pastor was different than he had imagined. “I was considered as a lead pastor based off having been a fruitful section leader in the college ministry in Waco,” he remembers. “But being a lead pastor is so much more like running a business, and required planning, scheduling, communicating regularly and managing a staff.”
Though he enjoyed making disciples and reaching the lost, these other demands of ministry and leadership made his role challenging. After three years, he made the difficult decision to leave Portland and move on to something new, transferring church leadership into the hands of other team members. What does he think others can learn from his experience?

For Billy, it was all about preparation. “We were very idealistic, and we just weren’t prepared,” he says. “We don’t blame anyone. We all just thought we would be successful! That’s why we didn’t do more than we did.” Billy feels a key mistake was shortening their time of team building and preparation from two years down to one. The hurry to get out the door meant they arrived with little team training, very little support raised, and a lack of clarity.

Transitioning out of leadership or handing off a church like Billy did is emotional and difficult. But despite the difficulty, Billy and his team never stopped following Jesus. Billy used the experience to learn and grow into who God uniquely made him to be. Today, Billy’s role at Antioch Houston allows him to pioneer new ministries and make disciples through leading Antioch Discipleship Schools.

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Conclusion

According to a study done by the Leadership Network, only 68% of church plants in our country still exist four years after they plant. Church planting is difficult! In our twenty years of U.S. church planting, Antioch has learned that firsthand. We’ve found that it takes more than good intentions to plant healthy churches. The biggest lesson we learned is that it takes preparation. A team, and their vision, needs time to develop. This is what Antioch’s U.S. Church Planting training is all about.

We’re happy to say that 88% of Antioch U.S. church plants are still in existence and growing today. That’s twenty-percent higher than the national average. We think a key contributor to the health of these churches and success of our church planting efforts is the support provided by being a part of a network. We provide as many opportunities as we can to share wisdom, strategy, insight and resources with each other. By sharing what we’ve learned, we become stronger together.

The experiences of church planters like you over the past twenty years is one of our greatest assets. That’s why we’ve chosen to highlight the stories of our churches in this handbook. You’ll find first-hand accounts from current Antioch U.S. church leader in every chapter, illustrating the concepts this handbook addresses.
Review this chapter in conversations with your lead pastor, taking time to reflect as directed. Your senior pastor should reach out to the U.S. Oversight team to help create and approve a development track for you. Most future church planters begin either a one, two or five-year development plant:

- **One-year plan:** This is for those who have already developed the relationship, character, experience and skills needed. Training and preparation are the focus of this year.
- **Two-year plan:** This is for those with some ministry experience, who need development in one or two key areas.
- **Five-year plan:** This is typically for those who have shown a leadership gifting, but need more ministry experience before planting. In this scenario, Antioch will work with you to find an opportunity to gain the experience you need.

This needs to be done before moving forward with the next steps of your church planting journey. If you have any questions before continuing, contact the U.S. Network office. With a development plan in place, you can begin creating your Church Planting Prospectus and continue reading the next chapters of this handbook.

Reflection Questions:

1. **Character:** Write 2-3 places of growth in living out Kingdom values. Who is walking with you in accountability?
2. **Doctrine:** List out any places of further study in Biblical doctrine and how you can grow in these areas.
3. **Experience:** What experience do you already have? What do you still need?

Building Your Prospectus:

1. Introduce yourself by telling your story and addressing these elements, like your past ministry experience and your calling to church plant.
PART TWO: FOUNDATIONS

“Mark was very methodical in discipling me in three things: Focus on the Throne, Great Commission Lifestyle, and Lifestyle of Holiness. He got it from Robert Coleman’s *Master Plan of Evangelism*. When I started leading as the college pastor at Antioch Waco, I realized no one could remember that. So I started calling it, ‘Look up, look in, look out.’”

Robert Herber is the senior pastor of All Peoples Church in San Diego, California, and this is how he starts their story. Their church atmosphere is vibrant, inspiring, and contagious. As we all hope our churches will be. So today, I’ve asked for his “secret sauce.” Although he’s not sure that’s really a thing, he does agree to share their story.

So, back to the beginning, when Robert was just starting out as the college pastor at Antioch in Waco, TX.

“We focused on growing people in these three ways – look up, look in, look out - and what we started to see was remarkable. We started to see such strong community in the college sections. I think people want to connect to a group of 50-80 people. Sociologically, that is a powerful group. The deepest relationships were between the leaders of the lifegroups in those sections. I knew this was important.”

One night, Robert found himself reading a coffee table book about the history of Campus Crusade while staying at a friend’s house. Afterwards, he stepped outside to think and pray. “As I was there, the spirit of God spoke to me so clearly: ‘I want
to do in this generation through the church what I did in the last generation in Campus Crusade. Reach the campus to reach the world.”

“I began to see what this could mean. What if, instead of sending people to the nations from one church in Waco, we had one near every major university in America? We could have dozens of launching pads. We could mobilize so many more people. I saw in Waco that there would always be families who were attracted to the passion of college students. So if we go near a university and focus on college students, it will eventually attract others and become a whole community church... with the goal from the very beginning to be a nations launching pad.”

This, for Robert, was the very beginning of the vision for All Peoples Church. Although, the church was far from launching. First, Robert became the Director of U.S. Church Planting for Antioch. He led the Antioch Movement in a new effort to start these kinds of U.S. churches. He helped prepare and launch the teams which went to Wheaton, IL, Seattle, WA, and Portland, OR. It wasn’t until after this that the Lord spoke San Diego as his context, and two years later that the church was finally planted.

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Introduction

Like Robert’s story, the churches we hope to plant will be shaped by lots of different influences: Our past experiences in ministry, other churches we admire, prophetic words and creative new ideas. Our vision takes time to develop. For Robert, years of experience helped the culture at All Peoples Church today.

Your vision is probably similar. You’ve been shaped by lots of past experiences and new ideas. You know intuitively what inspires you and the church you imagine. Now, other people need to understand that as well. Your team, staff, supporters and other movement leaders need help understanding what really matters to you and why.

Clarifying these things is the goal of the Foundations section, which is the first section of the Church Planting Prospectus. It puts to paper all the things which are foundational to your church. Most of these are timeless and visionary in nature. These aspects should all be addressed in the Foundations section of your prospectus:

1. Core Leadership: An introduction to you and your sense of calling to church planting
2. Culture: The defining attitudes of your core community
3. Core Values: The ideas your church lives by (Antioch Core Values)
4. **Context:** The location and target group where your ministry will take place
5. **Ministry Philosophy:** The focus of ministry and the outcomes it should achieve
6. **Vision:** A vivid description of the church you’re hoping to see
7. **Doctrine:** The truths that your church has chosen to assume are true, based on your understanding of scripture (Antioch Doctrine)

Doctrine and values have already been addressed in the previous section of the handbook. In this section, we’ll describe what we mean by culture, context, ministry philosophy and vision. In fact, you can see each of these elements expressed in Robert’s story:

- **Values:** Look up, look in, look out
- **Context:** San Diego, with a focus on college students
- **Ministry Philosophy:** Sections of 50-80 people, discipleship oriented and with an emphasis on reaching the unreached
- **Vision:** Training and sending hub to the nations

The foundations for All Peoples Church were clear in his mind as he was beginning, and still clear today as he shares their story. Though your church, ministries and strategies will change continuously, most of what falls into the Foundations category should be timeless. These things are unchanging and inform all the models, ministries and strategies which will come next in section three.

**Culture**

As the Antioch family, we often assume that our culture is all the same. In some ways, it is. Our commitment to Kingdom culture and to doing the things of the kingdom is what makes us who we are. We do what Jesus and scripture show us to do, a culture of radical obedience. We live according to the same core values as shared earlier. We all share the same ministry philosophy based around three values: Encountering God, discipleship and missions.

Even though our churches share much of the same culture because of these things, we also have differences. God’s specific words for your church, the context you’re in and the unique gifts and passions represented in your leadership make each church unique. All of this, together, builds the framework for your church’s distinct culture. It’s what makes you you. We encourage each church to get specific about what that culture is.

We're listing culture first here for a reason. Vision, context, philosophy and strategies are all important. But culture informs them all. Business management leader Peter Drucker says it this way: “culture eats strategy for breakfast.” Who we are on the inside is what reinforces and holds together all the ministries and
strategies we do on the outside. Intentionally creating the culture you want requires self-awareness, reflection, observation and intentionality. Reproducing that culture into your team requires another level of clarity, communication and modeling. This will require your constant attention even after you’ve planted, to maintain the culture you intended to set. Creating that culture with clarity and intentionality now is your best chance to see it flourish in the future.

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Jady and Liz Griffin, Antioch Austin

Jady and Liz Griffin are senior pastors at Antioch Austin in Austin, TX, but started their church-planting careers 13 years ago when they planted Mosaic Community Church in Seattle, WA. With 13 years of experience behind them, the Griffins launched Antioch Austin with a relentless commitment to culture building: “Because of the journey God put us on, we were motivated to get clear on culture. That’s another reason why it’s important to work on a church planting team, and at a larger church before planting yourself. It helps you figure out what’s going to be your flavor... I would challenge leaders to wrestle with different expressions within the evangelical community and quantify the things that resonate in them, and the things that don’t. And, the things that are going to resonate with the people they are trying to reach.

“For instance, we love the Hillsong guys. We absolutely love them. But, we are not all of who they are. Same thing with Passion, and Bethel. This is who we are: We are vibrant and celebratory. We are fun and deep,” Jady says. Vibrant, celebratory, fun and deep are all words the Griffins use to describe the culture of Antioch Austin. This kind of clarity didn’t happen by accident and it didn’t happen fast. Jady and Liz planted Mosaic Community Church in Seattle, served at All People’s Church in San Diego, and served on staff in a variety of roles at Antioch Waco over the past 13 years. All these experiences plus their careful seeking and observing has helped them narrow their language and vision around what Antioch Austin is and will be.

Part of Jady and Liz’s culture in Seattle was an emphasis on the way their Sunday services would feel. “In Seattle, we felt like our services were going to be dynamic, explosive and mind-blowing. So even with a fifty-person church, we said we are going to have the most dynamic services we could have.”

“Our second service no one showed up,” Liz shared. “But we still put on a great service. Jady preached, and we did the tithe. We still put on a service because that was who we were going to be. We knew who we were.” Jady and Liz were convinced and clear about the kind of culture they were trying to create. Both internally in their staff, and externally through their services.

“Often when our vision is big, we forget how important it is to be intentional with the ones and two’s. It’s almost like we want to wait for the crowds to come. We
don’t always value the season we’re in... we’re so busy looking to the next season. As a younger church planter, I spoke so often about who we were going to become that I neglected who we were,“ Jady says. This time, Jady focuses on celebrating who they are as a church. Celebrating the here and now, the individuals who make the church great, and focusing on building culture.

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Think about what you want your church to be. Finding a way to communicate your culture will bring your team into alignment and define the way you do ministry as a church. Your prospectus should include at least a few elements of culture you intend to see represented.

Vision

Brian Houston is the founder and Senior Pastor of Hillsong Church in Sydney, Australia. In 1993, in the early days of their church, he put to paper a description of the church he imagined. He titled it, “The Church I See.” The church, nearly 30 years later and now internationally known, still uses this guiding vision today:

The Church that I see is a Church of influence. A Church so large in size that the city and nation cannot ignore it. A Church growing so quickly that buildings struggle to contain the increase.

I see a Church whose heartfelt praise and worship touches Heaven and changes earth; worship which influences the praises of people throughout the earth, exalting Christ with powerful songs of faith and hope.

I see a Church whose altars are constantly filled with repentant sinners responding to Christ’s call to salvation.

Yes, the Church that I see is so dependent on the Holy Spirit that nothing will stop it nor stand against it; a Church whose people are unified, praying and full of God’s Spirit.

The Church that I see has a message so clear that lives are changed forever and potential is fulfilled through the power of His Word; a message beamed to the peoples of the earth through their television screens.

I see a Church so compassionate that people are drawn from impossible situations into a loving and friendly circle of hope, where answers are found and acceptance is given.
I see a people so Kingdom-minded that they will count whatever the cost and pay whatever the price to see revival sweep this land.

The Church that I see is a Church so committed to raising, training and empowering a leadership generation to reap the end-time harvest that all its ministries are consumed with this goal.

I see a Church whose head is Jesus, whose help is the Holy Spirit and whose focus is the Great Commission.

YES, THE CHURCH THAT I SEE COULD WELL BE OUR CHURCH – HILLSONG CHURCH.

– Brian Houston, 1993 (https://hillsong.com/vision/)

Brian Houston’s “The Church I See” is a great example of visionary leadership. Brian took the time to carefully craft a vision which has stood the test of time. He communicated it in a compelling way. “The Church I See” is a vivid, descriptive, memorable vision statement. Hillsong’s staff and members are still able to look back at the statement to see where they came from and where they are headed.

