Urban Discovery Ministries

Strategic Game Plan
1. Strategic Overview

Vision:
UDM’s vision is to see effective, sustaining, reproducing churches in the inner city across the nation that will equip believers to live victorious lives and reach urban families for Christ in their neighborhoods and the world.

Mission:
The purpose of UDM is to help establish churches in the inner city that fulfill the Great Commission.

Strategic Goals:
- Build a strong, effective Senior Leadership Team
- Provide Game Plan and other equipping classes
- Establish the Hampton Roads Wedge Team
- Implement the Game Plan on a national level and accomplish its objectives
- Create and implement a strategic development strategy to fund the Game Plan on a national scale
- Develop leaders to accomplish the mission

2. Introduction

UDM exists to help establish inner city churches that will fulfill the Great Commission of Jesus Christ. Our vision is to see effective, sustaining, reproducing churches in the inner city across the nation that will equip believers to live victorious lives and reach urban families for Christ in their neighborhoods and the world.

This Game Plan explains how we prayerfully carry out the UDM mission. We want to compete together in such a way as to obtain the prize (1 Corinthians 9:24).

Our Game Plan introduces and explains how we start up, or “plant,” sustainable ministries using a process that we call, “the Wedge.”

3. The Wedge

Definition:
The Wedge describes UDM’s planting model. It shows how a specific UDM leadership team, made up of staff members and volunteers, implements our planting process in a particular area or a specific community. We named our model, “The Wedge,” for the following three reasons:

- We designed its ministries to move forward and break new spiritual ground in areas and neighborhoods that are new to us.
- Wedge leaders establish a dynamic core group as their plant progresses through five developmental phases. When we draw out this process, with its expanding phases and movement, the resulting diagram looks like a wedge.
- After our leadership team members plant a Wedge, church, cell group or outreach program, we want them to replace themselves and move on to begin planting again in another neighborhood or targeted geographical area.
Types of Plants:
UDM uses the Wedge planting process to establish the following types of ministries:

- New Wedge ministries that plant multiple churches on an area-wide basis
- New churches that plant cells
- New cells that evangelize and make disciples in the inner city
- New programs that fuel the church plants through relational evangelism and as on-ramps to partnering churches and ministries

Wedge Objectives:
This Wedge model realizes our national church planting vision for equipping believers to “live victorious lives and reach urban families for Christ in their neighborhoods and the world” by fulfilling the following objectives:

- Implement specific prayer strategies in each of the five Wedge phases to complement the planting initiatives unique to each phase.
- Plant multiple, reproducing churches that are structurally designed to disciple and empower inner city residents.
- Mobilize the leaders being equipped for ministry by the planted Wedges, churches, and cells.
- The planted Wedges, churches and cells reproduce themselves as often as possible, with or without UDM’s involvement.

UDM Operating Model
The diagram on the next page illustrates UDM’s operating model. It shows a Wedge planting process with UDM’s staff team plus interaction with volunteers and partners. The Wedge progressing through the following five developmental phases:

- Phase 1 Initial Assessment
- Phase 2 Incarnation
- Phase 3 Implementation
- Phase 4 Installation
- Phase 5 Impact—Local and Global

Circle the names of these phases in diagram.

Mobilization through Reproduction:
UDM’s national goal is to establish reproducing Wedge ministries in urban areas across our country.

Why church plant in the inner city?
Which of the following church planting outcomes could benefit your community or area?

- Children and parents participating in outreach programs discipled in local churches.
- Multiplicative Personal Evangelism
- Relational Evangelism of Extended Families
- Breaking Spiritual Strongholds and Addictions
- Men Targeted and Empowered
- Prayer Strategies Implemented
- Multiplicative Personal Discipleship
- Reproducing Indigenous Leadership
- Spiritual Gifts Utilized
- Biblical Teaching for Entire Families
- Contextualized Celebrations
- Self Governing Church Body Life
- Gifted Leaders Equipping for Works of Service
- Pastoral and Deacon Care
- World Missions and Global Mobilization
- Financial Stewardship and giving
- Church Discipline
- Multiplicative Church Planting

Wedge Objectives:
This Wedge model realizes our national church planting vision for equipping believers to “live victorious lives and reach urban families for Christ in their neighborhoods and the world” by fulfilling the following objectives:
Review the four Wedge objectives and summarize each using three words or less:
_____________________________________________________________________________________________________
_____________________________________________________________________________________________________
_____________________________________________________________________________________________________
_____________________________________________________________________________________________________

