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A Season for PLANTing

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Strategic PLANting



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Leading the United Pentecostal Church International to think strategically about future growth.

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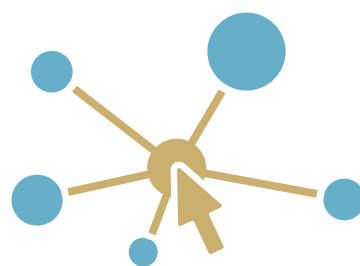
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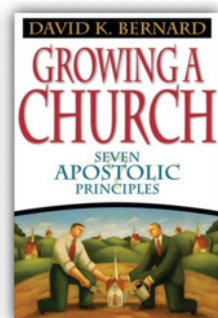
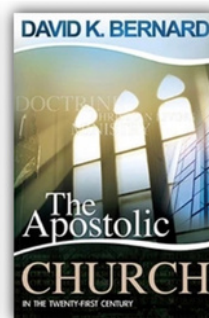
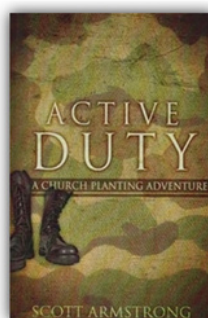
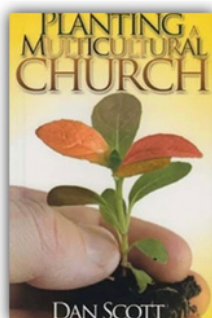
Strategic Growth Initiative (SGI) Resources



The Strategic Growth Initiative (SGI) was born in the heart of General Superintendent David K. Bernard as God gave him a vision for growing the North American church. The General Board of the UPCI approved the forming of SGI for the purpose of highlighting growth in the areas of the number of churches and ministers in North America. The four focus points of SGI are outlined below along with resources available through the Division of Publications.

Multiply the number of churches

SGI will assist districts by providing promotion, planning, and training with the goal of enabling every district to at least double the number of churches (including preaching points, daughter works, autonomous church plants, multicultural church plants, integrate independent Apostolic churches, etc.) in one decade.



A Season for PLANting

DARRELL JOHNS
SGI Committee Chair

IDEA IN BRIEF

- Planning and prayer are complementary.
- Plan to launch initiatives in January and August.
- Plan major church events two years in advance.
- Planning is perpetual.

God designed the natural world to revolve around seasons (Genesis 8:22). In the natural and spiritual worlds, there is a season to sow, a season to water, and a season to reap (1 Corinthians 3:6-9).

The life of a local church is marked by seasons. We need the motivation to be fully engaged in the season of harvest (Proverbs 10:5). We also need the wisdom to know when to let the “land” of the church calendar lie fallow to facilitate rest and recovery. (Ministry stress could be lowered if our expectations about seasons were more realistic.)

There are typically two prime opportunities to launch initiatives in the life of a local church: January and August (depending on the school calendar for your area). If you want to reap results in January, you need to sow seeds of **PLANting** months in advance. The lead time for planning depends on the magnitude of the initiative, but six months is probably a minimum. If you want to reap results in August, you need to start **PLANting** in January. The lead time varies, but the principle is the same.

Prayerfully planning allows you to manage your calendar and provide quality events for your church, ministry, or department. Prayer and planning are complementary, not

competing concepts. We plan with the understanding that our plans are subject to the will of God (James 4:13).

Long-range, visionary **PLANTing** may be 5-20 years. Some plans need three years of prep time. Shorter-range plans may require a lead time of one year or less. In local church **PLANTing**, a good rule of thumb for events is to plan the church calendar two years in advance—schedule speakers, block the calendar for big events, create start dates in your calendar with reminders, then plan your way toward the event.

Advance planning allows faithful people the opportunity to plan personal schedules around the church calendar. Planning helps avoid conflicts with the people who serve you in ministry, which increases morale and buy-in.

Please pause and think about something you want to see happen in the future. Visualize the event or project. What is it? When is it? Where will you hold the event and what arrangements do you need to make? Who is the target audience? How and when will you invite them? Do you plan to have a guest speaker? When will you contact them, and what ethical protocols should you follow before asking them? Which teams do you need to assemble or notify for this event? When and how will you bring the key people on board for this project? Will they have adequate time to make plans and then get excited to be involved? How will you fund the event?

To effectively plan, the leader should set aside time for prayer and reflection.