... “Before we would even go to Austin, I sat down and asked, ‘what do I want people to say about the church I want to plant?’ We kept hacking at it and figuring out language and what we were going for. Where people get it wrong is that they feel where they want to be, but they can’t articulate it. So when they do articulate it, they say it differently every time. What that means is, nobody hears it. And there becomes a disconnect and frustration between the team and the people going to your church.” – Jady Griffin, Antioch Austin

... Vision is the vivid description of the church you imagine. If you’ve worked on defining your culture, you’re well on your way to defining your vision. A memorable vision statement like Hillsong’s might include reference to key words which define your culture. It may also reference your beliefs, centering around Jesus, or your values, or your context. Starting to see a trend? All of these foundational elements – culture, vision, context, philosophy, core leadership, values and doctrine – are like an ecosystem that works together to build your church. Find a way to condense your vision into something memorable, that you and your team can share with others. We suggest preparing a 30 second, 3-minute and 30-minute version. “The Church I See” was Brian’s 3-minute version. Antioch Norman has a 30-second version:
“To equip a church of overcomers to be change agents in society by making disciples and planting churches worldwide for the glory of God.”

Others turn their 30-minute version into a sermon or message. How will you do the same? Begin putting your vision on paper and include it in the Foundations section of your prospectus.

Context

Context is where vision becomes a reality. Vision is just an idea until it has a context in which it could happen. Context is where the rubber meets the road. For us, context is a combination of location and target group. Location refers to a city or neighborhood, and a target group is the primary group of people you’ll begin reaching out to. Context is the people and the place your church will affect. When we say we believe in the local church, we mean it. It’s right there, locally, in your neighborhood and your city where people’s lives will be touched and changed.

Location

If you haven’t chosen a location, start by considering a place you’ve already lived. This is a primary accelerator of church growth. Take Antioch Norman as an example, where Chris and Julie Bennett launched a church with a few hundred-people involved from the beginning. If not a city where you’ve lived, consider a city where Antioch has connections.

Find out if there are cities you’re interested in where Antioch families have moved, or a city where lots of Antioch students have moved to for jobs. These people can serve as the core members of your church and help you create the kind of culture you’re looking for.

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“For Antioch churches in the past, this has often meant planting near prominent universities. Missions mobilization was our vision, and college students were our target group for accomplishing that vision. However, college students are hard to build on. We realized that we also needed to be in cities with vibrant young adult and family atmospheres, so leaders started by identifying cities with sizeable universities but growing adult and young adult populations as well.” — Robert Herber, All People’s Church

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If you’ve chosen a city where neither you nor Antioch is connected, start networking and exploring. Expect that you will take longer to gather people and
your launch strategy will need to reflect this. Take multiple exploratory trips. If possible, try staying there for an extended time to get a sense for the local culture: Where people hang out, how they spend free time and what forces influence the community. Don’t assume this city is just like the others where you’ve lived. We have found that culture varies drastically around the states and the strongest churches are those who have discovered those differences and adapted.

In any situation, meet a few local pastors to build trusting relationships. Become a learner. Learn what God is already doing, learn the culture, and discover the spiritual history:

“This is something I teach church planters: You step into the redemptive history on your city. San Diego is named after a church planter. San Diego de Acala was an orphan raised by Franciscans, who moved to the Canary Islands to reach the unreached. He moved powerfully in healing. Eventually, he went back to San Diego to reach college students. After a while, all of the local missions started going out of San Diego... Well, those are like four of my major callings.” – Robert Herber, All Peoples Church

**Target Group**

A target group is the primary group you are seeking to reach. Picking one group often feels difficult and sometimes just plain wrong. If our vision is to reach the whole world, how can we pick one group? Even in the Bible, we see Christians choosing specific people to go to first. At his conversion in Acts 10, the Lord speaks that Paul is to be sent to the Gentiles, as well as to the people of Israel. At different times, other apostles were also sent to specific people groups.

In some ways, this is similar to discerning a target group you’ll start by reaching. Society is vast and diverse – in Biblical times, a completely different strategy would have been required to reach Jews or Gentiles. Today, different strategies will be needed to reach the rich or poor, the young or the old. The more specific you can get, the simpler it will be to begin your ministry. Your service time, location, language, preaching style and music volume will all be catered to a target group. The size, location, and makeup of your Lifegroups will be catered toward them. Some people will come regardless, but most people – especially the unchurched – will be significantly affected by how you answer these questions. Once you build momentum with your target group, you can move on to focus on a broader and more diverse range of people.

Here are three things to consider when picking a target group:

1. **Who are we?** People are attracted to people like them. Typically, a senior pastor will attract a church ten years older and ten years younger than himself. This means a 32-year-old pastor will have a church of primarily 22-
42 year olds. If you are considering a launch team of 25-year-olds, this is also likely who you will attract. If your staff is all married with children, attracting college students or single young adults will be a challenge.

2. **Who do we want to reach?** Stop to consider your end vision. Antioch Waco began by reaching the young, poor and young-at-heart. Young people are passionate, looking for a purpose and ready to be mobilized. Jimmy’s unique vision toward reaching the unreached made college students, the poor and the young-at-heart those his church attracted. How does your vision affect your target group?

3. **Who do we already reach?** Don’t forget to consider what God is already doing! Look to see how God is currently using you and the launch team you might bring.

The point of a target group is not to exclude anyone. We value diversity at every angle – age, race, income and ethnicity – and want our churches to reflect that. Target groups help us know where to start. Once churches create a core community, gain financial sustainability, and have volunteers and resources to serve the community, they begin to diversify naturally.

**Ministry Philosophy**

As shared in section one, our Ministry Philosophy is a big part of Antioch’s calling. This philosophy is part of what makes us who we are, and holds us together as a movement. Every church uses this philosophy as a guide for ministry activities. It’s made of three core ministry values: Encounter with God, Life-on-Life Discipleship, and Mission through the Local Church. Everything we do as churches is aimed at growing deeper or wider in these values.

Encountering God references our value for helping individuals come face to face with Jesus. Whether this be through Sunday services, personal evangelism, prayer ministry or personal devotional times, we believe that this is what people truly
need. They need to encounter Jesus, the Father and the Holy Spirit. Not just once, but over and over again. We are committed to bringing people into those kinds of encounters however we can. We look for ways to get ourselves out of the way and get people into His presence.

Discipleship means life-on-life relationships, where individuals help each other grow closer to God. This can happen one-on-one, like in a marriage, mentorship or friendship, or in community oriented groups like Lifegroups or groups of two and three. We believe that lasting transformation happens when we do it in intentional, encouraging, challenging and accountable community environments. We look for ways to make this happen.

Missions references our commitment to reach out to the world around us. Not only that, but we are unique in that we do missions through our local churches, not through impersonal or professional organizations. Our community-centered approach means that families and friends who live together locally do mission together. Mission can be local, like doing local outreach or serving the community. Mission can also be global, and anything in between, which advances His Kingdom.

Certain ministries within your church will specialize in growing deeper and wider in one value. For instance, your worship ministry focuses on helping the church Encounter God. Missions pastors focus on Missions through the Local church.

We see some ministries as the bridge between two values. Guest assimilation brings guests from a Sunday morning Encounter into Lifegroup and life-on-life discipleship. Community outreach is a Missions effort to bring locals into an Encounter with God. Together, your church should focus on doing and growing all three values equally.

Our philosophy helps us know what to do, and sometimes what not to do. Some ministry ideas are good, but they aren’t best for our church because they don’t help us grow in any of the values. Using this ministry philosophy helps us focus on doing what we’re called to do.

You can use the ministry philosophy in lots of ways. Here are a few we suggest:

1. Goal setting for a new year or ministry (What is our focus? And what growth do we want to see?)
2. Evaluating effectiveness at the end of a semester or year (Did we grow in each of these areas?)
3. Determining the value of new ministries (How would this fit in our ministry philosophy?)

This ministry philosophy can also be a tool for evaluating your church’s impact. At
the end of a year, you may ask: Are we growing in each of these areas? Are more people getting saved and added to the church? Are they learning to live in deep relationship with Jesus? Are people walking in discipleship relationships? Are our church members living missionally? Are we increasing the number of people we mobilize to plant new churches, both in the States and overseas?

Having a ministry philosophy helps you measure how deep and wide you’ve gone in the values. It can help you set future goals and create new ideas for how to reach them. A prospectus should clearly describe the philosophy and what it means for your church.

Reflection Questions:
1. Church Culture: What attitudes do you want to define your core community?
2. Vision: Practice communicating your vision in 30-seconds, 3-minutes and 30-minutes.
3. Context: Who are you trying to reach and why? Who do you reach most naturally now?
4. Philosophy: Are you able to explain how the three core values work together, and how different ministries function to grow your church deeper and wider in each value?

Building Your Prospectus:
1. Describe the culture you want your church to reflect.
2. List the Antioch core doctrine. Express how prepared you feel to lead your church theologically and any training you will do before and during church planting.
3. List the Antioch core values. Are there additional values you would like to express in your church? Explain why.
4. Develop a unique vision statement and share it. Include major prophetic words, callings and direction for your church.
5. Answer questions people might be wondering. What is the city you chose, and why? If this is a larger city, what specific area will you be in, and why? Who is your initial target population? Explain why and how you will reach them. Where do you and your core team expect to live in relation to the location and target population?
6. Include the graphic of Antioch’s ministry philosophy with an explanation of what this means for your church.
PART THREE:
MINISTRY MODELS

Imagine meeting someone passionate about restoring vintage cars. You walk into his garage together and see his current project. He tells you all about his love for cars, and what this car is going to look like when he’s finished with it. Restored engine, interior, fresh paint. Sounds great!

Naturally, you ask how he’s going to do it. What does he do first? How long will it take? What are all these tools? Surprisingly, he doesn’t give much of an answer. “Oh, you know…” His response trails off.

Wouldn’t you expect this person to enjoy what he does? I would expect him to open the hood, describe in detail what it takes for a car to run smoothly. Proudly show you his tools, explain how they work. I’d hope he enjoys the process of restoration as much as the fruit it’s going to bear someday.

Unfortunately, sometimes church-planters can be a little bit like this. Our vision is almost always inspiring! Most church planters can share a great story about how they felt called to go into ministry, and a compelling vision of what they want their church to become. Sometimes, church planters struggle to say with confidence how they plan to get there.

This struggle is understandable. “How” is all the stuff that happens between today and when your vision becomes a reality. How is the process of church-planting. How is what you’ll do every day, 50 hours a week, as long as you plan to pastor this church! Feeling confident about the foundations of your vision, which you read about in the last section, can be daunting enough. Now coming up with the how is drilling another level deep, and might feel a bit overwhelming.
If you feel that way, take a minute to ask yourself why. Sometimes the lack of understanding for “how” comes from a lack of confidence. Our dreams are audacious, and we don’t always know how to bring them into reality. We need to find a way to gain confidence. This can come from studying other stories and strategies, seeking advice, and coming up with a legitimate plan that we (and others) believe might actually work.

Other times, the lack of understanding for “how” comes from uninformed optimism. We assume we already have the tools and know-how to do it. Or, we imagine the process being simpler or different than it truly turns out to be, and spelling it out seems unnecessary.

Taking time to work on your “how” is the next step in your process. The first level of your “how” is figuring out your ministry model, which we address in this section. The next step is working on a launch strategy, addressed in the following section. Working out a process means you can land in your new city and feel confident about your next steps. You can order your days, create goals and priorities, and set yourself up to make positive forward steps.

You want to enjoy the daily act of church planting. Most of us gain satisfaction in our work when we are doing things which we have confidence will work together toward our vision. Developing a clear ministry model will help you connect your daily activities with your vision.

Antioch’s Ministry Philosophy you read about in the last section is the beginning of our model. The philosophy revolves around three core ministry values: Encounters with God, Discipleship and Missions. We don’t believe that copying and pasting ministry models from one church to another will likely be most effective. That’s why we leave models, strategy and ministry management up to you. What we do give you is this philosophy as a starting point. Begin with these three in mind. As you build ministries, frequently reflect on their outcomes. Are they contributing to at least one if not all of the three core values?

“When we hit the ground, there was a lot of ‘what are we supposed to do?’ It felt like we were playing somebody else’s playbook. It felt aimless for so many of those critical first months,” Jady Griffin shared about the launch of their first church in Seattle 13 years ago. The Griffins realized that they were more clear on their vision than they were on their “how” church-planting strategy.

They started getting clear on their sense of culture and calling. They began doing ministries and outreaches that they felt would help them achieve the specific purposes they felt called to accomplish. By the end of their time in Seattle, Jady and Liz had developed a ministry model they felt was powerful and practical.
The Griffins have developed clear ministry strategies. Even more important, they’ve come to enjoy the “how” of church planting as much as the outcome. They have passionate conviction and smart ideas. You get the sense that they love what they do! Not just what they will do, but what they do now. Today, every day, the work of establishing a new church.


