A Check List
For
Church Planters
What to do and when to do it

Roger N. McNamara
Church planting is a divine/human partnership. While God certainly could raise up churches without any human instrumentality, he has chosen to work through human beings such as you and I to bring into existence assemblies of believers where none existed before.

It is God who places in the hearts of individuals the insatiable desire to share the gospel with those who have no relationship with him, win them to faith in Christ, disciple them to maturity, and then form them into local congregations of believers. God imparts a vision of what can and must be, and having equipped that person with the gifts, skills, and talents to achieve the objective, thrusts him out into the harvest fields.

But man also plays a vital role in the church-planting process. He is the instrument God uses to accomplish his purpose. He must do his part to facilitate the development of the new church. If he fails to implement the many steps in the church-planting cycle or if he does them only half-heartedly, the result will be a premature birth or a deformed body of believers that will struggle to survive with little impact on the community around them.

While it is true that God can overcome all of our faults and failures, reality tells us that success or failure is often determined in the early stages of development. A poor beginning almost always results in a poor outcome whereas a healthy start frequently produces a vibrant band of believers.

There are five stages in the church-planting cycle: conception, prenatal, birth and infancy, adolescence, and maturity and reproduction. There are multiple items that must be cared for in each phase of development. Too often, church planters either don't know what to do or minimize the importance of doing them. The sad results litter the landscape.

The following check list covers the first three phases of development leading up to the first public services of the new church. Some can be accomplished quite easily. Others will require considerable time and work, but each is conducive to developing a healthy church. The items are not necessarily in sequential order although you will not be able to do some of them until others have been completed. In some cases, you can work on items from different phases at the same time. The order in which they are done is not nearly as important as the fact that you do them.

Check off each item as you finish it and record the date when it was completed. It will take between nine and eighteen months to work through all the items in the list, so start early rather than waiting until you are almost ready to start holding public services.

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10-06
# Church Planting Check List

## Conception Phase  (3-4 months)

The following is a list of things that needs to be done during the Conception Phase of church planting. The items are generally in sequential order although some items may be accomplished at any time during this phase. Check off each item as it is completed and record the date it was accomplished.

<table>
<thead>
<tr>
<th>Item</th>
<th>Description</th>
<th>Date Completed</th>
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<tbody>
<tr>
<td>[ ]</td>
<td>Do a thorough study of the biblical foundation of the church</td>
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<td>[ ]</td>
<td>List the main characteristics and functions of a New Testament church</td>
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<td>[ ]</td>
<td>Write a clear definition of the word “church”</td>
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<td>[ ]</td>
<td>Describe the Pauline model of church planting as you understand it</td>
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<td>[ ]</td>
<td>Write a 2 page description of the kind of church you plan to plant and list its major characteristics</td>
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<td>[ ]</td>
<td>Which design model (style) do you plan to use in planting the church? Explain why?</td>
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<tr>
<td>[ ]</td>
<td>Soul winning (emphasis on evangelism)</td>
<td>Cell Group</td>
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<td>[ ]</td>
<td>Experiencing God (emphasis on worship)</td>
<td>House Church</td>
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<td>[ ]</td>
<td>Family Oriented (emphasis on fellowship)</td>
<td>Multi-Cultural</td>
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<td>[ ]</td>
<td>Bible Classroom (emphasis on teaching)</td>
<td>Multi-Location</td>
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<td>[ ]</td>
<td>Social Conscience (emphasis on ministry)</td>
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<td>[ ]</td>
<td>Purpose Driven (emphasis on all the above)</td>
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<td>[ ]</td>
<td>Develop a single page explaining why you will or will not use a denominational label</td>
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<td>[ ]</td>
<td>List the gifts, qualities, and characteristics you possess that qualify you to be a church planter</td>
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<td>[ ]</td>
<td>List your strengths and weaknesses</td>
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<td>[ ]</td>
<td>Set up an accountability structure with someone who will ask you the tough questions</td>
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<td>[ ]</td>
<td>Choose a church-planting mentor</td>
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<td>[ ]</td>
<td>Enlist 3-5 pastoral advisors</td>
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<td>[ ]</td>
<td>Develop a written Purpose Statement that explains why this church exists</td>
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<td>[ ]</td>
<td>Develop a written set of Core Values that explains what is important to this church</td>
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<td>[ ]</td>
<td>Develop a written Mission Statement that explains what this church is to be doing</td>
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<td>[ ]</td>
<td>Write a short paper explaining how you will keep the competing Mission factors in balance</td>
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<td>[ ]</td>
<td>Develop a written Vision Statement that explains the church’s future as it can and must be</td>
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<td>[ ]</td>
<td>Develop a Strategy Statement that explains how you will achieve your Mission goals</td>
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<td>[ ]</td>
<td>Develop a Ministry Flow Chart that graphically illustrates your strategy</td>
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<td>[ ]</td>
<td>Develop a Memory Hook that explains your overall philosophy of ministry</td>
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<td>[ ]</td>
<td>Make a list of every role, job, and responsibility that needs to be done in a church-planting ministry</td>
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<td>[ ]</td>
<td>Develop a written job description for each role or ministry assignment you listed above including a description of the job, the duties involved, to whom the person will be responsible, the qualifications required, the training that will be made available, and the length of the assignment</td>
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<td>[ ]</td>
<td>Make a check list of the qualifications or characteristics you want team members to possess</td>
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<td>[ ]</td>
<td>Develop a list of sponsors who will back your church-planting efforts with financial assistance</td>
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</table>
[ ] List the names of at least 15 other people who have committed to being your Prayer Partners for this project