Jesus taught that when we intend to build (buildings, programs, ministries, teams), we should sit down first (Luke 14:28). Sitting down first to seek God and plan allows time for the plan to be perfected. It is also wise to build consensus among the people you are counting on to execute and pay for the plan.

Planning should be perpetual. There is a fascinating verse in Amos about perpetual harvest. “Behold, the days come, saith the LORD, that the plowman shall overtake the reaper” (Amos 9:13). In application, **PLANTing**, and execution are somewhat simultaneous. Leaders are planning while previously-created plans are being implemented.

Planning is important but should never be presumptuous. Ultimately, we submit all our thoughts and plans to the Lord. We rely on divine direction. We trust God for supernatural provision. When the Lord is birthing something new in us, He will guide and provide (Isaiah 43:19). May the Lord help us succeed in our mission through **PLANTing**.

Darrell Johns

Darrell Johns serves as pastor of Atlanta West Pentecostal Church, Assistant General Superintendent of the Eastern Zone, UPCI, and chair of the Strategic Growth Initiative Committee of the General Board.





From the General Superintendent

Planning

Planning starts by projecting several years into the future, establishing goals, and then planning steps toward those goals. We ask: What do I need to accomplish this year in order to achieve my long-term goals? At the end of one year or beginning of the new year, it's helpful to set aside time to pray, think, and plan for the coming year. As pastor, I typically projected some themes and topics for preaching and teaching. I looked at the needs of the church and what I had recently covered. I set direction and developed some tentative topics and titles. Of course, my plans were flexible and subject to change as the time to speak drew near. Likewise, I listed the major tasks I needed to accomplish and projects I needed to work on. Advance planning saves time and helps us focus on true priorities rather than merely respond to crises.

Compartmentalizing

Throughout my ministry I have had several roles. To be effective in each, I compartmentalized by making a separate list for each. For years I had four lists: one for the church (as pastor), one for personal and family projects, one for district work (as presbyter and then district superintendent), and one for the graduate school (as president). I set aside time to work on each area, and by consulting these lists, I was able to make regular, measurable progress in each.

Daily Planning

Typically, I set aside time each day for planning—at the end of the workday, before going to bed, or at the beginning of the workday. I list the tasks I want to accomplish that day, marking the most urgent things. Ten or fifteen minutes of planning saves much time throughout the day. If my schedule gets off track, at least I try to finish the urgent items, but if everything goes smoothly, sometimes I add items. Periodically I review my long-term lists and move items from them to my daily list.

Flexibility

Rarely will everything go according to plan, so our plans must be flexible, and we must plan for the unexpected. One urgent phone call or unplanned meeting may completely change my day, so I try to schedule the most important, time-sensitive tasks somewhat ahead of the time when they must be accomplished. Sometimes I will have an unexpected opportunity to minister to someone, and I sense the importance of responding immediately. Sometimes God prompts us to change plans. Yet I don't want to be caught with dead time, so I typically include a few extra tasks on my list. If I don't get to them, I roll them over to the next day.

Priorities

It's important to identify both long-term and short-time priorities—tasks for the month or year and tasks for each day. Sometimes emergencies supersede everything else, but we must not let urgent matters crowd out important matters. We must be proactive rather than simply reactive. Some things don't become emergencies if we address them in a timely manner. Many urgent

matters can be managed, scheduled, or delegated. Some people are demanding, and some situations are not as urgent as they seem to the person who seeks our time, so we must judge whether something needs to be handled immediately, another day, or by another person. We must keep our focus on what is truly important in the big picture.

For example, I schedule family events in my calendar, including time off. If someone urgently needs me during that time, I explain that I am already scheduled but offer another time, and usually, we find an acceptable alternative. Most people understand that we cannot supersede a church event because it's a priority for everyone, and I treat other priorities similarly. It's tempting to treat an urgent request as an exception that requires a change of plans, but since urgent needs arise frequently, they can easily override our long-term priorities. Instead, when priorities are involved, I try not to make exceptions unless there is a true emergency or another onetime situation of equal or greater priority.



DAVID K.
BERNARD

SPIRITUAL
LEADERSHIP
IN THE TWENTY-FIRST CENTURY

Recommended Resource

Article adapted from *Spiritual Leadership in the Twenty-First Century* by David K. Bernard (Word Aflame Press, 2015).