This sense of direction and clarity is what we hope for all Antioch leaders. This chapter is designed to help you understand your ministry model, which in turn builds your confidence and helps you truly enjoy the “how” of church planting. Use this section to create the first part of the Ministry Strategy section of your Church Planting Prospectus.

5 Circles of a Healthy Church
There are five main circles of church life where church happens. Flip to your appendices to see the Five Circles of a Healthy Church graphic. Jimmy created and uses these five circles as a simple way to get into the nuts and bolts of church life. Is each circle happening? What’s happening in those circles? What are the outcomes? These circles are an easy way to imagine your church and then to work your ministry philosophy into each one of them.

Below are descriptions for each circle. As a new church plant, ask yourself the following question:
1. Will we launch all five circles simultaneously? Or do some come first?
2. Who is bottom-line responsible for each circle now? Which will I delegate someday, and which will I never delegate?
3. How do I want each circle to reflect our culture, values and vision?
4. How will I measure “success” in every circle?

Once you’re an existing church, you can continue to use these five circles to help evaluate your ministries:
1. How are we doing in each circle
2. If we could take ground in each area, how would we do it?
3. What 1-3 areas should I focus on in this season? Will other leaders give focus to specific areas as well?

Me and Jesus
This is the foundation. Your church is built on your conviction about each person’s need for relationship with God. You can never hold the reigns to other people’s
relationships with God. But what will you do to encourage and equip your church in their “me and Jesus” circles?

2-3 Gathered
This stands for intimate, discipleship relationships. These could be relationships between spouses or family. This also can be close friendships and relationships formed around growing in God. Mike Breen, leader of 3D Movements says this about discipleship: “If you make disciples, you always get the church. But if you make a church, you rarely get disciples... we need to understand the church as the effect of discipleship and not the cause” (Building a Discipleship Culture, pg. 11). Discipleship is our “X-factor” at Antioch. It’s the thing that makes all the other things work. Good discipleship is what will cause your church to become the church you envision.

House to House
This is what we call Lifegroups. Lifegroups reflect Acts 2:42-47, a description of an intimate community which loves God, each other and those around them. Lifegroups are Antioch’s strongest catalyst for long-term transformation in people’s lives.

Church Gathered
People inherently have a desire to be a part of a community, which typically means a group of about 20-70 people. This is where identity is found, which is why sports teams, sororities and fraternities can create such a strong sense of identity for individuals. In larger churches, a section of the church (the college ministry, or a section of the college ministry) can serve this purpose. A lifegroup is a family, but a section is an extended family. These groups are all just the right size for an individual to find identity among them. Depending on the size of your church, this 20-70 can come in various ways. Whether it be the volunteer community for a small church or a section of the families ministry for a larger church, where will people find a sense of identity?

“Church gathered” also refers to a regular gathering for everyone in your church, like your Sunday services. This is a place to celebrate what God is doing among you. It should be a place of passionate, celebratory worship. Communication should engage both non-believers and believers, as this is the most likely place for a new person to come “check out” your church community. For now, what unique purpose do you see this circle playing in your church?

Impact the World
As a movement, we are called to care not just for ourselves and our communities, but the world around us, and particularly for the poor and unreached. How will church communicate this sense of mission, particularly early on?
Common Ministry Models

These five circles can be applied in a lot of different ways. Within Antioch, we’re starting a new initiative to help new churches identify as one of three churches models: Epicenter churches, parish churches and reproducing house churches. This means your church will chose to most closely affiliate with one of these three models. There is still diversity within each model. Breaking it down into three categories helps us better train and support churches according to their specific intent.

Epicenter Churches

Antioch will continue to build around planting autonomous, reproducing churches. We see this as the goal for long-term sustainability. These churches are Epicenter Churches, like the New Testament churches in Jerusalem, Antioch, Ephesus, and later in Rome. They are called to be centers of training and sending, and are called to develop strategies to reach their entire area with the Gospel.

Epicenter Churches have been the standard approach of US Church Planting for Antioch; however, we also see an emerging strategy of planting multiple, interconnected churches across a city to maximize the gospel impact. This is especially important as the world continues to shift to large urban centers. No matter how large one church in one location grows, it is impossible to truly reach a city through one location only. This new approach utilizes multiple, distinct strategies to achieve the big vision: planting multiple churches that share a common identity, values, strategy, and oversight – all within one urban area. In addition to Epicenter Churches, this strategy includes two new components: Parish Churches and Reproducing House Churches.

Parish Churches

Parish Church is a historic term to define individual churches that are connected to a greater whole. This approach is like the New Testament churches of Colossae and the others surrounding Ephesus in Revelation 2-3. In our structure, these churches are not fully autonomous, but still carry many of the essential elements of church life. For functions like missions, training, strategy, governance, and administration, they will be connected to the Epicenter Church in the metro area. For other functions like pastoral care and discipleship, they will be empowered to serve the community as they best see fit.

There is plenty of room for churches to discern how to structure this. For example, in some environments, these parish churches will be served by a preaching team and centralized ministry structure, while in other situations, these churches will
function more independently, but still collaborating with an epicenter church in the city.

*Reproducing House Churches*

Reproducing House Churches seek to rapidly multiply small house churches that focus on discipleship and spiritual growth in one-on-one or small group contexts. This is the primary method used by Antioch internationally, and we see it as an evangelistic opportunity to reach large portions of a city that may not be receptive to attending a traditional church. Antioch has little experience doing this stateside, but we recognize that this may be a helpful model for some going forward. Though we can provide less coaching based on our lack of experience, we are supportive of those who want to continue pioneering this model in the U.S.

This approach does not rely upon the Sunday service for growth or as the front door of evangelism. Instead, it spreads as each person shares with other people within their relational network, using specific discipleship tools to fit the context. We envision raising up leaders trained in these tools who would base out of an epicenter church, but with the intention of catalyzing movements among a target group in the city. As new movements mature, they will generally organize more formally as part of the existing church structure, though this is not required.

In summary, we don’t see any one form as being sufficient to fully reach, disciple, and mobilize a city. These three approaches will help to define core methods toward reaching a city and will affect how we recruit, train, partner, and support the next generations of church planters. Even within each model, there’s room for diversity. Here are two examples of diverse church planting models in the Antioch movement.

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*Andrew Bach, Mosaic Community Church*

Andrew Bach is the senior pastor at Mosaic Community Church in Seattle, Washington. Andrew’s team has worked hard to challenge old assumptions and contextualize the way they do church, considering something more similar to a parish approach than one large epicenter church: “We desire to become several smaller 600-person community churches in the greater Seattle area that keeps things small and communal and not institutional. we want to be relatable to our relational west coast culture, in that way,” Bach said.

It’s important to realize that the way we’ve done ministry in other cities or churches in the past is not always the most effective way to do ministry in our new context. What works in southern states or small towns hasn’t always been effective in big or liberal cities. As you explore and create a ministry strategy, get to know other
ministries in your city to see what works for them. As Andrew suggests, “I think (knowing what to do differently) comes from being in the city, knowing what has been done, seeing what works and what doesn’t work. You have to be in your city and listen to the Holy Spirit, then follow the steps that he puts before you.”

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*Chris Rattay, New Life Community Church*

In 2007, Epicentre Church sent Chris and his wife into East LA, the second largest Mexican city outside of Mexico City itself. It’s one of the poorest zip codes in America: “Because of a formative experience we had in college, I knew that if we were going to plant a church, we were going to do it in an urban poor community,” Chris said. Since that time New Life Community Church has also planted Epicentre West LA, led by Enrique Melendez.

Because they chose to plant in a poor neighborhood, Chris knew things would look different. “One of the most controversial parts of our model was that we decided not to bring a lot of (outsiders) like me. We only brought five. We decided to go for an 80/20 rule – 80-percent of the people in the room needed to be local and only 20-percent outsiders. We want churches among the poor, led by the poor.”

Chris has found that leadership development takes much longer among the poor. With lower numbers of leaders and less financial resources, he knew they would need to stay smaller than other churches: “In our calculations, it would take 300 urban poor giving to fund one full-time staff member... it doesn’t mean we can’t be big. We just think it’s going to take 20 years to get there.” They’ve gotten creative in the way they fund, lead and measure their success, finding ways that fit the church they’re called to be. Chris has a vision and a model he created himself, to fit his context and calling: “I really think we need to have different models of church to reach every people. There isn’t any church model that’s better than the other. That’s an important piece to emphasize, over and over again.”

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We encourage you to reach out to pastors of churches of different sizes within our movement. Each church has a different model and will do these five circles differently. Find out how they’re different, how they have “scaled” these circles up as they have grow in numbers, and what your core convictions are around them. Take a site visit to recently planted church to observe each of these five circles and how they are facilitated early on.

Reflection Questions:

1. **Ministry Philosophy:** How does this affect your ministry strategy?
2. **Five Circles of a Health Church:** How do you see these working together, especially in your first year as a church?

3. **Epicenter, parish and reproducing house churches:** Which model best fits the church you want to plant? How will this impact the way you do church and your relationship with others?

**Building Your Prospectus:**

1. Include the 5 circles of the healthy church and how they will help create the culture you desire.
2. Consider describing which of the three Antioch models you will most closely resemble and how.
PART FOUR:

LAUNCH STRATEGY

The launch season is the time when your church goes from being a sapling at the greenhouse to a planted tree, putting down roots. The sapling is fragile – as is your vision. It’s young and new. It will need to adapt to the environment and find a way to survive and thrive through all the coming years of it’s life. Once rooted, and if the roots go deep, the sapling will have a chance to grow into something beautiful and mature.

The way you care for this little sapling now has a big impact on its ability to take root. How much water does a tree need? How much sunlight? How is it affected by it’s surroundings? To answer those questions, the caretaker needs some knowledge. With that knowledge, the caretaker can create a strategy for helping the sapling grow. You’ll need a strategy for helping your church grow, too. How will you know if it’s growing? On what areas will you focus first? What’s crucial for its survival? This requires some wisdom, foresight, planning and faith. In this section, we’ll discuss how to develop strategies in these three crucial areas:

1. First Year Focus: How to spend your time in your launch season.
2. Launch Strategies: How to create a strategic timeline for launching ministries.
3. Sunday Services: How to develop and launch church services.

God gives clever strategies to many leaders in the Old and New Testaments. In Exodus, Moses is overwhelmed with the needs of the Israelites. Jethro comes with a God-given strategy to help delegate leadership authority and ease the pressure on Moses. In the New Testament, Paul clearly thinks strategically about who he’s reaching, how to reach them and what cities to plant new churches in. He chooses to plant a church in Ephesus, the gateway to Asia Minor. Leaders like Moses and Paul were constantly aware of their need for God to speak to them, empower them and move through them. As they trusted him to do those things, they also trusted him to give them a strategy they could play a part in completing. Position yourself
like these leaders: Full of faith, seeking wisdom and co-laboring with God in building His church.

First Year Focus

The central focus during your first year as a church is gathering and establishing a core group of church members who embrace your culture. Your core is the “critical mass” of at least 100 people who are committed to your church and carry the values and culture which you’re trying to establish. One hundred invested members is the tipping point at which leadership structures need to be re-arranged. New ministries are started after this point. Your first year is spent gathering, envisioning, and discipling this critical mass. Here are four ways to do so.

1. **Model Culture and Values**

   The beginning season of your church is the only time that you as the lead pastor can influence the culture of every lifegroup, every service and every meeting. Take advantage of this opportunity. If you can, lead multiple lifegroups, in multiple zones. Set the tone. If you start with ten poorly led lifegroups, you’ll be correcting culture for a long time. Start with a few excellent lifegroups, setting culture carefully and developing key leaders as you go.

   Know your core values and stick to them. In most cases, this isn’t the appropriate time to start secondary ministries (ministries outside your target) because you need a healthy core to serve and sustain those ministries. Determine what you want that healthy core to look like and focus on building it. If you want prayer to be a core value, find ways to pray together regularly. If reaching the unreached is a core value, make sure you plan a trip to an unreached location early on in the life of your church. Figure out what core culture you’re trying to create and find ways to explicitly model and train your church in those areas.

   You and the passionate entrepreneurs on your team will feel tempted to initiate ministry opportunities that are good ideas, but aren’t primary to helping your core adopt your values. Resist the temptation and stick to main objectives. Just when you think you’ll puke from preaching the same vision thousands of times over… that’s when your core is catching it! Don’t stop too soon.

2. **Gather and Outreach**

   Your church will start to grow through two main types of people: Christians who are un-churched, and new believers. Both should be welcome and will help create the vibrant, evangelistic culture you’re trying to set in your first year.

   There are likely several unchurched Christians in your city who are ready to be found and pulled into a vision like yours. You can gather these types of people
through events like vision rallies and interest meetings. Once you’ve launched, you can continue to seek these people by networking within the city and the Antioch community. Do this through personal relationships or by social media. Some churches have launched a social media campaign, and from their posts gained the interest of local Christians who became part of their community. Taking time to get your story out there may result in a few passionate and hungry but unchurched Christians coming your way.