[ ] Develop a timeline for each item contained in this check list

[ ] Determine which of the following models of church planting you will use (see chapter 6) and list 7 reasons for your choice

- Independent Pioneer
- Founding Pastor
- Bivocational Planter
- Mother-Daughter
- Colonization
- Adoption
- Church Split
- Muticongregational

- Multicampus
- Satellite Model
- Missionary Church Planter
- Team Ministry
- Partnership Church Planting
- Association or Denominational
- Regional Church Planting
- Other
Church Planting Check List

The following is a list of things that needs to be done during the Prenatal Phase of church planting. The items are generally in sequential order although some items may be accomplished at any time during this phase. Check off each item as it is completed and record the date it was accomplished.

Date Completed

Step #1 - Determining the Target Area

[ ] Select a potential target area (geographic study)
[ ] Locate on a map all industrial and residential areas, shopping malls and commercial districts, and any elements that divide the region such as railroads, major highways, rivers, parks, lakes, canyons and mountains
[ ] Identify any new subdivisions and suburban developments, and ethnic concentrations
[ ] Do a thorough demographic survey of the target area (demographic study)
[ ] Gather statistical information on the target area by visiting:
  [ ] City Planning Commission
  [ ] County Planning Commission
  [ ] Chamber of Commerce
  [ ] Tourist Bureau
  [ ] City and County Web Sites
[ ] Give statistical information showing past, present, and projected population trends
[ ] What ethnic, cultural, linguistic, economic, and educational groups are identifiable in the target area?
[ ] List the shared values and lifestyles of the target area (psychographic study)
[ ] Take a “windshield” tour of the area under consideration noting housing patterns, land use design, educational facilities, recreational areas, churches, and service organizations
[ ] Develop a Community Profile to the typical person you plan to reach
[ ] Develop a religious profile of the focus community and list all the different churches according to denomination and their average Sunday morning attendance (ekklegraphic study)
[ ] Develop a list of all the fundamental, evangelical, and Baptist churches in the target city giving the address, phone number, name of the pastor, date of origin, average A.M. attendance, style of music, web site, and state whether the church is growing, static or declining
[ ] Plot each church on a city/county map to show their geographical proximity to each other
[ ] List the names of other people and/or area pastors who agree that there is a genuine “need” for a new church in your target area
[ ] Make a list of all the factors that indicate a church plant will succeed in the target area
[ ] Make a list of all the factors that indicate a church plant will not succeed in the target area. Explain your plan to overcome these factors
[ ] Write a 2-page feasibility paper demonstrating why a new church plant should be undertaken in the target area
[ ] Complete the Church-Planting City Survey form
[ ] Submit the Church-Planting City Survey form and area map to your mission agency or sponsoring agent
[ ] Develop a more detailed church-planting proposal in narrative form for potential supporters showing the total project and overall objectives