Article No.1

PLANting for the Future

"And Abraham planted a grove in Beersheba, and called there on the name of the LORD, the everlasting God" (Genesis 21:33).

If we listed the highlights of Abraham's life of faith, I'm not sure that planting a tree would make the top ten list. Planting a tree doesn't seem as spiritual as negotiating with God over Sodom, meeting with angels, building altars, or climbing Moriah. However, for Abraham, planting a tree was an act of faith representing an investment in the future. He was thankful for what God gave him at that moment and celebrated what God would do decades and generations later as he praised God as "the Eternal One."

Someone said, "The best time to plant a tree was twenty years ago, but the second-best time is today." Trees don't grow overnight. Trees don't immediately produce fruit. A tree planted today will not provide shade tomorrow. However, over time, a tree will become a tremendous blessing if someone is willing to do the work to plant it today.

Long-term planning is like planting trees. The short-term benefit may seem minimal, but the future benefits are exponential. Every district and church should consider the value of having a strategic plan. Some critical elements of a strategic plan are as follows:

- **Evaluation:** Where are we now? Where do we want to go?
- **Mission Statement:** What is the focus of our organization? Why do we exist? What are we trying to accomplish?
- **Vision Statement:** What do we see as our desired state in the future? What does God want us to become, and where does He want to take us?
- **Values:** What are the core principles that govern and guide the decisions and behavior of our organization?
- **Objectives:** What goals do we want to meet, and by what time?
- **Strategy:** What steps must we take to accomplish our objectives?
- **Metrics:** How will we measure our effectiveness?
- **Accountability:** Who has responsibility for each component of the plan?

God is a planner, and planning is a spiritual activity. Calvary was not an accident, neither was it Plan B, but Jesus was *the Lamb slain from the foundation of the world* (Revelation 13:8).

As apostolic leaders, we must seek the face of God and ask for His guidance in preparing for the future. The apostle Paul challenged us to *...walk circumspectly, not as fools, but as wise, redeeming the time, because the days are evil. Wherefore be ye not unwise, but understanding what the will of the Lord is* (Ephesians 5:15-17).

In the 1950's, Harry Branding, the District Superintendent of Missouri, assigned young men to pray for specific unchurched cities in Missouri. As the young men prayed, God placed a burden on them to go and start churches. In 1955, W. I. Black went to Kansas City, Missouri; in 1956, Eugene McCarthy went to Springfield, Missouri; in 1961, Dewalin Sanders went to Hazelwood, Missouri; and in 1966, Bob Baitinger went to Mexico, Missouri. Today, these churches are still thriving Apostolic works. What Brother Branding planted as a seed of faith now blesses thousands of people each week.

What are you PLANting for the future?

What seedling of faith and potential has God put in your hand? Go plant that tree, call on the name of the Lord, and see what God will do.

Bryan Parkey



Article No.2

Planning to Plant: The Value of Influence

When planning to plant a new work, we all understand the need for capital to fund the endeavor. While monetary capital is a necessity for any plant, we must understand that the value of our influence will be the capital that sustains growth.

Influence is the power to affect change without forcing a change.

Healthy leadership is not by coercion or manipulation but by positive influence. There are six types of influence capital that will be beneficial to plant a new work.

Intellectual Capital

This is the knowledge you possess of the area and the needs of the people in that area. You must go the second mile to discover the issues the community may be facing and become a resource of help. Know the demographics and history of the town or city you intend to influence for Jesus. Commit to a personal journey of becoming familiar with the leaders and growth patterns of the area.

Social Capital

This is comprised of the relationships you build over the years with others. Learn to network with others. Become a net weaver or connector. Meet with new people frequently and add value to them by recognizing their interests and abilities. Be a people builder and your influence will bring great rewards. Everyone desires to be noticed and, when you see their value, they will respond.

Experience Capital

Be a person of integrity and an honest report. Your influence will be seen in the way you handle your affairs. When you are a person with a track record of making sound decisions, people will trust your leadership and they will look to you for guidance. This is important to building a good name for the church in your community. Use your experience to help better those around you.

Talent Capital

Learn your top three strengths and master them. Do what you are best at and bring along others to strengthen the areas you are not as strong in. Not only does this increase your influence, but it also makes room for people to take ownership of the vision you have to reach your city. Use your talents to inspire others to use theirs for the benefit of building a strong team.