To find evangelistic opportunities, develop lifestyles that involve you in the community. You need to have regular ways to interact with the lost around you. As many of your teammates as possible should find jobs in the city. If they’re evangelistically gifted, see if they can find a job where they interact with lots of people and can share their faith. Join a gym, enroll your kids in sports teams, attend local events, and become a regular at a coffee shop. Encourage each launch team member to have a target group and help them make a plan to pray, serve and share with those people.

Many of our churches have done a "100-day push." This is a time to focus your energy on reaching the people around you. Ideas for your push may include setting goals for evangelism (ex. Share once daily), establishment (ex. Staying in the city for 100 days), and fasting and praying together.

3. Grow Strong Lifegroups

Lifegroups are the place where the most personal transformation happens for new believers, where life-on-life discipleship relationships form and where Kingdom living is modeled. Several senior leaders have chosen to be involved in all of their church’s initial lifegroups for a season. This usually means leading three groups at one time. It’s a time-intensive practice and can’t usually be sustained for longer than 6-9 months, but it helps you know what kind of culture is being created. Pull out of leadership slowly as you gain confidence that those who will now lead can grow and maintain the culture you set into place.

This is a big reason why you’ll need to have a capable team around you whom you trust. You will only be able to model and lead Lifegroups for a limited time before needing to empower others. If you haven’t brought enough capable Lifegroup leaders with you, you’ll be unable to multiply or delegate leadership until you raise up new leaders to fill in the gaps. How many lifegroups do you think you’d like to have by the end of your first year? Assuming it will take you more than one year to raise up leaders locally, how many leaders does that mean you’ll need to bring with you to lead now, before you can raise up new leaders and multiply into more lifegroups?
4. Develop Leaders

No one in your church can develop its future leaders better than you can, and it’s crucial that you make it a priority. Here’s our rule of thumb: If you don’t invest today, you won’t have them tomorrow. This means investing today, primarily through discipleship, in the people you imagine becoming leaders and even staff for your church “tomorrow.”

Carl Gulley’s college ministry in Waco is a great example of this. In 2007, both Carl and Drew Steadman (college staff at the time) started freshmen lifegroups in addition to the nearly 40 pre-existing LGs in the college ministry. In 2012 Carl created a volunteer staff team consisting of his top seven leaders. All except for one had been pulled in and discipled through those two lifegroups. Most are staff or leaders at churches in our movement today.

Disciple and develop at the ground level and those people will become your staff. This often means starting lifegroups yourself. While responsibility to lead lifegroups and make disciples can and should be delegated, the responsibility to find and develop a future staff is yours. It can be a mistake to think that your lifegroup leaders are doing this for you. Instead, get to the ground level and attract, develop and discipled the people you want to become your staff. Set a faith goal related to the number of strong, emerging leaders you’d like to be developing by the end of your first year.

Take a minute to flip to the Appendix where you’ll find a chart titled “Stages of a Church Plant.” This chart shows how your focus needs to shift from these areas to others in future stages as your church grows.

Launch Strategies

Every church will need to determine a launch strategy, which we typically define as either hard or soft launches. In a business context, companies use a hard launch when they are confident about their service or product, are willing to invest a large amount of manpower or resources in the launch, and when they trust that their leadership is ready for the growth to follow. Businesses use a soft launch when doing a test run on a product, are less certain of leadership's capacity to handle quick growth, or are choosing to grow by word of mouth rather than more elaborate marketing.

Some of the same principles can apply here. Some churches feel called to launch in one big push, and others prefer more gradual growth. You will need to choose a launch strategy that fits your church and your unique calling. Other things to consider are your team, finances, venue availability, personal leadership style, networking and context.
**Hard Launch**

Hard launches can build great momentum for your church and help you pass growth barriers quickly. They also build more credibility by the size and structure of your services. However, hard launches typically mean renting a more expensive venue from the start, and are dependent on your leadership’s capacity to handle quick growth. Without a strong team to help you, too much of your time might be moved away from more important priorities like discipleship and leadership development and into service production.

**Soft Launch**

Churches that soft launch typically begin lifegroups 3-6 months before launching services. This allows plenty of time to find the right venue and practice services while still focusing on investing in a few hungry people rather than trying to engage a large number of Sunday visitors. Growth happens more slowly and over time with a soft launch, giving your leadership team time to develop as the church grows. Soft launches can lack the engaging vision that hard launches provide, and often lose people in the season of "waiting" before services begin.

The strategy you choose depends on your unique calling. What makes you most excited? What is your team most equipped for? What resources do you have which would lead one direction or another? If you do choose a soft launch, do something to fill that Sunday morning space. This might be monthly preview services, prayer times or just social gatherings. You will want to begin reserving that time for something so that interested people know you intend to eventually start services they can plan to attend.

Whether you choose a soft or hard launch strategy, it is important to prepare for your services in advance. Once services begin, all hands will need to be on deck, every Sunday. Prepare as much as possible in the weeks and months ahead, expecting that quick growth will happen and you will want to be available to follow up with people rather than preparing for your next service. The two biggest ways you can prepare are by practicing services with your team and preparing your first sermon series in advance.

**Sunday Services**

Think of your church as a house. If lifegroup is the living room, where life happens, services are like the front door. Almost all our churches grow significantly more through service attendance than through lifegroup attendance. We’ve found this to be consistent around the country, and we build our services as an opportunity to attract and invite new people into smaller Lifegroup and discipleship communities.

This said, services are still a place for us to celebrate the things of God and provide challenging teaching and equipping. At Antioch, the goal of our services is to
"engage the guest and equip the believer for the Glory of God." All Antioch services should accomplish four purposes within that mission: Helping people encounter God, leading the lost to salvation, establishing Kingdom culture in your church and attracting new guests. Services are a front door for guests and a celebration and equipping time for core members. Check out our Best Practices: Service Production guide for more practicals on creating and facilitating great services.

Launching new services is like buying a new car. There are a lot of decisions to make, and none of them is right or wrong. But different decisions will have different effects, and you can anticipate what those effects will be. Some cars will drive faster, some will drive farther, others will require more maintenance but cost less up front. Putting together your service strategy is similar. You’ll need to assess your context and decide accordingly. Here are some strategies for you to consider in launching your services.

Choosing Service Location
Location is important! Both the geographic location and aesthetic appeal of your service venue say something about who you are, what you believe, and who will feel most comfortable at your services. Our movement doesn't define churches according to buildings, but most of the world does. Your choice of venue will greatly affect the way others think of your church.

When asked to think about your own church, you might not think about a building. Your perspective of your own church includes your people and your vision. But for the average attendee, when asked to think about your church, they think about... Your building. Maybe your service. Though your venue might matter little to you, it matters in attracting people who know nothing about your church beyond the physical building you've chosen to represent it.

As much as possible, don't settle for a venue because it's cheap or easy. Pray, search and believe God for a great space. When moving locations, continue asking yourself: Is this location strategic or are we here by default? Though you probably will not find a perfect venue, trust God to provide a great one and search expectantly. Here are a few things to consider when choosing a venue:

- **Accessibility**: Who is your target group, and where are they located? Is it accessible, convenient and attractive to them?
- **Atmosphere**: How does it feel when you're there? What atmospheric elements (sound, lights, décor) could you change to create a feel you want people to remember?
- **Size**: The “80% Rule” says that church growth typically plateaus when services become 80% full. This is when it becomes hard for guests to find open seats, especially multiple together. Shoot for your space to be between 60-85% full. If your space is too big, use pipe and drape or adjust...
seating to keep it from feeling empty. Limited parking can also deter guests. Ideally, your venue should have one parking spot to every two attendees.

- **Practicality:** Does it offer what you need? Stay away from choosing a storefront, which usually require thousands of dollars of renovations before becoming a good facility. Schools are typically the best, giving you maximum opportunity for kids facilities and auditorium space.

Just as important as your venue is the signage you use to mark it. Especially if you are renting or are in an unusual location, you need twice the signage you think you do. People will associate the building you’re in, whether it’s a school, theatre, or another church, with what it is *actually* used for. You need to make it totally obvious that you are meeting there, and the time and invitation to come should be clear.

Ultimately, your services are intended to help people encounter God. Physical spaces can play a powerful part in making that happen. Ask God to provide a space you’re excited about meeting in, one you believe will help people encounter Him and accomplish His vision for your church.

**Pre-Launch**

Once you launch, there’s no looking back! Launching is a zero to 60 experience no matter how you do it. The Sunday service takes a large amount of your team’s time and energy, so you will want to be as prepared as possible before you do it. And when you do, you want it to be a win for both your church and your team!

Holding preliminary gatherings before your actual launch will help you network, cast vision, and see who’s interested before you start services. These meetings will help you to gauge the size and location of the venue you need. Read the descriptions below for these meetings and consider which might be effective for your situation.

**Interest Meeting**

*6-9 months from launch*

Use interest meetings to network and find potential church members. Pull small groups of people together in homes to share vision for your church, answer questions, and worship together. Keep these informal and be sure to get contact info and follow up with every person in attendance.

**Vision Rally**

*2-4 months from launch*

Use vision rallies to establish credibility with your target group. Invite as many people as possible, including other pastors or ministry leaders who would benefit
from hearing your vision. Do these with the excellence and quality of a full service, preferably in the venue where you will hold your first services. Gather during the evening when the most possible people can attend.

A primary goal for your vision rallies is to gauge interest and to follow up accordingly. Make sure you have a way to track who has attended and their level of interest. We suggest using follow up cards where guests can identify as one of the following:

- I’m ready to join the launch team
- I plan to attend once you plant
- I’m committed elsewhere already
- I have friends who may be interested

Vision rallies are a great time to invite a seasoned leader from our movement to lead with you. Antioch Houston held a vision rally in which James Mark Gulley led alongside their worship leader, and Jimmy shared about the movement before introducing lead pastor Fred Nelson to share his vision for the church. Including seasoned and possibly recognizable leadership in a well-prepared service environment gives further credibility to your church.

*Preview Service*

*1-6 months from launch*

Use monthly preview services if you have accomplished the first two but still need time before launching your church. Preview services are produced exactly as your services would be, with a few changes considering most of those in attendance wouldn’t yet consider themselves members. This is generally more a part of the “soft launch” strategy.

*Practicing Services*

Once you’ve started weekly services, there won’t be much time to practice major changes or train launch team members in important roles. Practice beforehand if possible. Including your team in these practice services is key. Though you are one of only a few on stage, it takes your whole team to create a good service. Everyone from kids workers to greeters, sound technicians, musicians, and set up and tear down crew need to practice and feel confident in their role to pull off an effective service. The more you’ve practiced the better prepared your team is for your launch and the better your services are. Though you may only be able to practice in your venue a few times, even practicing in other spaces or talking together through the service will help everyone feel prepared.

Think ahead on what other training your team will need. Consider having yourself and others shadow a children’s pastor and guest ministries team leader during
Sundays from your sending church. Make sure as many of your team as possible are trained using the resources at your sending church before you’re out the door.

**Preparing Your First Sermon Series**
Take advantage of the months and weeks leading up to your launch by carefully planning and practicing your first sermon series. There’s no reason not to have most of the series completely finished before your first service. This will give you much needed time once you’ve started services for more pressing matters like follow up and discipleship.

Sunday services are the most popular front-door for guests to join our churches. Not only do they attract guests, but they are a powerful opportunity for us to gather, unify around a vision, celebrate what God is doing and worship together. Take advantage of the opportunity to host a Sunday service that does all of this and nothing less.

Your Church Planting Prospectus should include a launch plan and a clear launch strategy. The plan should show a timeline of how you expect to gather people before your service launch using things like interest meetings, vision rallies and preview services. Your launch strategy should explain if you’ll take a hard or soft launch approach and what that means. Once you’ve planted, use our service preparation recommendations to figure out how you’ll prepare your team for launching.

Antioch College Station launched in 2009 and has now grown to over 1000 members in less than ten years. Their church is young, vibrant and one of Antioch’s largest senders of short-term missionaries each year. Senior pastor Tyler Hardy has learned a lot in those ten years, sometimes the hard way. Church planting is full of unexpected experiences, some humbling and some just hilarious. Here is one of his favorite funny stories from their early days as a church. If you end up with a few funny stories in your first year – embrace them!

**Tyler Hardy, Antioch College Station**
“*It was August 2009 and our third Sunday service ever. We didn’t have any sort of production order at that time, and just 75 people in the room. One of the few families in our church approached me that morning and shared that a friend of theirs who was a missionary in Mexico was visiting that morning. I thought, This is exactly what we want! Real testimonies of what God is doing around the world. I didn’t think about the fact that I was giving a stranger the microphone. That was my first mistake.*
“I teed this lady up to come share. I blanked on her name but pointed at her awkwardly and said, ‘Come on up!’,” Tyler laughs. “‘Share with us, what is God doing in Mexico?’ A very open-ended question. That was probably my second mistake.