What factors related to these objectives are critical to successfully achieving them?
_____________________________________________________________________________________________________
_____________________________________________________________________________________________________
_____________________________________________________________________________________________________
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For Discussion: Where would you want to establish a Wedge church planting ministry and why?
_____________________________________________________________________________________________________
_____________________________________________________________________________________________________
_____________________________________________________________________________________________________
_____________________________________________________________________________________________________
Each Wedge ministry, in turn, plants reproducing inner city churches in its geographical area, and replicates itself in other areas.

The resulting new churches take root and grow by planting discipleship-based cell groups. We use Touch Outreach Ministries cell church model.

The new churches and cell groups also replicate themselves.

UDM and the planted churches establish reproducible programs to boost church growth.
4. Organizational Roles/Responsibilities

The following describes some of the key roles and responsibilities of UDM’s senior leadership team.

4.1 President/CEO

The President/CEO oversees and steers the planting and progress of new Wedge ministries on the national level, UDM’s transformative leadership development, and a weekly prayer vigil.

Transformative Leadership Development:

UDM uses a transformative leadership development method to recruit and empower leaders for its Wedge planting and for its administration. The President/CEO oversees our transformative leadership process of choosing, teaching, showing, observing, and empowering of leaders who are passionate about UDM’s mission. The process begins with new believers, on the micro level, with their completion of the Wedge-churches’ cell group-based personal discipleship track. Even mature Christians joining UDM must begin at this first level of leadership development, as though they were new believers in Christ, so they may learn how to transform other leaders at every step of the process.

President’s Prayer Vigil:

The President’s prayer vigil brings together the UDM Board and senior leaders to intercede for the planted churches, seek God’s direction/vision for expansion, and ask for laborers for establishing future area Wedge leadership teams.

4.2 Executive Director

The Executive Director oversees UDM’s team of urban missionaries. This oversight includes those team members who serve in the Wedge, those who provide administrative support, and those who lead our outreach programs. Our administration members advance the ministries of area Wedge teams by providing office technology and support, program management, fundraising/partnership development, volunteer management, and communications.

4.3 Vice President Strategic Planning

The Vice President of Strategic Planning oversees the Wedge’s Initial Assessment, Phase 1, when planting Wedge ministries. This includes an environmental analysis. This assessment identifies potential partners and the VPSP facilitates networking between the Wedge and community leaders during the Wedge’s second, Incarnation phase of planting.
4.4 Vice President Training and Quality

**Equipping Classes:**
We require all of our team members to also complete six UDM equipping classes taught by our Vice-President of Training and Quality:
Those in UDM’s leadership development must also have, or be in the process of completing, at least 15 additional credit hours of formal Bible training.

**Transformative Leadership Development:**
The VPTQ establishes and oversees equipping ministry for coaches of cell group, celebration, Bible class, church planting, youth ministry and missions leaders. The VPTQ also develops Bible class curriculum.

**Quality Assurance:**
The VPTQ monitors the quality of ministry during the phases of the Wedge to assure proper implementation. He also makes sure that the pastor and leaders understand the model and encourages them to make ministry quality a priority.

**Wedge Follow-up:**
The VPTQ maintains the partnership relationships between UDM and planted Wedges and churches by providing shared training resources. This includes sponsoring equipping retreats or conferences to bring together leaders and keep the plants networked together.

**Internships:**
Internships provide on-ramp for our career missionaries. Our internships give opportunities to empower leaders who come from the inner city and may need more experience or education. Our internships also benefit our recruitment of college students. Internships also require fund raising, which reveals each potential leader’s will and ability to raise support.

**Student Movements:**
UDM values student involvement and looks for opportunities to mobilize student leaders through its church planting model.
5. Operating Model

5.1 Transitional Wedge Components

The wedge shaped portion of the model represents the transitional elements of service that will progress through each project or region. Individuals operating in the wedge must focus on current and future UDM churches or Wedge ministries—startup, build, sustainment and impact.

5.1.1 Phase 1: Initial Assessment–Environmental Analysis

Definition:
We launch our Wedge planting model with a study of area or community characteristics and trends. This study is the major emphasis of our Wedge’s first phase, which we identify as its Initial Assessment Phase. In strategic planning terminology, this assessment is called an environment analysis.