Creativity Capital

This is the capacity to communicate a thought or idea in a way that people catch it and want to become a part. It is the ability to think outside of the box to create something new and appealing. Creativity can be improved and increased by inviting specialists in other fields to a think tank with you about your ministry. Continually ask yourself, "If I started over, how would I approach this?" Keep learning; it inspires creativity.

Passion Capital

Passion brings excitement, enthusiasm, and determination to the table. Passion magnetically draws others to you. A person driven by passion will influence those around them to desire more and hunger for change and growth. Passion will keep you going when the journey gets rough. Passion is one of the strongest influence capitals we can possess.

If we invest in these six areas, our level of influence will grow, and the value it brings will provide what others need to join the journey. When you invest in others, they will invest in your vision to plant, to build, and to grow.

Tom Foster



Article No. 3

Guest Article: Derald Weber

Recently, Bro. Derald Weber, District Superintendent of the Louisiana District, sent this article to every minister in Louisiana. He made a case for church planting even though the Louisiana District has more churches per capita than any other state in the UPCI. He states the case for church planting with such passion and anointing. I've asked his permission to reprint the article here.

Scott Fistrunk

Our Mission

When we consider the mission we've been given, the state of Louisiana is our first responsibility. There are 4.7 million people in our state. We presently have 300 UPCI Churches in Louisiana. This equates to one church per every 15,700 people. We have the highest UPCI church per person ratio of any state, yet we are nowhere near where we need to be in the number of churches.

For example, the Southern Baptist Convention has 1,600 churches in Louisiana. Over five times more churches than the UPCI. Their mentality: the more Southern Baptist churches, the more Southern Baptists. They are not conflicted about churches being too close to one another. Their goal is to plant so many churches that the lost will end up at one of them. They share the idea that they are all the same church, but not many churches.

If we are going to better reach the precious men, women, and children of our state, we must focus on two things:

- 1) We must determine to plant more rural and metro churches in Louisiana.**
- 2) We must reach out to all people in our communities, regardless of ethnicity.**

Church Planting: Addition vs. Multiplication

We will soon be surveying our UPCI churches in Louisiana to get real numbers, but our closest estimate at this time is that we have between 30,000 and 40,000 United Pentecostal Church members in our state. There are approximately 620,000 members in the Louisiana Southern Baptist Church.

My point is that there is a major difference between addition and multiplication. When people are added to a single church, it is called addition. When churches are added, it is called multiplication. One church cannot do what multiple churches can do.

I was raised in a soul-loving, soul-winning, revival church in Alexandria, Louisiana. My Pastors, G.A. and Vesta Mangun, and later Anthony and Mickey Mangun, baptized our minds and hearts with loving people and reaching the lost. They created an atmosphere for young people to answer the call of God to preach this gospel. They didn't just let it happen; they cultivated it. They met with young ministers who were trying to find their way and respond to the call. They taught them and let them know that it was most important to follow what God had called them to do. The result was that over 100 ministers have gone out of The Pentecostals of Alexandria.

Consider these numbers that show the difference between addition and multiplication. If 50 out of 100 of the ministers who were called out of POA became pastors of churches that averaged 100 members, that would be a total of 5,000 people. If just half of those churches (twenty-five) started a daughter work that eventually grew to 100 members, that would be another 2,500 people. This would be a total membership, outside of POA, of 7,500 members – more than three times larger than the mother church in Alexandria. This is a prime example of the massive difference between addition and multiplication. I believe these are conservative numbers because I am an example of a minister out of POA. Karen and I (POA products) planted a church that was averaging over 500 in membership and had six ministers out of our local church, which planted new churches when we transitioned to Bishop.

God has planted us in Louisiana because He wants us to reach the people unique to our state.

In the first half of the book of Acts (Acts 2:47), we find God adding to the church daily. But later in the book of Acts, the church begins to see more than addition; they begin to experience multiplication. After researching this, I discovered what caused the church to experience multiplication in the number of members. Acts 12:24 tells us, "the Word multiplied." In other words, the Word went to other locations, which caused the church to move beyond addition and into exponential growth.

Let's Reach Everyone in Louisiana

God has planted us in Louisiana because He wants us to reach the people unique to our state. Our state is 58% White, 33% Black/ African American, 6% Hispanic, 2% Asian, 0.8% American Indian, and 0.2% Islanders.