“She told a few stories and we were all feeling encouraged. But as she was ending, she wanted to share one final story. This is what she said:

“One day a family called me and said, ‘Our child is dying!’ They didn’t believe in God. I went to the house, walked in the room and felt the spirit of darkness there. I went to the mother, grabbed the baby and held it out unto the Lord. I said ‘Lord, come and heal this baby!’ As I cried out to God, at that moment, LIQUID GOLD FELL DOWN FROM HEAVEN AND COVERED THIS BABY! The baby was covered head to toe in liquid gold, breathing and crying and coughing! It was a miracle. The family began rejoicing that their baby was healed with gold from Heaven! AND GOD WANTS TO IMPART THAT TO YOU TODAY!”

“She began praying in tongues on the microphone as loud as she could! It was crazy. At this point I was sitting down on the front row – my final mistake. I couldn’t get up and tap her on the shoulder or wrap it up without looking like I was taking over. I was stuck until she finished.

“Eventually it ended. I grabbed the mic and said, ‘Wow, God’s really moving in Mexico! Praise God. Let’s worship.’ What do you say at that moment? That was my transition into worship. Pretty awkward.

“Needless to say, we lost a few people the following week. It was just not the right entry into worship. It was not the right timing in the service. It was not the right moment for our brand-new church. It was such an out of the box story. Who has ever heard of liquid gold falling from heaven?!

“We got labeled as a pretty strange church for a few years. Praise God for that little baby, but it did cost us quite a bit!”

We love Tyler’s story because we know that his church didn’t end with the golden baby incident. Tyler doesn’t blame the lady who told this story; instead, he learned the importance of taking responsibility for his services and making sure they were set up to produce the outcomes he was looking for. Whether it’s awkward testimonies, crusty venues or failed outreaches, we all pay our dues somehow. Mistakes and funny stories are part of the journey. While we pray, believe and try our hardest, sometimes we just have to step back and laugh when things go wrong. Tyler’s church is strong and thriving and chances are, you’ll make it through your
awkward times, too. These are the moments when we can take refuge in verses like this one: “Unless the Lord builds the house, the builders labor in vain” (Psalm 127:1, NIV). We can trust that the Lord is building his house, not us. We are co-laboring and serving a vision which is ultimately His and which He will protect and defend.

Reflection Questions:

1. Launching Services
   a. Launch Strategy: Are you planning a hard or soft launch? What is your team best equipped for? What resources do you have which would make a difference?
   b. Service Location: What kind of venue are you looking for?
   c. Launch Plan: What is your timeline for launching and what pre-launch elements do you plan to use?
   d. Launch Preparation: How can your team prepare for services ahead of time?

2. First Year Focus:
   a. Modelling Culture and Values: How will you create culture and model values for your team and new church members?
   b. Gathering and Outreach: How will your team find and engage with unbelievers? How will you find existing unchurched Christians?
   c. Growing Strong Lifegroups: How many Lifegroups would you like to have at the end of the first year, and how do you plan to facilitate strong culture and growth in those groups?
   d. Developing Leaders: Create a strategy for developing leaders from the ground up. How will you get to the ground level and find the leaders you need?

Building Your Prospectus:

1. Include a launch timeline and explain your launch strategy. What do you as the senior pastor plan to focus your time and energy on in the first year? List specific areas of focus and what this will look like for you.
PART FIVE:

STAFFING

“The best advice we were given in planting our church was related to team development. Someone said, ‘You’ve got to have a core leadership team to start with, but give it an end date.’ That’s what we did... several couples made up the ‘strategic leadership team.’ We didn’t give titles or roles, just delegated responsibilities. The end date gave us the chance to re-evaluate, and make the first hires according to what we realized was most needed.”
- Fred Nelson, Antioch Houston

All Hands On Deck
June 6, 1944 marked D-Day, the massive Allied landing in Normandy, France to begin the process of liberating Europe. The freedom of Europe rested in the hands of these soldiers storming the beach. Omaha Beach saw the worst fighting, and for most of the day, little progress was made. The teams were all assigned different roles – engineers to clear the obstacles, infantry to engage the enemy, medics to attend to the wounded - but almost immediately the plan went astray and the roles had to change. Each soldier picked up a rifle and became an infantryman, regardless of their expected role and training. They were all focused on the mission and were willing to do whatever it took to achieve it, leaving behind their expected responsibilities and serving “all hands on deck” as needed until they took the beach.

Launch Team
A launch team needs this same, “all-hands on deck” mentality. Team members should show a passion to reach your city, not a need for a job or title. Things will not work out if the primary motivation of team members is either their role or their relationships more than their heart to reach others. This can play out in a team member’s unwillingness to change their leadership style or preferences to better fit
the vision. It may show through a lack of motivation to serve in roles they don’t enjoy. For others, it may become clear that being near you or your team is more important to them than reaching out to others.

A launch team showing these symptoms will require more time and pastoral leadership from you, keeping you from focusing on other priorities and building new relationships. Instead, team members should be willing to do whatever it takes, whether glamorous, fun and exciting or sacrificial, hidden, and tiresome, to see the vision accomplished.

This is why we use the term “launch team.” Your launch team will be the people who sacrifice much to serve and lead your church. Some will be from your target city, some from your home church. Some will be paid staff, some will have specific roles, and others will be unpaid volunteers. This launch team will launch your church, and it will take a D-Day style approach to get it off the ground. Launch teams typically experience a strong bond over shared sacrifice and commitment to a common goal.

After the launch season, the growth you’ve experienced will necessitate change. You’ll shift the roles and responsibilities of the launch team to meet those needs. Some of your launch team will become long-term staff members, and others will not. This transition can be emotional at times. People’s hearts, energy, sacrifice and vision have been deeply devoted to the cause. One of a senior leader’s first major tests is gathering and leading a launch team, then carefully transitioning that team into a new season when it’s ready.

The next few paragraphs will walk you through some things to consider in leading your launch team: Roles vs. responsibilities, paid vs. volunteer, meeting rhythms and transitioning well. After that, we’ll explain more about the transition into future life stages of a church and how your staff and leadership will be affected. We’ll end with some suggestions for how to get your team building off to a great start.

**Roles vs Responsibilities**

Roles are titles which seem to assign value to a person, but responsibilities are expectations of what that person will accomplish. Though team members may be given roles, focus more on what responsibilities they’re expected to fulfill. As leaders, we often hope that assigning a title alone will communicate responsibilities, but you’ll need to be more specific than that. If you’re going to assign a role, write down a specific list of responsibilities and goals that you expect that person to accomplish when holding that role, write down what authority you want them to have and what access to resources they can expect to get their goals accomplished. Most launch team members choose a ministry responsibility (serving
with college, families, etc) and a serving responsibility (Sunday set-up, worship team, mid-week administration, etc).

Let your team know that you will collectively re-evaluate responsibilities based on the growth of the church at the end of your first year. Use the feedback from these times to clarify and update your written descriptions. This keeps people from attaching to roles and instead focusing on accomplishing the responsibilities at hand.

Paid vs. Volunteer
Paid staff should start small. Typically, this is two full time positions and one or two part time roles. A senior pastor should be full time, so that they can give their full energy to planting the church; most churches find it necessary to have one other full time staff member as well, typically an administrator. Most of your team should be bi-vocational.

Starting with a large staff can also create an unrealistic financial expectation as the church grows. While everyone might be on support initially, the goal is to transition your staff to the church operating budget. Here is a general principle to consider: Only allow staff to raise support if you believe you will be able to fully fund their position in the next 5 years.

Meeting Rhythms
Many new churches will have an every-other week launch team meeting to share testimonies, cast vision, pray and worship. The purpose of these meetings is to build team connection around a shared culture and vision.

As leaders, we can often muddle these team times with too many objectives. Culture-building, connecting, and tactical planning all in the same meeting can cause meetings to feel drawn out or exhausting. It can also send mixed signals about what your priorities are for the team.

To keep your purpose clear, resist planning during your team times. Instead, create separate tactical, planning meetings for individual areas as needed. Once the launch team transitions, consider leading a monthly or quarterly “family night” to allow both your original team and growing core to remain connected.

Transitioning Well
In the launch of Antioch Houston, Fred Nelson’s launch team operated as a small, “strategic leadership team.” None of the team was paid, and he focused on delegating responsibility rather than roles. This meant that Fred could observe the
team’s dynamics together and successfully launch the church without setting the expectation that any team members were to be given permanent roles. At the end of the year, Fred was able to make informed decisions about what staff to hire first and what the next season of church leadership would look like, knowing that the team expected for transition to come after their first year.

A key principle for navigating transition like Fred’s is clear communication. If the team is aware that this will be the expectation before they join your launch team, they will be able to understand that their responsibility or leadership may not be permanent. Clearly communicate the “all-hands-on-deck” mentality. Lead with a team-oriented vision which keeps launch team members from making assumptions about future staff positions.

As you build your launch team, communicate an end date on which you will dissolve the team. End with a giant celebration honoring the sacrifice of this team. Consider hosting annual reunions and do whatever you can to honor the sacrifices launch team members made.

Organizational Growth
Churches are like living organisms and are constantly changing and growing. They grow in numbers, resources, needs and complexity. Take a minute to flip to the chart in your appendices titled “Stages of a Church Plant.” The chart shows four early stages, for churches between 0-250 in size: Launch (35), Church Plant (35-125), Local Church (125-250), and Church-Planting Church (250+). Stages are differentiated according to size, and each stage has different leadership structures, goals and challenges. Even within these stages, nothing will stay the same for long. Your leadership will constantly adjust to fit the life stage of your church to keep it healthy.

Now flip to the chart titled “Organizational Growth Phases.” This shows churches in three different size brackets: Personal Phase (0-250), Management Phase (250-1500) and Professional Phase (1500-5000). Each of these is assigned different “organizational realities,” or things you may feel as a leader of a church that size. It also shows “congregational feel,” and the role of the senior pastor and other “governors” (staff, leaders or elders).

Most church-planting resources and experts reference the infamous “200 Barrier.” Growing beyond 200 people can be a major struggle for churches because it begins the shift from the “personal phase” to the “management phase.” Most systems need to adjust and roles need to be re-aligned. Sometimes the hardest challenge is for members who have come to enjoy or expect personal relationships with the senior pastor, which now becomes impossible.
Another interesting challenge happens at the 200 barrier: According to research from Fuller Seminary, Leaders need to begin expressing a new set of leadership competencies. Leaders leading a church under the 200 barrier need to strongly exhibit the following competencies: Resilience, commitment to a vision, networking, entrepreneurial mindset, and role flexibility. After the 200 barrier, they need to show new competencies: Activation, management, administration and delegation. It’s not that competencies need to change completely, but different ones need to become activated when change happens.

Imagine your church before and after the 200 barrier. Which set of competencies sounds more like your leadership style now? Does your launch team understand that these are what’s needed from them as well? And how can you prepare for the change to come?

Bottom line: You will constantly need to develop new competencies, shift focuses and staff to address your weaknesses as seasons change. Your team will need to adjust, too. Change is not only inevitable, but good for the life of your church. Most likely, the team which launches may not be the team which leads your church once it exceeds the 200 barrier and enters a new stage. What does that mean as you recruit? Look for people who are available, capable and willing to carry your church through its first few stages of life, and know that your team will evolve and change.

We would always rather see churches with healthy cultures than churches with bigger numbers. You can choose how large your church grows, and if you ever even want to overcome certain growth barriers or not. There are advantages to both big and small. When talking about growth, we recognize this, and always want to emphasize culture and discipleship over numerical growth. As long as our churches keep growing in our three core ministry values – Encountering God, discipleship and missions – we celebrate churches of every size.

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**Andy Salsky, Antioch Phoenix**

Andy Salsky, now the Executive Pastor at Antioch Phoenix, was a part of the church’s initial launch team in 2011. The team of nine was made up of members and leaders from their sending church, Antioch Boston, and led by Travis and Joy Phillips. For a year before launching, the team met bi-weekly to pray and research about their new city. “When we moved, we did a 100-day push. We had to pick something to start with, so we started with college because that’s what we knew best. We did a retreat at the end of the 100 days where we played games and celebrated,” Andy remembers. In regard to his role? “At first I played bass, I ran sound, I took out the trash, preached and strategized. That’s one of the great things about church planting. You get to try it all and find out what you’re good at. You get to say ‘yes’ to a bunch of different things.”
They tried new ideas, some of which worked and others which didn’t, and always functioned closely as a team. “When we first planted, we didn’t have ‘staff.’ We had team. We met for two hours each week for the whole first year. The meetings were terrible because all nine of us were trying to make decisions. But Travis knew that if we got too small too fast in our decision-making, he would lose the buy-in of some of us who had sacrificed quite a bit to be there.” Travis’ patience paid off, and most of his original team is still there and filling key leadership roles.

After one year, Travis led the team through a transition. Some stayed on the volunteer team and others became staff. At 150 people, a senior leadership team and smaller departments formed for making decisions. At 300 people, the senior leadership team divided further into a team of overseers and a team of executives. As Antioch Phoenix looks to grow beyond 500, the leadership is looking for new ways to develop structures that facilitate growth. From Andy’s perspective, “We need to begin trusting people even more. We need to give them freedom to make decisions without needing to ask, and we need to give them permission to fail.”