Area Wedge Planting:
UDM’s Vice-President Strategic Planning enlists participation of UDM leaders and any community partners to conduct an analysis for each church planting Wedge. They complete their study at least three months in advance of the church planting team’s start of the Wedge’s second phase.

The initial assessment process includes evaluating environmental factors and making a SWOT analysis. The VP Strategic Planning summarizes the results to the UDM Board of Directors and recommends a plan of action. Should the Board commission a Wedge church planting team to the community, the VP Strategic Planning will lead the decision making process to structure and time their start.

Environmental factors to consider in Phase 1:
a. History of Community
b. Geographic boundaries
c. Local Economy
d. Demographics
e. Government services
f. Living Conditions
g. Churches, Denominations, Universities, Ministries, Cults, Other Religions
h. Housing, jobs, education levels, socioeconomic classes, racial mix
i. Crime / Gang activity (criminal justice issues)
j. Spiritual needs
k. Pre-existing Contacts in the community
l. Receptivity of residents and of church/community leaders
m. Transportation factors (accessibility to UDM staff members)
n. Financial partnership considerations
o. Other competing non-profits?
p. Will and potential to raise money
q. Potential sponsoring churches
r. Potential ministry partners (volunteers)
s. Availability of Phase 2 volunteer team members?
t. Potential Pastors?
u. Church “DNA” structures
v. Church racial history
w. Prevalence of mercy vs. benevolence ministries

Circle the five factors with which you would start your analysis.

The Initial Assessment Phase is depicted as a target in our Wedge Diagram because its primary purpose is to strategically plan for each church plant’s Wedge.
### Initial Assessment Phase Action Summary

<table>
<thead>
<tr>
<th>Objectives</th>
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<tbody>
<tr>
<td>• To determine which sites are ready, willing and able to begin a Wedge, church, or cell planting project</td>
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<tr>
<td>• To conduct the initial planning associated with starting a new project</td>
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<table>
<thead>
<tr>
<th>Activities</th>
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<tbody>
<tr>
<td>• Work with team leadership to determine a projected growth plan for new Wedges, churches, or cell planting projects</td>
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<tr>
<td>• Research new sites and prioritize expansion efforts</td>
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<tr>
<td>• Once a new site is chosen, determine best strategies for beginning a Wedge, church or cell; partner with local leaders and organizations if they exist</td>
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<tr>
<td>• Report findings to the UDM team and work with the team to align resources and begin efforts at new sites</td>
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<tr>
<th>Resources</th>
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<tr>
<td>• 1-2 UDM Staff Members for each Wedge or church plant</td>
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<tr>
<td>• 2-4 cell members for plant</td>
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<tr>
<td>• Access to site information and partner organization</td>
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<table>
<thead>
<tr>
<th>Timeline</th>
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<tbody>
<tr>
<td>• Six months for Wedge plant</td>
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<tr>
<td>• 3-4 months for a church plant</td>
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<tr>
<td>• Two months for cell plant</td>
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<tr>
<th>Prayer Requests</th>
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<tbody>
<tr>
<td>Pray to the Lord of the harvest to thrust forth laborers into His inner city and world harvest. Luke 10:2</td>
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5.1.2 Phase 2: Incarnation

Definition:
Incarnation means “in the flesh.” During the Incarnation Phase, UDM gathers a team of church planters who bring the Wedge in the flesh into the targeted community. UDM may ask partnering churches and previously planted churches to send members to join this team. Other members may come from among believers already living in the inner city community, including students from colleges in the area.

Core Cell Group:
UDM trains these church planters and forms them into a core cell group that begins meeting in the neighborhood. At this stage of the Wedge, we interview any potential team members who may come from outside the targeted community.

Since they become examples for new believers to follow, we ensure that they bring with them the emotional stability and passion needed to implementing our inner city church planting model. This passion includes commitment to discipleship, sound doctrine, and extending biblical mercy through relationships.

Partnerships:
UDM’s Vice-President Strategic Planning designs and implements strategies to invite local churches, ministries, and individual volunteers, which were identified in the Initial Assessment Phase, to participate in the church plant. The VPSP seeks and proposes options for potential churches or denominations to sponsor and/or support the church plant.