Step #2 - Things to do BEFORE Moving to the Target Area

[ ] Establish a list of goals relating to attendance, finances, leadership training, program development, and property acquisition, and include a projected time frame for the accomplishment of each one. (Goals should be specific, measurable, attainable, and time related)
[ ] Plan the church calendar for the six months following your 1st public service
[ ] Prepare a sermon schedule (list of subjects to be covered & dates to be preached) for the 1st six months
[ ] Prepare (outline) the 26 morning messages you will preach during the 1st six months
[ ] Prepare (outline) the 26 evening or cell group studies you will conduct in the 1st six months
[ ] Prepare (outline) the 26 mid-week Bible studies you will teach in the 1st six months
[ ] Do an in-depth study of the biblical office and roles of pastors and deacons
[ ] Develop (obtain) the deacon-training materials that will be used to train these servant leaders
[ ] Prepare all the lessons for the new believers classes you will conduct
[ ] Prepare all the lessons for the new member classes you will teach
[ ] Prepare a membership application form
[ ] Prepare a membership covenant for new members to sign
[ ] Prepare and print the various forms you will use

[ ] Order of Service Planning sheet
[ ] Tally Sheet
[ ] Weekly Attendance & Financial Record
[ ] Bank Reconciliation form
[ ] “We’re Glad You Came” card for the Visitor’s Packet
[ ] An Invitation Response Card
[ ] “How Are We Doing” Evaluation Card
[ ] A First Impression Card
[ ] Stewardship Card
[ ] Develop the church’s Charter document

[ ] Develop the church’s Doctrinal Statement

[ ] Develop the church’s Covenant

[ ] Develop the church’s Constitution

[ ] Secure a copy of the BMM church-planting agreement

[ ] Develop a Policy and Procedures manual detailing how the church will deal with various issues such as disciplinary procedures, hiring and termination guidelines, job descriptions, music guidelines, conflict resolution procedures, performance evaluations, travel policies, mission policies, training provisions, auditing practices, building and equipment usage, weddings, etc.

[ ] Develop written policies to govern the recruitment, screening, training and supervision of workers

[ ] Develop written child abuse policy and screening programs

[ ] Develop your discipleship philosophy (Why? How? When?)

[ ] Develop instructor and student manuals for your discipleship ministry

[ ] Prepare the PowerPoint presentations to go with each lesson

[ ] Develop written leadership standards

[ ] Develop leadership training materials

[ ] Pray that God will give you leaders with teachable spirits and servant hearts

[ ] Ask God repeatedly to help you identify potential leaders

[ ] Design an attractive visitation brochure

[ ] Develop four form “thank you” letters for 1st, 2nd, 3rd, and 4th time visitors

[ ] Develop a six-month survival budget

[ ] Raise adequate monthly support or locate an alternate funding source to enable you to live in the target area

[ ] Raise $5,000 - $10,000 in start up funds

[ ] Apply for a church-planting grant from the GARBC

[ ] Contact the regional (state) fundamental Baptist fellowship and request prayer and financial support

[ ] Purchase a single entry bookkeeping system

[ ] Obtain church software for attendance, membership and financial records

[ ] Purchase boxed offering envelopes

[ ] Establish a written policy concerning designated giving

[ ] Develop the financial guidelines for money counters, the treasurer, and the financial secretary

[ ] Develop the financial guidelines relating to missions, benevolence, and the building fund

[ ] Develop stewardship materials for your 1st annual stewardship program

[ ] Do a thorough study of “worship” in the Bible and write a one-page explanation of biblical worship

[ ] Select the worship style you will use in public services

[ ] Develop a worship plan that reflects your vision, values, mission, and ministry focus

[ ] Develop a worship evaluation questionnaire that selected individuals can complete during the worship service

[ ] Purchase several pre-service recorded music CDs
Date Completed

[ ] Develop multiple music slides using PowerPoint
[ ] Secure a copyright licensing agreement from Christian Copyright Licensing, Inc. (www.ccli.com)
[ ] Secure the office equipment you will need

[ ] Computer
[ ] Laser Printer
[ ] Photocopier
[ ] Video Projector
[ ] Sound Equipment
[ ] Taping equipment
[ ] Tape Duplicator
[ ] Desk and Chair
[ ] Filing Cabinet
[ ] Digital Piano
[ ] Song Books
[ ] White Board
[ ] Paper Cutter
[ ] Multi-hole Punch
[ ] Paper Folder
[ ] CD Player
[ ] Blank Audio Tapes
[ ] Blank CDs
[ ] Pulpit
[ ] Communion Table
[ ] Communion Set
[ ] Offering Plates
[ ] Nursery Equipment
[ ] Answering Machine
[ ] Adding Machine