Andy’s story is a great example of how to transition leadership through the many stages of a church’s life. At each turn, Travis was careful to recognize the needs of his team and the needs of his growing church. He focused on creating a sense of shared teamwork early on. He was wary of using language or role titles early on which could have caused missed expectations. He carefully navigated each transition. As a result, Travis’s team shows longevity, commitment to each other and shared commitment to their vision.

Key Responsibilities

While your team does need to have an all-hands-on-deck attitude, there will also need to be people focused on accomplishing specific responsibilities. In addition to a designated senior leader, most churches need to launch with someone responsible for kids ministry, worship ministry, and administration. Spend extra effort recruiting the right people for these roles and making sure they understand their responsibilities correctly. These are not paid positions, but key responsibilities which need to be covered by a dedicated person early on. The administrator is usually the second paid staff member (after the senior pastor). A kids pastor, worship pastor or college pastor typically comes next depending on your specific context and vision.

We’ve defined these responsibilities below according to what you might plan for now and what the job will evolve into later. Remember the rule of organizational growth and that the right person for later will require different skills and may be
harder to find now. Look for the now person instead, and spend your first few years developing them into the later person or knowing that your later person will need to be found… later. Here are some helpful tips on defining responsibilities in these three areas.

**Administration**

**Right Now:** Administrators need to have a “get it done” attitude and strong work ethic. They will need to be flexible and able to take on big projects, such as filing for incorporation, looking for a venue, establishing staff protocols and facilitating the operations for the service. If the senior pastor is a strong visionary and organizational leader, look for an administrator who is primarily operational. If the senior pastor is more pastoral, look for an administrator to oversee organizational development. This person should not be confused with an assistant, another valuable but very different gift mix.

**Later:** As the church grows, this role will be important for sustaining growth and will develop in complexity as more and more responsibilities are added. The administrator role may become an assistant or executive pastor responsible for finances and accounting, managing facilities and managing staff. It is especially important to take into account the gift-mix of the senior pastor in determining who fills this role.

**Kid’s Ministry**

**Right Now:** One of the most important factors in reaching young families is the children’s ministry. Thus, this role is vital to the growth of your church. A basic principle to consider in selection: Would you feel confident entrusting your children to their care if you came as a guest? Setting up a children’s ministry also requires the administrative responsibility to recruit volunteers, build systems and inspire confidence with parents. Often young mothers are willing to take this role. They will likely have great ideas for curriculum and the ability to connect easily with parents, but lack the available time to administrate. Consider pairing them with another administrator to build your kids’ ministry leadership team. Churches typically give these roles the title of Kids Pastor and Kids Administrator/Director.

**Later:** As children’s ministries grow, leaders spend less and less time interacting with kids. Their role becomes focused on recruiting and managing volunteers, maintaining complex systems and facilities, and building parent relationships. You will need a strongly administrative Kids Pastor with the ability to manage teams and build relationships easily.

**Worship Leader**

**Right Now:** The worship team is one of the three primary reasons people visit and revisit a church (the other reasons are the senior pastor and the reputation of the
church). The worship leader is the second most visible person in your services and has almost as much authority as you do to shape the culture of your services and your church at large. In the early stages, you are looking for a passionate worshipper who models the kind of worship culture you’re looking to create. They also need the confidence to lead large groups, the ability to recruit a band, and enough musical talent to lead it.

**Later:** Worship pastors and lead pastors in our movement work closely together to build Sunday experiences. You will want a worship leader who shares your unique vision for your church and who you trust and enjoy working closely with. Increasing services and numbers of musicians will require more administrative capacity and the ability to build and lead teams and to pastor a worship movement that reaches far beyond Sunday mornings. This person is typically given the title of Worship Pastor.

In each of these roles, you should be confident of the “now” person’s ability to lead through the launch and church plant and into the local church stage. However, this person doesn’t necessarily need to have a sense of personal calling to the role they are filling or the excellence to fill this role long-term. These first stages are a great time for young people to “try on” opportunities or to give a few years in service without the expectation that this will become a career.

**Building with Locals**

Every culture allows for two types of people: Insiders and outsiders. Insiders look, talk, smell and act like the culture. You can’t always put your finger on how or what, but culture clings to the insider’s life. It’s their scent.

You and most of your team will be outsiders in your city but insiders in your church. You listen to the same music. You refer to foreign countries as “the nations.” This will cause your church to have an insider culture and a scent of its own. The best way to bridge the cultural gap between your city and your church is to find team members who are insiders in both cultures. They smell of your city and your church. These are bridge builders.

When recruiting a team, look for bridge builders first. This means people who already live in your target city or are from there. Network as much as possible both inside and outside of the Antioch Movement to find them. You will need to make sure they are on the same page with your vision and values. They may not know you or even know Antioch well, but they are worth finding, investing in, and communicating vision and values to. If you can make these people insiders in your church and if they choose to join your team, they will ultimately be far more effective at reaching the city than any outsiders will be.
Outsiders are those you bring with you who may be committed to your church or our movement but have no connection to your city. They don’t have networks of relationship and don’t have jobs. They will be more dependent on the church for relationships and care since they don’t already have an established support system in the city. We recommend having fewer than ten outsiders on your team.

While it feels exciting to have a big team of outsiders from your home church, these people are limited in their effectiveness and you can hurt your home church by taking too many key leaders. These people make your team bigger, but bigger is not always better. You probably need a few outsiders, but have too many and you will find your energy devoted to pastoring them instead of reaching your city.

Think about your team members, or those who may potentially join. Separate them into three lists, according to their connection with your city:

- **Bridge builders:** Live in or have lived in your target city, have strong ties and familiarity with the city.
- **Some ties:** May have family in your target city, or be from a nearby area.
- **Outsiders:** Have little or no ties with your target city. These are probably people from your home church who are interested in coming but are unfamiliar with the city.

### Team Building

A Leadership Network study found that the greatest contributing factor to the success of a church plant was the accuracy of the team’s expectations regarding the church planting experience. Teams with realistic expectations had a 400 percent greater chance of survivability than churches who reported that their expectations were not. No other contributing factor was even nearly as effective in helping church planting teams persevere.

One way of setting appropriate expectations is to paint a picture of what your team life will be like. This includes designating responsibilities, determining who will be “paid” staff, and clearly expressing your vision for the life of your launch team, as we mentioned in the Launch Team section. Multiple conversations will be needed for your team, and the AMI team building department has developed a Team Building Essentials course to help you do that.

The course includes sessions led by a facilitator. The sessions include discovering your team’s unique gifts and personalities, discovering and discussing expectations, communicating around leadership styles and trust languages, setting goals and responsibilities and agreeing on a course of action for resolving future conflicts.
Every team is different, so it is your decision if only your staff attends these sessions or if you choose to invite your entire launch team. For teams not leaving from Waco, AMI’s Director of Team Training can still help you determine the best way to facilitate these conversations. Some teams complete them during an extended retreat and others hold regular weekly or bi-weekly meetings to complete the sessions. Just as the first chapter in this book was dedicated to helping the team leader assess their interest in church planting, these sessions will help your team assess what it means to plant a church, setting right expectations and clarifying their sense of calling. Make sure team members feel free to continue considering their commitment to your team, and don’t ask for a final commitment until these team building sessions are done. Reach out to us-network@aminternational.org or find out more about about the Team Building Essentials course.

Conclusion
Joining your team is a big decision. Church planting requires major sacrifice, and many people you wish would join might not feel called or ready to make those sacrifices. That’s okay! Teams change, develop, and grow in time. People will come and go, often at inconvenient times. There will probably never be a day when you have everyone you need, when you need them, doing what they’re needed and gifted to do. There will always be room to grow. Find joy in developing and growing your team, and trust God to give you who you need, when you need them.

Reflection Questions:
1. Launch Team: How will you communicate expectations about roles and responsibilities, meeting rhythms and an end date to your launch team?
2. Team Life: Take time to ask God for vision for your team.
3. Organizational Growth: Imagine these changes taking place and ask the Lord for wisdom in each stage.
4. Team Building: Who should attend team building sessions? Which sessions (if not all) do you think are of importance to your team?

Building Your Prospectus:
1. Introduce staff members and their responsibilities. Consider including photos of families or team members. Who else will be part of the launch team and how did you choose them? What is your plan for team training and preparation before launching?
PART SIX:

SUPPORT STRUCTURES

Support structures are those things which empowers you to do the ministry you’ve set out to do. Your facilities, finances, oversight teams, accounting department, website, insurance provider and more all support your ministry. Someday, you’ll likely have other staff who take care of these support structures with little attention from you. Right now, the lion’s share will be your own responsibility.

It’s easy to sweep these things into the “non-urgent, unimportant” category as you focus on things you feel more energized by. They might seem unimportant, but neglecting support structures isn’t wise. Often, it’s these things which can allow your church to move forward, or hold it back. Your church needs bank accounts, websites, budgets and elders to become established in a healthy and sustainable way.

We’ve chosen to highlight two structures which require attention before and during your launch: Finances and branding. These usually take more time and energy to set up than you expect, which can feel frustrating when your entrepreneurial energy is at its highest. Challenge yourself to use patience and stay focused the process! If you’ve chosen well, the structures you put in place now will support your church for a long time. Have a long-term perspective as you set these structures up now.

At the end of this chapter, you should be able to include in your prospectus an initial budget, a branding plan and a description of the roles of your oversight teams.

Financial Planning

Start-Up Budget

Money! None of us got into church because of the money. Some of us got into church because we thought it would help us avoid the pitfalls of money. All of us
were wrong - whether your church plans to someday have $5 or $50,000,
managing finances is an important part of leading a church. Most importantly,
finances affect you. Barna Group research recently found that one third of church
planters are under personal financial strain (often a result of the church’s inability
to provide a consistent salary), and many of them admitted to it affecting their
marriage or other areas of personal life. Church finances are no joke, and the first
step to taking them seriously is to having a smart and sustainable financial plan.

The first step to making this plan is creating a budget. Line items include sound and
service equipment, facility rentals, branding expenses, insurance and more. These
will vary according to context and launch strategy – some churches set budgets as
low as a few thousand, and some over $100,000. You’ll need to create a budget
based upon your strategy and vision and with input from others. Seeking help from
your board of advisors or other church planters is crucial before moving forward.

The next step is fundraising. Open a bank account and make a plan for raising funds.
Consider inviting your launch team to take responsibility for raising a portion of the
funds themselves. Once the church launches, you’ll need to work toward balanced
spending.

Salaries
Managing finances in a Kingdom way has always been an area of great focus and
discussion for the Antioch Movement. This comes out of Jimmy and Laura’s story,
their personal sense of calling and the apostolic, prophetic calling on us as a
movement. For this reason, Jimmy has written a position paper which explains in-
depth what Antioch believes about finances and how that should affect the way
staff salaries are paid. Before setting salaries for any members of your staff, make
sure you read and understand Antioch’s position on finances found in the
appendices.

Based on these beliefs, Antioch churches don’t use salary models traditionally used
in larger churches. Salaries aren’t paid according to job title or responsibilities.
Instead, we want salaries to be relatable to those in our church body, and to reflect
valuable work experience rather than role hierarchy. Contact your sending church
or the Antioch Network for a sample salary table, and for help understanding what
factors you may or may not want to consider when setting salaries.

We roughly estimate that 150 regular attendees should be able to pay one salary. If
you’re primarily reaching college students and young adults, expect the number to
be much higher. A general principle for estimating income is $25/person/Sunday.
Until you’re able to pay salaries, you should expect for all staff to be on support,
and as many as possible should find a part-time job as an additional source of
income.
Branding
Branding is the use of logos, slogans, websites, materials, advertisements and more to represent your church to your community. As a new church, you’ll likely want to do some branding, either something as small as starting a facebook page or maybe creating a first-class website. Antioch churches have the freedom to put as much or as little effort into branding as desired. You should decide what your strategy is, your desired outcome, and the appropriate about of time and resources to spend on it. Be aware that sometimes your lack of branding (for better or for worse) becomes your brand! In this way, even what you don’t do says something about you. Think about how you want to be known by your new community, and how you’ll contribute to their understanding of you and your church.

Name and Logo
Since rebranding in Spring 2014, we have asked all new church plants to use the name “Antioch Community Church” and to use the Antioch logo. Since that time, several of our pre-existing churches have voluntarily chosen to change their names to fit this pattern as well. As our name spreads and reputation grows, this should benefit us as a movement as well as you as a church plant. The Antioch Waco communications department publishes a regularly updated Communications Manual with everything you need to know about how to correctly use our logo, fonts, branding and more. Email us-network@aminternational.org for an updated copy.