The key to reaching everyone in our community is to be intentional. When we were starting the church in Lafayette, one of our methods of outreach was door-knocking. Within our strategy of targeting neighborhoods, we included ALL neighborhoods. We knocked the doors in predominantly white neighborhoods as well as predominately black neighborhoods. You can't have the mentality of, "if we have church, they will come to us." We must go to where the lost are living. We also evangelized areas where there was a greater population of Hispanics. The results quickly showed in our congregation. Our church was 48% White, 45% Black, 6% Hispanic, and 1% Asian. This was not achieved because of people who randomly showed up on Sunday. This was the direct result of intentionally reaching out to everyone in our community.

So, if church planting is the number one, most effective way to multiply the church and to bring brand new souls into the kingdom of God, how can you get involved? You can start a daughter church.

Pastors, pray and ask God to help you target a community within a fifteen-to-twenty-mile radius of your church that does not have an Apostolic Pentecostal Church and start a Bible study in that area. The Bible study can become a daughter church and ultimately an autonomous church. Of course, to start a daughter church, a simple one-page application should be completed and submitted to the District Board for approval. Our goal is not to plant churches on top of existing churches but to reach into communities where there is no church or a community that can easily handle another church.

Another place to start a daughter church is where you already have church members. If you have several families driving a long distance to attend your church, you may want to consider starting a daughter church where they live. Several of our churches in the state have done that.

You may say, "Well, the communities around me are pretty saturated with apostolic churches. How can I start a daughter church?" Have you considered starting a Spanish-speaking daughter church? There are approximately 200,000 Spanish-speaking men, women, and children in our state. Contact Bro. Joseph Zambrano, our Spanish Ministries Coordinator. He can schedule an outreach team to come to your church to help begin a Spanish daughter church.

I truly believe the greatest growth our state has ever seen is just in front of us.



Article No. 4

A Healthy Harvest

"For which of you, intending to build a tower, sitteth not down first, and counteth the cost, whether he have sufficient to finish it? Lest haply, after he hath laid the foundation, and is not able to finish it, all that behold it begin to mock him, Saying, This man began to build, and was not able to finish" (Luke 14:28-30).

The last thing any leader wants to do is propose to do some great thing for God and "not finish," or rather, not finish well. Every leader entered this year with plans to accomplish much in his or her arena of influence, but at what cost?

As leaders, we all too often make plans for great harvests and great accomplishments in ministry without considering our own well-being and the well-being of our spouse and family. In all of our planning for a great year of ministry, we should also be encouraged and aware to include our own health and mental well-being in those plans.

As a leader, God has given you vision, talent, and passion for greater things. Beware, however, that unbridled passion and zeal can quickly turn to trouble in a leader's family and home without important safeguards in place. Consider some of these basic but worthy safeguards.

1. **Accountability.** Have an accountability partner who will help you keep things in balance in your daily and weekly life. Openly discuss struggles and areas of weakness in your life.
2. **Professional guidance.** As a leader, your home and family are constantly under immense amounts of emotional pressure. Seek professional guidance and counsel, and make sure you place resources in your annual ministry budget for yourself and your family to have access to professional counseling resources.
3. **Practice Sabbath.** For those in ministry, Sabbath is not on Sunday, but set aside a day of rest where you do nothing but honor God and spend time with yourself and your family.
4. **Time off.** Schedule time off in advance to vacation and take time with your spouse and family. When you can, also take last-minute fun trips. Be spontaneous and keep the fun-in-ministry adventure alive. We have a tendency to focus on others and forget those nearest to us.
5. **Self-health.** Build a culture of self-health and awareness among your ministry team of leaders and board members. It's always good when those who work alongside you are not only laboring with you but are also watching and caring for you, as you are for them.