[ ] Purchase 5,000 - 10,000 gospel tracts
[ ] Purchase 500 - 1,000 visitor packets and develop the contents
[ ] Secure several hundred devotional study booklets from Radio Bible Class
[ ] Secure at least 100 “Won by One” Bible study courses for evangelistic Bible studies
[ ] Have several promotional pictures of yourself and your family made (colored as well as b&w)
[ ] Contact the Chamber of Commerce and request that the new church’s name be added to their list of churches
[ ] Set a target date for moving to the target area
[ ] Locate housing in the target area
[ ] Place your home on the market for sale
[ ] Begin packing your household goods
[ ] Reserve a moving van
[ ] Notify various utilities when to terminate their services
[ ] Obtain school and medical records to take with you

Step #3 - Things to do AFTER Arriving in the Target Community

[ ] Take several weeks to get settled in your new community (6-8 weeks)

[ ] Hook up utilities
[ ] Unpack and set up your home & office
[ ] Obtain a valid driver’s license
[ ] Obtain proper vehicle tags
[ ] Request the phone company to include the word “pastor” or “reverend” with you name in the phone book
[ ] Familiarize yourself with the community
[ ] Enroll the children in school
[ ] Subscribe to the local newspaper
[ ] Notify the Post Office to begin mail service
Choose a name for the new church

Get a mailing address for the church

Obtain a Federal Employer’s Identification Number (FEIN) using IRS Form 22-4

Establish checking and savings accounts for the church using the FEIN number

Establish your personal checking and savings accounts

Locate and rent a suitable meeting place

Secure inside and outside signs and banners

- Church name & service times sign
- Entrance signs
- Welcome sign
- Hospitality Desk sign
- Directional signs
- Nursery sign
- Children’s class signs
- Worship Center signs (auditorium)
- Restroom signs
- Refreshment signs

Design a church logo

Develop a church slogan

Design and print 2,500 matching church letterheads, envelopes and business cards

Set the date for your first service (Is this a naturally high attendance day? Can everything be accomplished between now and then?)

Set a tentative target date for graduation (becoming fully self-supporting)

Set a tentative target date for launching your 1st daughter church

Print a church brochure for visitation purposes (2,500 - 10,000)

Introduce yourself to community leaders

- Mayor
- Councilmen
- Bankers
- Planning & Zoning directors
- Business Leaders
- Realtors
- Area Pastors
- Newspaper Editors
- Radio & Television Managers
- School Board Presidents
- School Principals
- Doctors
- Lawyers

Put the finishing touches on your visitor’s packet and assemble three times as many as you plan to have in your 1st service

Order children’s church and Sunday School materials from Gospel Literature Services (GLS)

Design and print the flyers, door hangers, and engraved invitations you will use to blitz the target area

Sign up for a church bulletin service and order enough bulletins for the 1st three months of public services
Step #4 - Gathering a Core Group

[ ] Make pursuing people with a passion a priority both now and in the future
[ ] Make courtesy calls on government, business, educational, and religious leaders
[ ] Recruit from your home church and supporting churches
[ ] Ask for referrals from other churches
[ ] Advertise in newspapers, radio, and on the web
[ ] Secure a list of new residents from a utility company or commercial mail list company
[ ] Watch the newspaper for "special evenets" - people such as new parents, graduates, weddings, and deaths, and then mail them an appropriate card with a handwritten note
[ ] Bake cookies for new residents and welcome them to the community
[ ] Teach ESL classes to ethnic groups (“English As a Second Language”)
[ ] Conduct a community survey
[ ] Visit every day for at least four weeks (6 hours a day)
[ ] Host week get-acquainted meetings for prospects
[ ] Begin community pre-evangelism and outreach events

[ ] Door-to-door Surveys
[ ] Mass Mailings
[ ] The Phones for You
[ ] Evangelist Bible Studies
[ ] Marriage Seminar
[ ] Financial Planning Seminar
[ ] Pig Roast
[ ] Conduct “Acts of Kindness” events
[ ] Community Picnic or Cook out
[ ] Street parties
[ ] Community Craft Fairs
[ ] Concert in the Park
[ ] Capture the Flag Event
[ ] Karate or Weight Lifting Demonstration
[ ] Golf Tournament