Website
Your website is the world’s front door to your church. The less well-known you are in your city, the more your website presence matters, because you lack any reputation to precede it. We think a quality website is worth paying for upfront, and is the first purchase most churches make. We suggest you have your website up and running as early as possible before launching your church. Antioch churches have used Wordpress, Cloversites, Squarespace and many other website developers. If you don’t have graphic design skills on your team, consider a monthly subscription to Canva or Snappa to help you create professional-looking graphics.

Social Media
Social media gives you the opportunity to have “conversations” with people in your community. A well-managed social media account will allow you to not only share information but also build relationship through interactions. Respond to followers by answering questions, re-posting, or acknowledging new followers. While social media is a powerful tool, it isn’t necessary if you do not have the time or resources to maintain it. An inactive account is worse than no account at all, and just because it’s cool does not mean you should do it. Excellence of quality on one
platform is better than a mediocre presence on multiple. Before launching any new communication channel ask yourself, “Do we have the resources and personnel to maintain this channel with excellence?” If not, don’t start it!

Advertising
Advertising is the art of telling your story to the people you want to hear it. At the beginning, most churches don’t need to put money into paid advertising at all. Word-of-mouth, relationship-based “advertising” is the strongest solution for reaching your community when your church is just launching. Advertising is about your story and your vision. How can you tell your story and cast your vision over and over again? How can you equip your launch team to do the same, and your first core members? Focus on relational growth for as long as possible.

Over time, some of our churches have found themselves struggling to reach a certain target group, or overcome a key growth barrier. In those times, churches have explored new ways of advertising, from everything to door-hangers and mailers to “rave cards,” online advertising and billboards.

Many Christians debate what forms of advertising churches should or shouldn’t engage in. If you’re squirming in your seat at the idea of billboards and mailers, you might have been a part of this conversation before. Most arguments stem from one of two interests: The preservation of the Gospel, and the contextualization of the Gospel. Those interested in preservation show concern that the Gospel becomes misrepresented when churches apply consumer-driven strategies to communicating the Gospel. Those interested in contextualization argue that the use of these strategies is necessary (or even inevitable) for communicating the Gospel to people today.

Both of these interests, the preservation and contextualization of the Gospel, are good intentions. As stewards of Jesus’ message and His Kingdom, we should take seriously our responsibility to do both. How we do that depends on our own conviction. For this reason, Antioch doesn’t have a stance on advertising. We trust you to follow the guidance of the Holy Spirit together with the people around you and to make a decision you feel is best.

For churches past the launch stage who want to try paid advertising, we suggest targeted online advertising first. Both Facebook ads and Google Adwords are inexpensive ways to help specific groups of people find you. Choose a time when you can advertise for at least a month in the same platform, so viewers will see your message consistently.

Next, print invitation cards that your church can share with their friends. Some churches also use “rave cards,” typically 4x6 inches in size to advertise a particular
sermon series or event. These are fairly inexpensive ways to utilize relationships and encourage your church members to continue reaching out to friends.

If you’re considering billboards, mailers, door hangers or more expensive advertising efforts, there’s an art to doing them right. Reach out to someone you know who’s done them successfully to get tips before investing.

**Finances and Legal Procedures Checklist**

Below is a helpful, nuts-and-bolts checklist of more tasks you’ll need to complete to start your church. Certain steps will need to happen before others to complete the process. As you go, check state laws to make sure you’re completing the steps appropriately for your specific situation.

- **Incorporation process:** Decide on a church name and reserve it with the Secretary of State. Then file your church’s Articles of Incorporation.
- Obtain an **Employer Identification Number** (EIN) from the IRS by filing Form SS-4.
- Select a local **Board of Directors** from among staff, launch team or local trusted members.
- Create your church’s **By-Laws** (a standard set is provided in the appendices) and have it signed by the Board of Directors.
- Have an **initial board meeting** to set by-laws in motion and delegate authority.
- Open a **bank account** (may need EIN, Articles of Incorporation and minutes from the board meeting proving authorization).
- **Apply for 501(c)3 “Recognition for Tax Exemption”** ruling with the IRS by filing Form 1023.
- Obtain **insurance** such as: Officer’s and Director’s liability insurance, property liability insurance, workmen’s compensation and others.
- File appropriate **state requirements** such as state sales tax and annual report fees.
- Develop an initial **budget** and create a fundraising plan
- Create a **website** by purchasing a domain (Ex: antiochwaco.com), choosing a web development platform and creating the site.
- Set up church **email accounts** after having purchased the web domain. Most use Google for Business or Microsoft 365 services.

**Church Oversight**

Finally, you’ll need to spend time assembling a Board of Advisors and Board of Directors before you launch. Your Board of Advisors is part of Antioch’s greater strategy to provide strategic and pastoral care for every Antioch U.S. church. We want each of our churches to have access to the support they need, when they need it. Delegating strategic and pastoral responsibility to advisory boards allows
this to happen. It also allows you to designate your closest advisors and bring them together on a regular basis to support your church’s vision. Take some time to flip to the Antioch Oversight document and Oversight graphic in your appendices to better understand in detail how all of our Antioch oversight teams, local elders and other structures work together to support our churches.

**Conclusion**

Most of us don’t sign up for church planting thinking we’ll spend most of our time trying to discern tax laws, managing budgets or scribing the minutes of board meetings. You might find it frustrating at times to spend hours on support systems when you’d rather be doing the “real” ministry. Remember that these systems empower you and your church to keep doing ministry, for the long haul. Having healthy oversight and stable finances are essential. If these are difficult for you to manage, one of the greatest gifts can be a co-leader to help manage them with you.

This book doesn’t spend much time referencing the behind-the-scenes leaders who keep churches rolling. Those hard-working, committed team members who become Executive Pastors or Operational Directors for our churches might be the most unsung heroes of our network. All Antioch churches have at least one of these heroes. In fact, many of them contributed to the writing of this book and several of the resources you’ll use on your journey. While it appears from the outside that senior pastors are the leaders of their churches, the reality is that it takes a team to see a church established. Within that team, there’s often a duo plowing the way. There are many such duos in the Antioch Network which we could reference, but we asked Andrew Bach specifically to share his story with us below.

***

Andrew Bach is the senior pastor at Mosaic Community Church in Seattle, WA. Several years ago, Andrew hired Paul Jackson to serve as the church’s Executive Pastor. “Paul is from Seattle, which is really crucial to his role. He knows the city in and out. He knows the culture and knows how business and life works here. Having the ability to lead and completely trust Paul is a huge deal,” Andrew says. The two have taken time to understand each other’s strengths and weaknesses, and allow each other to do what they do best.

“Church planting is a lonely endeavor, and you need people around you to make it not so lonely,” Andrew shares. “Turning to your spouse is a huge help, but you also need others for encouragement, for support, and to carry the burden together.” Paul has carried most of the burden of support for their church, including managing several staff members, in a way that has freed Andrew to do the things he does best.
No one person can carry all of the leadership responsibilities of a church plant. Surround yourself with other leaders! Not just people like you, but people with a diversity of gifts and interests. People who can not only accomplish important functions for the church, but who can provide friendship and encouragement while you work together.

Reflection Questions:
   a. **Movement Oversight:** Do you understand how your church will fit in relationship with the USOT and IOT?
   b. **Board of Directors:** Pray about who to invite as members of your board of directors.
   c. **Board of Advisors:** Pray about who to invite as members of your board of advisors.

**Building Your Prospectus**
1. Create a launch budget and include it in your prospectus. What money do you need before moving? Before starting services? How do you plan to raise these finances and what’s your timeline for fundraising? Consider include charts or graphs here which will illustrate your ideas.
2. Tell the name of your church and any specific taglines or key phrases you’ll use. Give a timeline for website, social media and any other communications you’ll use.
3. Introduce your board members. What are their terms and responsibilities? What are your responsibilities to them?
CONCLUSION

“Enlarge the place of your tent; stretch out the curtains of your dwellings, spare not; lengthen your cords, and strengthen your pegs. For you will spread abroad to the right and to the left. And your descendants will possess nations, and they will resettle the desolate cities.”
- Isaiah 54:2-3

This has been a guiding scripture over our ministry at Antioch. We feel that God is calling us to enlarge our reach, to engage more people, plant more churches, and inspire a generation more than ever before. In everything we do at our network offices, we do it with the desire to obey God and see His kingdom come through our movement in accordance with this scripture. Thank you for choosing to be a part!

As you plant, we believe that dependence on Jesus is the greatest attribute you and your team could share. We pray that you learn to hear and obey Him, and to follow Him together. After “boasting” on his worldly successes and admirable attributes, Paul writes this: “what is more, I consider everything a loss because of the surpassing worth of knowing Christ Jesus my Lord” (Philippians 3:8a, NIV). Only when relationship with Jesus is our true delight may we be completely free to do His will. No matter the result of your journey, we pray that you come out of it knowing Jesus more, and finding that knowing Him is of surpassing worth to any success you may experience in ministry.
CHURCH-PLANTING PROSPECTUS
TEMPLATE

Church Name

Date
FOUNDATIONS

CORE LEADERSHIP
Introduce yourself by telling your story and addressing some of the elements included in the “Preparation” chapter of the handbook, especially your past ministry experience and your calling to church plant.

CULTURE
Describe the culture you want your church to reflect.

DOCTRINE
List the Antioch core doctrine. Express how prepared you feel to lead your church theologically and any training you will do before and during church planting.

CORE VALUES
List the Antioch core values. Are there additional values you would like to express in your church? Explain why.

VISION
Develop a unique vision statement and share it. Include major prophetic words, callings and direction for your church.

CONTEXT
Answer questions people might be wondering. What is the city you chose, and why? If this is a larger city, what specific area will you be in, and why? Who is your initial target population? Explain why and how you will reach them. Where do you and your core team expect to live in relation to the location and target population?

MINISTRY PHILOSOPHY
Include the graphic of Antioch’s ministry philosophy with an explanation of what this means for your church.
MINISTRY

MINISTRY MODEL
Include the 5 circles of the healthy church and how they will help create the culture you desire. Consider describing which of the three Antioch models you will most closely resemble and how.

LAUNCH PLAN AND STRATEGY
Include a launch timeline and explain your launch strategy. What do you as the senior pastor plan to focus your time and energy on in the first year? List specific areas of focus and what this will look like for you.

STAFFING
Introduce other staff members and their responsibilities. Consider including photos of families or team members. Who else will be part of the launch team and how did you choose them? What is your plan for team training and preparation before launching?
SUPPORT STRUCTURES

FINANCIAL PLAN
Create a launch budget. What money do you need before moving? Before starting services? How do you plan to raise these finances and what’s your timeline for fundraising? Consider include charts or graphs here which will illustrate your ideas.

BRANDING AND MARKETING
Tell the name of your church and any specific taglines or key phrases you’ll use. Give a timeline for website, social media and any other communications you’ll use.

CHURCH OVERSIGHT
Who are your board members? What are their terms and responsibilities? What are your responsibilities to them?
ANTIOCH DOCTRINE

THE BIBLE
We believe that the Bible is the inspired, authoritative, living, eternally reliable Word of God equally in all parts and without error in its original manuscript, absolutely infallible, and our source of supreme revelation from God, superior to conscience and reason, though not contrary to reason; and it is therefore our infallible rule of faith and practice and necessary to our daily lives (II Timothy 3:16-17; I Peter 1:23-25; Hebrews 4:12 NASB).

THE GODHEAD
We believe in one God who has revealed Himself in three persons, the Father, the Son and the Holy Spirit (Romans 1:2 NASB). The Father, the Son and the Holy Spirit are all co-eternal, all stand equally superior to time, free from the temporal distinctions of past and future (FATHER - Deuteronomy 33:27; Psalm 90:2; Psalm 102:27; I Timothy 1:17 NASB; SON - John 1:1-2; John 8:58; Hebrews 1:8; I John 1:2; Revelation 1:8 NASB; SPIRIT - Hebrews 9:14 NASB).

We believe in God the Father, creator of all things visible and invisible. (Col. 1:15-16)

We believe in Jesus Christ, God's only begotten Son, who came into the world to reveal the Father, and was the brightness of His glory and the express image of His person; that Jesus Christ was the Creator of everything, for by Him all things were made. We further believe that in Christ dwelt all the fullness of the Godhead bodily and that He was very God and very Man (John. 1:1-2 & 14; I Tim. 3:16; Acts 7:37-38).

We believe in Jesus Christ's pre-existence, incarnation, virgin birth, sinless life, miracles, substitutionary and atoning death, bodily resurrection, bodily ascension into heaven, exaltation, present rule at the right hand of God, coming, personal return in power and great glory, and in His everlasting Kingdom and dominion (Acts 1:11; 3:19-21; Daniel 7:14; Revelation 20:4). We acknowledge His Lordship -- that Jesus Christ is Lord over all things in heaven and on earth, and under the earth (Phil. 2:9-10).

We believe in the Holy Spirit, His present ministry, His indwelling, His empowering, His impartation of gifts for today, and His transforming power in the lives of all believers (I Cor. 12:4-11, Gal 5:22-23).