David Bryan



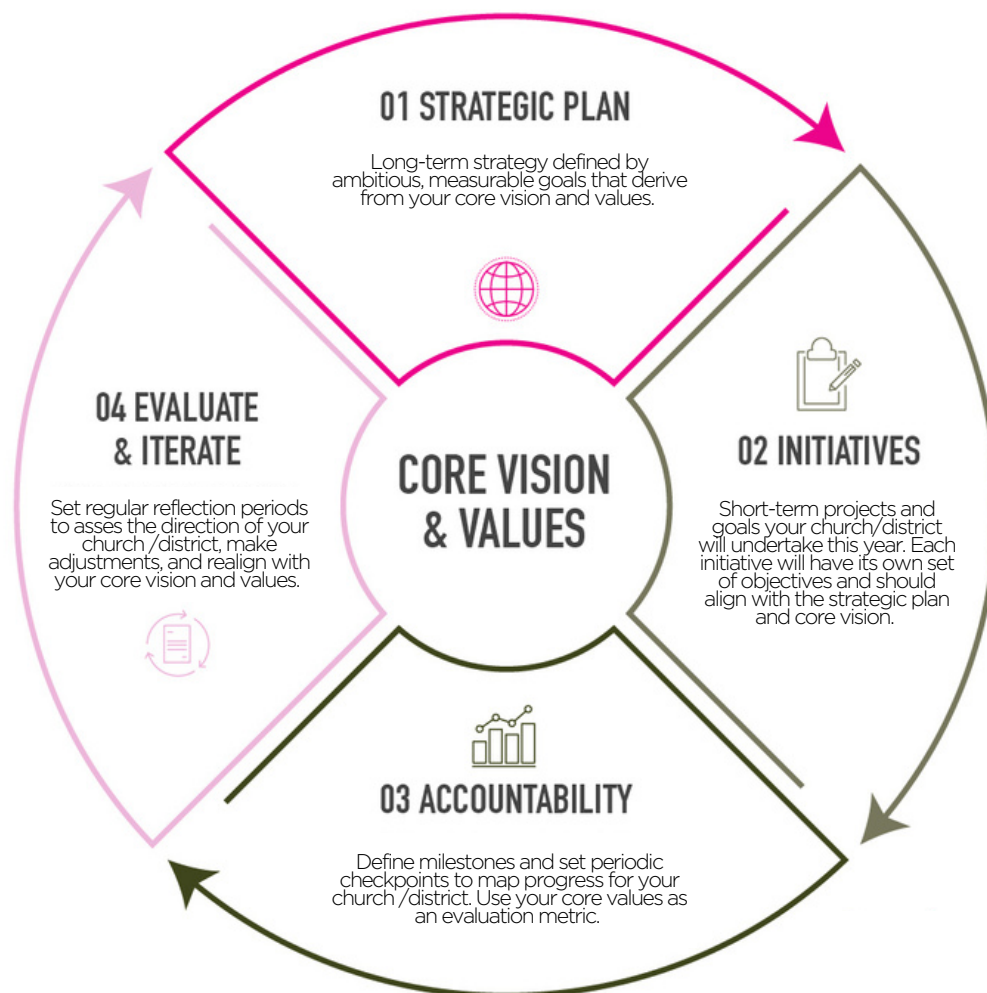
ISSUE 14 TOOLBOX PRACTICAL TOOLS YOU CAN USE



Strategic PLANting

SGL adapted this resource article from “Strategic Leadership: The Art of Setting Goals in a Vision-and Values-based Framework” on www.creativebusinessinc.com.

Setting Goals in a Vision- and Values-based Framework





1) Let Core Vision and Values Guide the PLANting

The church's **Core Vision and Values** stand at the center of this framework and serve as the foundation for PLANting. The Great Commission is the core vision of the church. It defines our main purpose and sets an almost unattainable bar. Vision and values are the guiding star on the horizon - a purpose forever pursued but never reached until Christ's return.

2) Long-term and Short-term: Set the PLANting Initiatives

You are ready to set the Strategic Plan with your Core Vision and Values as your foundation. This is the long-term outlook for your church/district, outlined by several ambitious and measurable goals that stem from the Core Vision and Values. From these goals, develop a set of Initiatives, namely short-term goals and projects that will bring you one step closer to your strategic plan goals. These encompass all the activities you want to undertake in the current year.

3) Build Accountability into the PLANting

Defining the Strategic Plan and Initiatives is only half the battle. Accountability ensures that followers accomplish organizational objectives. Goal-setting should never be a "set it and forget it" strategy. You'll want to build checkpoints within your plan in order to track your progress. Some tips: 1) Define milestones for strategic initiatives. 2) Set periodic goal checkups. 3) Use your core values as an evaluation metric.

4) Evaluate the PLANting

Sometimes things don't move along as planned, and that's ok. During periodic checkups, you may find specific initiatives are not working or that the new context requires adaptation, and you need to rethink some of your more ambitious strategic goals. Building an evaluation process into your overall strategic process allows you to have a "slow down and think" phase, where you can honestly assess how things are going and make adjustments as needed. Think of the Core Vision and Values as a compass; they will guide your church or district in the right direction.