[ ] Build a mailing list of interested people using both e-mail and snail mail
[ ] “Farm” your prospect list by contacting each person once a month via phone or with a newsletter
[ ] Develop the core group into a cohesive, unified Body of believers

[ ] Share the church’s purpose, mission and vision statements
[ ] Teach your philosophy of ministry
[ ] Emphasize the church’s core values
[ ] Teach on the local church
[ ] Teach people the sufficiency of Scripture
[ ] Teach the Four Rules of Communication
[ ] Teach basic Bible doctrine
[ ] Teach the ordinances & their meaning
[ ] Teach Ephesians 4:11,12
[ ] Seek to develop servant hearts
[ ] Teach Baptist polity and distinctives
[ ] Teach people how to view & handle problems biblically
[ ] Teach people how to confess and forgive biblically
Church Planting Check List

Birth Phase (1-2 months)

The following is a list of things that needs to be done during the Birth Phase of church planting. The items are generally in sequential order although some items may be accomplished at any time during this phase. Check off each item as it is completed and record the date it was accomplished.

Step #1 - Questions to ask before holding your 1st public service

[ ] Has the core group reached its “critical mass” yet? (“Critical mass” is the number of committed core group members and workers to successfully host the 1st service and to create momentum. This number is usually about 10% of the projected size of the future church.)

[ ] Are there enough people to fill all the ministry slots?

[ ] Have you chosen a naturally high attendance day?

[ ] Have you trained your launch team?

[ ] Have you obtained liability insurance in case of an accident (including sexual abuse coverage)?

[ ] If you own or are renting your own facility . . .

[ ] Have you mowed the lawn, trimmed the hedges, and picked up the trash?

[ ] Have you renovated and painted the building inside and outside?

[ ] Have you installed new carpeting?

[ ] Do you have adequate lighting?

[ ] Is the temperature comfortable in the building?

[ ] Do you have age appropriate furniture in the nursery and classrooms?

[ ] Are the bathrooms clean, bright, and fresh smelling?

Step #2 - 3-4 weeks prior to the 1st public service

[ ] Plan your 1st worship service in detail

[ ] Is it geared to your target audience?

[ ] Does it use joyful, celebrative music?

[ ] Is it built around a theme?

[ ] Is it positive and encouraging?

[ ] Is the Word of God central?

[ ] Does it emphasize quality?

[ ] Deliver news releases and public service announcements 2-3 weeks prior to the 1st service

[ ] Local Newspapers

[ ] Radio Stations

[ ] Television Stations
[ ] Blitz the target area with flyers, door hangers, and engraved invitations

[ ] Train a launch team for the 1st service

- Setup and Tear Down Teams
- Worship leader (song leader)
- Musicians and Singers
- Welcome Center Hostess
- Guest Follow-up Person
- Small Group Leaders
- Ushers and Greeters
- Nursery & Children’s Workers
- Financial Counters
- Sound System Operators
- Fellowship Leader (refreshment coordinator)

[ ] Conduct background checks and sexual abuse prevention screenings of everyone who will work with children

[ ] Prepare a quality children’s ministry (Sunday School and/or Children’s Church)

[ ] Prepare a map of the building you will use showing the location of entrances, welcome center, nursery, classrooms, worship center (auditorium) and restrooms. (Insert this map in the worship bulletin)

[ ] Invite key community leaders to the 1st service

**Step # 3 - One week prior to the 1st public service**

[ ] Hold a rehearsal service at the same location that will be used for the 1st public service

  - Be sure all the people are present who will be needed for the 1st service
  - Conduct each part of the service exactly as it will be done in the 1st service
  - Time each event and then evaluate what changes are needed
  - Make the needed changes and then rehearse the entire service two or three more times until it runs smoothly

[ ] Print a first-class bulletin or worship folder

[ ] Arrange for coffee and refreshments (fellowship leader)

[ ] Prepare blank name tags

[ ] Recruit as many people as possible to participate in a final community blitz on the coming Saturday

[ ] Make prayer a high priority for the week - bathe everything in prayer

**Step # 4 - One day prior to the 1st public service**

[ ] 8:30 a.m. - Meet with you visitation team for prayer and area assignments

[ ] 9:00 a.m. to 5:00 p.m. - Blitz the target community with personal and engraved invitations to the opening Celebration service