MAN AND SALVATION
We believe that man was created by a direct and immediate act of God (Genesis 1:26-27; 2:4).

We believe that man by transgression fell from a state of righteousness and holiness in which he was first created into total spiritual depravity, a state of death in trespasses and sins in which he is held as a slave of sin and an enemy of God. As such, he is unable to attain divine righteousness by his own efforts but must be redeemed and delivered by the power of the gospel (Romans 5:12-21; I Corinthians 15:1-4).

We believe that repentance and faith toward our Lord Jesus Christ are an integral part of God's work of justification of the believer. Through faith in the shed blood of Christ, he or she is justified and made a partaker in the death of Christ (Romans 5:1, 9).
We believe that "it is by grace you have been saved, through faith--and this not from yourselves, it is the gift of God--not by works, so that no one can boast" (Ephesians 2:8-9). We further believe that the emphasis for a continuous walk in grace should be on demonstrating righteousness and purity of heart, believing in the keeping power of God, walking after the Spirit and not after the flesh, living a lifestyle that demonstrates the character, standards and convictions of Jesus Christ, and not being conformed to the world (Jude 24; Romans 8:25; Galatians 5:16-25; Romans 4:1-5; 12:1-2).

We believe that repentance is dependent upon the convicting action of the Holy Spirit in the lives of sinners and believers and their response. The conviction of the Holy Spirit, which often accompanies the preaching of the Gospel of Jesus Christ, will result in the revelation of the sinfulness of self, which should lead to godly sorrow. Remorse, or worldly sorrow, is a feeling of deep regret, hopelessness or even despair. It does not lead to constructive change. On the other hand Godly sorrow produces repentance which causes us to turn away from sin and selfishness and to receive faith for change. Repentance is evidenced by an earnest desire to change. Repentance changes the way we feel and act about sin, self and God. Repentance is a total change of mind, will and emotions, (II Corinthians 7:10; Psalm 51; Acts 11:18; II Timothy 2:25; Romans 1:18-32; Matthew 9:12-13).

We believe that in the final judgment, which will accompany the return of Christ, every person will give an account to God of every aspect of this earthly life. The Judgment Seat of Christ (Bema Seat) is the judgment of believers in reference to rewards or lack thereof. The Great White Throne Judgment is the judgment of unbelievers who will be eternally separated from God and in torment (I Cor. 3:10-15; II Cor. 5:10; Rev. 20:11-15).

THE LORD'S COMMANDS
We believe in the Lord's Supper and believer's baptism as acts of our obedience and a testimony of our faith (Mt. 3:6; Mk. 16:16; I Cor 11:23-29).
We believe that water baptism is necessary in obedient response to the command of Jesus. Baptism is to be performed only upon repentant believers in the name of the Father, Son and Holy Spirit. (Matt. 28:18-20).

We believe in the baptism of the Holy Spirit according to Acts 2:4; 10:46; 19:6. We hold that the real evidence of the baptism of the Holy Spirit is one's response to the Word of God (John 16:13), a Christ-like life, showing forth Christ's character, and experiencing and manifesting the gifts and fruit of the Holy Spirit (John 15:26; 16:14; Galatians 5:22-23; I Cor 12:4-11).

THE FAMILY
God has ordained the family as the foundational institution of human society. It is composed of persons related to one another by marriage, blood or adoption. (Gen 1:27-28)

Marriage is the uniting of one man and one woman in covenant commitment for a lifetime. (Gen 2:20-25) The husband and wife are of equal worth before God, since both are created in God's image.(Gen 1:27) A husband is to love his wife as Christ loved the church. (Eph 5:25) He has the God-given responsibility to provide for, to protect, and to lead his family. A wife is to submit herself graciously to the servant leadership of her husband even as the church willingly submits to the headship of Christ. (Eph 5:24) She, being in the image of God as is her husband and thus equal to him, has the God-given responsibility to respect her husband and to serve as his companion (Gen 2:20-21) in managing the household and nurturing the next generation. (Titus 2:4-5) Children, from the moment of conception, are a blessing and
heritage from the Lord. (Ps 139:13-15) Parents are to demonstrate to their children God's pattern for marriage.

**THE CHURCH**
The church is God’s instrument for revealing His purpose on the Earth. We believe that the Church (the people of God) is God’s instrument to distribute His glory on the Earth. The Church is defined as a gathering of believers, meeting and experiencing God together in order to display His goodness wherever they go. (Eph 1:22-23, 1 Peter 2:4-5, Acts 9:4-6, Eph 3:14-19, Eph 5:25-31)
ANTIOCH CORE VALUES

LOVE GOD – CHARACTER VALUES
a. We encounter God through daily Devotion
b. We are committed to the truth of God’s Word
c. We live and walk by the Spirit
d. We chose Obedience, even when it hurts
e. We walk in Holiness
f. We consider Family our first priority
g. We persevere in Prayer
h. We honor God with our Finances by working diligently, living simply, giving generously

LOVE ONE ANOTHER – RELATIONSHIP VALUES
i. We Honor others, in person and behind their backs
j. We choose Humility by focusing on “Him and them” above ourselves
k. We are committed to a Relational Culture
l. We embrace Brokenness
m. We live Authentic lives
n. We always Forgive
o. We keep a Teachable heart

LOVE THOSE WHO DON’T KNOW JESUS – MINISTRY VALUES
p. We commit to Discipleship through intentional investment in other’s lives as our main ministry
q. We pursue Evangelism, from our immediate sphere of influence to the unreached and unengaged
r. We are committed to the Local Church
s. We choose Timeless Principles over passing fads
t. We care for the Poor
u. We embrace Diversity
v. We bless the larger Body of Christ
ADDITIONAL RESOURCES

DISCIPLESHIP
• Contagious Disciple Making – David Watson and Paul Watson
• Go and Make Disciples - Drew Steadman
• The Disciple Maker’s Handbook – Antioch Waco Staff
• Changing the World through Discipleship – Robert Herber
• Building a Discipling Culture – Mike Breen

THEOLOGY
• Surprised by the Power of the Holy Spirit – Jack Deere
• Why We are Not Emergent By Two Guys Who Should Be – DeYoung and Kluck

PERSONAL LEADERSHIP
• Ordering Your Private World – Gordon McDonald
• Seven Habits of Highly Effective People – Stephen Covey
• Leadership Pain: The Classroom for Growth – Samuel R. Chand
• Spiritual Leadership – J. Oswald Sanders

CHURCH LEADERSHIP
• The 5 Dysfunctions of a Team – Patrick Lencioni
• The Biblical Role of Elders for Today’s Church – Larry Kreider & Ron Myer
• The Five Fold Ministry Made Practical – Ron Myer
• Straight Talk to Leaders: What We Wish We Had Known When We Started – Krieder
• God’s Generals – Roberts Liardon
• Doing Church as a Team – Wayne Cordeiro
• The Power of Team Leadership – George Barna

CHURCH-PLANTING STRATEGY
• Deep and Wide – Andy Stanley
• Leading Missional Communities – Mike Breen
• Culture of Honor – Danny Silk
• Organic Church – Neil Cole
• Planting Missional Churches – Ed Stetzer
• Starting a House Church – Larry Krieder & Floyd McClung
• House Church Networks: A Church for a New Generation – Larry Krieder
• Missionary Methods: St. Paul’s or Ours - Roland Allen
How Strategy Changes With Growth, by Tim Keller:  
http://campusministryunited.com/Documents/Leadership_and_Church_Size_Dynamics.pdf

MOVEMENTS

- What Jesus Started - Steve Addison
- The Tipping Point – Malcomb Gladwell

WEBSITES, PASTORS AND AUTHORS FOR ONGOING RESOURCES:

- College ministry resources by Steve Shadrach: http://campusministry.org /
- Open Life Church Free Resources: https://open.life.church/ 
- Leadership Network: http://leadnet.org/ 
- The Exchange by Ed Stetzer: http://www.christianitytoday.com/edstetzer/ 
- Barna Group, research-based articles and resources: https://www.barna.com/ 
- Tim Keller sermons, articles and resources: http://www.gospelinlife.com/
5 CIRCLES OF A HEALTHY CHURCH

IMPACT THE WORLD

HOUSE TO HOUSE

2-3 GATHERED

ME AND JESUS
Organizational Growth Phases

**Personal Phase**
- **Organizational Realities**
  - Money is Tight
  - 1 Service
  - Management Non-Existant
  - Planning Horizon: Day-to-Day
  - Controls are Simple
  - Leadership Trust is Quick
  - Ministry is Personal

- **Congregation Feel**
  - Intimate, Family Feel
  - "I Matter"

- **Governmental Role**
  - Government Focused
  - Set's Policy
  - Limited Ministry

- **Senior Pastor Role**
  - 1 Degree of Separation
  - Direct Ministry to Congregation

**Management Phase**
- **Organizational Realities**
  - Money is Tight
  - Multi-Service / Multi-Campus
  - Management Process Formalized
  - Planning Horizon: Day-to-Day
  - Controls are Simple
  - Leadership Trust is Quick
  - Ministry is Personal

- **Congregation Feel**
  - Community Feel
  - "I Matter"

- **Governmental Role**
  - Government Focused
  - Set's Policy
  - Limited Ministry

- **Senior Pastor Role**
  - 2-4 Degrees of Separation
  - Direct Ministry to Congregation

- **Congregation Feel**
  - Team Feel
  - "I Contribute"

- **Senior Pastor Role**
  - Leadership Focused
  - Deligated Ministry

**Professional Phase**
- **Organizational Realities**
  - Money is Predictable
  - Multi-Service
  - Management is Informal
  - Planning Horizon: Year-to-Year
  - Controls are Formalized
  - Leadership Trust is Earned
  - Ministry is Managed

- **Congregation Feel**
  - Community Feel
  - "I Contribute"

- **Governmental Role**
  - Leadership Focused
  - Deligated Ministry

- **Senior Pastor Role**
  - 2-4 Degrees of Separation
  - Direct Ministry to Congregation

**Organizational Growth Phases**

[Diagram showing organizational growth phases with detailed descriptions of organizational realities, congregation feel, governmental role, and senior pastor role across different phases.]
# Stages of Church Plant

<table>
<thead>
<tr>
<th>Size</th>
<th>Staff</th>
<th>Leadership</th>
<th>Mission</th>
<th>Goal</th>
<th>Challenges</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Launch</strong></td>
<td>35</td>
<td>1-2 Full time on support 2-5 volunteer staff</td>
<td>Launch team</td>
<td>Vision, Prayer</td>
<td>Gather a critical mass  Launch a service  Build a team  Clear vision</td>
</tr>
<tr>
<td><strong>Church Plant</strong></td>
<td>35-125</td>
<td>Same as above with:  Senior pastor  Associate (admin)  Worship  Children</td>
<td>2 leaders of leaders 10 leaders 30 volunteers</td>
<td>Mission trips, World Mandate</td>
<td>Excellence  Develop leaders  Establish values</td>
</tr>
<tr>
<td><strong>Local Church</strong></td>
<td>125-250</td>
<td>Senior pastor salaried  Stipends for staff  Potentially add:  Youth  College  Training school/missions  Adult</td>
<td>8 leaders of leaders 25 leaders 60 volunteers Establishment of elders</td>
<td>Training school, Leadership identification</td>
<td>Develop systems  Develop leaders of leaders  High competence among key staff  Functional facility</td>
</tr>
<tr>
<td><strong>200 Barrier</strong></td>
<td></td>
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</tr>
<tr>
<td><strong>Church-Planting Church</strong></td>
<td>250+</td>
<td>Transition most staff off support Development of ministry teams</td>
<td>Strong pipeline, Pastor oversees rather directly leads ministry areas</td>
<td>Consistent church-planting, Establish local office to support works</td>
<td>First church plant  Long-term facility  High competence among all staff</td>
</tr>
</tbody>
</table>
ANTIOCH U.S. NETWORK ADVISORY OVERVIEW

LOCAL ELDERSHIP
- Lead Pastor serves as the Lead Elder

LEAD PASTOR
- Spiritual direction
- Staffing
- Strategy
- Finances
- Church Discipline

LOCAL ELDER

BOARD OF ADVISORS
- Development, accountability and care of Lead Pastor
- Oversight of church strategy, finances and doctrine until elders are established
- Resolve conflicts in leadership
- Determine compensation of Lead Pastor and paid elders
- Final authority over Lead Pastor

US OVERSIGHT TEAM
- Approve new churches
- Approve BOA members and leaders
- Resolve network membership issues
- Set direction for Antioch U.S. network
- Clarify, movement values and positions (doctrine, theology, practice, controversial topics)
- Oversee ministry, equipping opportunities (i.e., annual gatherings, coaching groups, etc.)

INTERNATIONAL OVERSIGHT TEAM
- Set macro international strategy
- Manage Antioch Waco field staff
- Monitor and pastoral support to staff from other U.S. churches
- Set field staff policies/practices
- Approve new locations
- Train field staff

Joint annual meeting for direction, CP initiatives and conference rhythms