Prayer Strategies:
During the Wedge’s Incarnation phase, the church planting leadership team begins prayer walking through the targeted neighborhood. They also begin recruiting prayer partners to intercede for the community and them. To recruit and sustain prayer support, these church planting leaders email and publish the dates of prayer walks, prayer tours made in vehicles, and any other prayer events. During this phase, one of the church planters begins emailing weekly prayer requests to prayer partners, representing the whole team.

Training:
Our Vice-President of Training and Quality teaches the first three of our six equipping class to members of the newly formed Wedge core group. Transforming Inner City Evangelism, UDM’s Winning Game Plan, and Evangelism Leadership classes provide important training to mobilize this group of UDM staff members and volunteers during this early phase.

Networking:
Wedge core members begin volunteering in or partnering with existing community programs. They establish their presence and begin networking with leaders in the targeted neighborhood during this phase. Several examples would be schools, government, recreation, non-profit organization, college ministry and social service volunteer programs. Initial Assessment leaders identify these opportunities during Phase 1. Core group may also develop their own networks as new relationships form during this second phase.

Specialized Men’s Evangelism:
The VP of Training and Quality organizes several male UDM staff members and volunteers from each core team to find men and establish ministry relationships with them. With prayer strategies in place, these leaders canvass homes in the community during this phase to conduct surveys with men and take the following initiatives:

- Offer personal evangelism
- Organize monthly events/outings for men
- Meet practical needs identified in the surveys
- Initiate evangelistic Bible studies with those open to the Gospel
- Follow up men who come to Christ with discipleship
- “Kin” these men with the rest of the core cell group members
- Maintain friendship evangelism with men who do not come to Christ, and serve them as God provides opportunities

Our canvassing goals for this phase are to:

- Speak with every man who lives or regularly visits the community.
- Show respect to the men before asking any survey questions. Emphasize that they are the key to the family, the community, and the next generation.
- Create a database of survey results to identify opportunities to serve with men.
- Identify men who are open to the Gospel message and schedule Bible studies with them.
- Recruit for men’s ministry outings, learning center GED programs, and Recovery meetings entered to offer a reference point...
### Incarnation Phase Action Summary

#### Objectives
- To establish initial relationships with the new site and future church building team
- To evangelize the community surrounding the site with the intent of developing new believers and church leaders

#### Activities
- Coordinate with the Initial Assessment team to determine specifics of the site and available resources
- Where possible, work with local leaders and organizations to determine strategies for evangelizing the site community
- Enter the site community and lead people to Christ
- Mentor and develop new believers to maturity
- Consider believer’s gifts and capacity for leading within the future church
- Regularly report progress and challenges to the UDM team and help to ensure successful inroads for incoming teammates

#### Resources
- Two UDM staff members for Wedge or church plants
- 2-4 cell members for cell plant

#### Timeline
- Six months for Wedge plant
- 6-8 months for a church plant
- Two months for cell plant

#### Prayer Requests
- Pray that in gratefulness we will place ourselves in the Lord’s hands.
- Pray for the Holy Spirit to help Himself to our lives.
- Pray that we will serve as cleansed vessels useful to the Master.
UDM’s Vice-President Strategic Planning initiates strategies to recruit volunteer participation in the following four ways:

- Volunteer church planting team members serving inside the Wedge’s church plants
- Volunteers, whom we call “co-laborers,” serving vital roles in programs outside of the Wedge’s church plants. They do not become members of the planted churches.
- Prayer Partners
- Financial Partners

Check the box of your desired participation in this incarnation phase.
5.1.3 Phase 3: Implementation

Definition:
During the Implementation phase, the Wedge leadership team puts into operation the following foundational ministries of a plant.

- **Cell group evangelism and discipleship**
- **Adult Bible classes**
- **Children and teen ministry**
- **Celebrations**
- **Equipping Retreats**
- **Missions**
- **Planting cells and churches**
- **Planting programs**

The Church Platform Structure diagram shows how these foundational ministries relate to one another.