[ ] 7:00 p.m. - Host a season of prayer for the Lord’s blessing on the events of the next day
Go to bed early so you are well rested for Celebration Sunday

Step # 5 - The BIG DAY - 1st Public Service

[ ] Setup and launch teams should arrive 1-2 hours early
[ ] The worship team should run through all their music
[ ] Greeters, ushers and workers should be in their places thirty minutes before the start of the service
[ ] Have joyful, uplifting prerecorded instrumental music playing half an hour early
[ ] Greet visitors warmly as they enter, give them a welcome packet, and give them a nametag
[ ] Show people where to go - never leave them sitting by themselves
[ ] Start the service ON TIME
[ ] Minimize announcements and keep the service moving
[ ] Avoid an emphasis on money
[ ] Keep the message brief and relevant
[ ] Give people an opportunity to respond

Step # 6 - Evaluate your 1st Public Service

[ ] Meet with key team leaders to evaluate your 1st public service
[ ] Evaluate the service itself

[ ] Did the equipment and people arrive on time?
[ ] Did the set up and tear down go smoothly?
[ ] What equipment wasn’t needed?
[ ] What equipment should you have had, but didn’t?
[ ] Were there problems in running the sound system?
[ ] Were the musicians in place on time?
[ ] Was the music well rehearsed and well performed?
[ ] Did the music and pace of the service flow smoothly?
[ ] What bottlenecks occurred?
[ ] Was there too much or too little music?
[ ] Does there need to be more or less congregational singing?
[ ] Were all the words visible on the screen during congregational singing?
[ ] Were there ‘dead spots?”
[ ] Was the service built around a common theme? Was it apparent?
[ ] Were guests able to follow the order of worship?
[ ] What did the worship service convey to persons who did not grow up in church?
[ ] Was the message too long or too short?
[ ] Was it relevant to those who attended?
[ ] What problems arose in the children’s ministries?
[ ] Were the restrooms clean, well-lit, and good smelling?
[ ] What did we overlook?
[ ] What needs to be improved next week?

[ ] Evaluate the service spiritually

[ ] Was God honored in the service? If yes, how so? If not, why not?
[ ] Was there a spirit of worship in the service?
[ ] Was the attention of the audience focused on Christ or on those ministering?
[ ] Was the presence of God’s Spirit evident in the service? How so?
[ ] Were people saved?
[ ] Do the response cards indicate significant decisions were made in other areas of people’s lives?
[ ] Were people helped, uplifted, challenged or encouraged by the service? How do you know?
[ ] Did people speak about the blessing the service was to them?
[ ] How can we improve the spiritual quality of the service next week?

[ ] Evaluate the service financially

[ ] How much did the service cost?
[ ] How much was received in the offering?
[ ] Did you meet your survival budget?
[ ] What was the per capita giving ratio?
[ ] Was the offering received quickly?
[ ] Was there too much emphasis on money?
[ ] Was the offering counted, recorded, and deposited promptly?
[ ] What changes need to be made?

[ ] Evaluate the service numerically

[ ] How many people were you expecting in the first service?
[ ] How many actually showed up?
[ ] How many of these came as a result of the advertising blitz?
[ ] How many of those who came were first-time visitors, but were not part of the core group?
[ ] What was the age breakdown of those who attended?
[ ] What was the racial makeup of the congregation?
[ ] How many fit into the target group?
[ ] How many are unchurched?
[ ] How many came from other churches?
[ ] Was there a good cross-section of the community?
[ ] How many indicated on their response cards that they would like a visit or that they want to know more about the church?
[ ] Evaluate the service in relation to the number of workers compared to the number of people present

[ ] Were there enough greeters and ushers?
[ ] Did you have adequate staff in the nursery and children’s ministries?
[ ] Were there enough people on the setup and tear down teams?
[ ] Were more people needed on the worship team?

[ ] Send out “thank you” letters to everyone who attended the 1st public service
[ ] Enclose a self-addressed, stamped evaluation card in each “thank you” letter
[ ] Start visiting in preparation for next week’s service
[ ] Begin follow-up classes immediately
[ ] Begin mid-week Bible study and prayer service within 4 weeks
[ ] Begin Sunday School and other children’s ministry only when you have adequate staff to run the programs