**Cell Group Evangelism and Discipleship:**
We use Touch Outreach Ministries’ cell group model and evangelism strategies. This ministry, founded by Ralph Neighbour, provides many resources that explain this model in detail. Cell leaders, in addition to our equipping classes, train cell members to implement relational evangelism in the following ways:

- Equip cell members for “Oikos” relationship evangelism (Reaching those in one’s circle of influence).
- Equip cell member to prayerfully sponsor evangelistic events in their homes.
- Equip cell members in explain the John 3:16 Diagram.
- Equip cell members in Touch Ministries’ “Four Touch” follow-up and “Kinning” strategies.
- Equip cell members to welcome and follow-up people who participate in Wedge outreach programs.
- Equip cell members to conduct evangelistic Bible studies in UDM’s Luke 10 outreaches.

(See Appendix)

Discipleship always remains a Wedge priority and becomes implemented through cell groups planted in the targeted inner city neighborhoods. We use Touch Outreach Ministries’ cell model. UDM staff members and volunteers establish the first core cell group and welcome new members through relational evangelism in the community.

The group grows and multiplies as discipleship ministry equips the new members for relational evangelism with neighbors, extended family members and other people in their personal spheres of influence. Discipleship also prepares new leaders to plant additional cells in the community. The group sends out members to employ smaller-scale Wedge strategies, which we call “micro-wedge” cell planting.

Our VPTQ identifies and equips a leader and an intern for the first core cell group. These leaders immediately implement discipleship with the UDM staff members and volunteers involved. They make sure each cell member matches up for relational discipleship with another member of the group. Experienced staff members disciple new staff and volunteers. New members always start at the beginning of the discipleship process as though they came to the group as recent converts, regardless of the extent of their ministry backgrounds.

Once they implement discipleship, and from then on, cell leaders insure that all their cell members progress well in their discipleship relationships. The VPTQ coaches the first cell leader at the beginning of the Implementation Phase, with the intention that this leader take over as Cell Leader Coach in six months. Once new cells become planted, this coach oversees and supports new cell leaders and interns. The Coach meets with the new cell leaders like they are members of the coach’s own cell.

One-to-one discipleship meetings may be held at any times convenient to both parties. With discipleship the first priority, a good time to meet one-to-one is on Sunday mornings, since we may hold celebrations less often and in the afternoon or evening times of Saturdays or Sundays.

**Cell Meetings:**
Using Touch Outreach Ministry’s format, our cells meetings have four component parts: Welcome, Worship, Word and Witness. Every cell leader equips a “captain” for each of these four cell meeting components. Cells also celebrate the Lord’s Table during the worship part of their meetings.

Application of Scripture, previously preached at celebrations and taught in the Bible classes, is the primary objective of the Word component of a cell meeting. In addition, this application of the Word provides opportunities for the cell members to exercise their spiritual gifts. Cell meetings end with an outward focus during the Witness focus. Touch Outreach Ministry’s training
Leadership Track:

UDM’s transformative leadership development begins with new believers in the cell groups. Again we use the Touch Outreach Ministries’ strategy for following up new believers with four discipleship books:

- Journey Guide for New Believers
- Beginning the Journey
- Arrival Kit
- John 3:16 Diagram (on YouTube)

This four-step new believer follow-up becomes the beginning of a leadership track that equips members for church and Wedge leadership using this process:

- First, the leadership track equips cell members to become cell leaders or planters. The VPTQ provides a weekend class to equip cell leaders, planters and interns. After meeting with mentors and completing their new believer books, cell members become candidates to serve in six month cell leader or cell planter internships, depending on their spiritual giftedness.

- Those completing cell leader or cell planting internships and who effectively serve as cell leaders or planters become candidates to continue the equipping track for church leaders or church planters.

Church leaders may serve as pastors, pastoral staff members, teachers, church officers, and/or missionaries. Church leaders and planters take UDM’s six equipping classes provided by the VPTQ.

Wedge leaders identify those in the equipping track having missional/apostolic, pastor/teacher, evangelist, and preaching leadership gifts. They also identify potential leaders for the outreach programs that fuel the plants.

- Church leaders and planters who faithfully serve in their ministries continue the equipping track as candidates to lead or plant Wedge ministries. The VPTQ provides a weekend class to equip cell leaders, planters and interns.

- The Implementation phase of a Wedge church plant may include a pastor candidate’s internship. This pastor candidate begins his leadership role in the planted church while under UDM’s senior leadership’s supervision.

- UDM’s senior leaders appoint a specific staff member to direct each Wedge ministry.

Equipping Retreats:

The VPTQ provides four weekend retreats to advance the church planting equipping process of each Wedge ministry. These retreats correspond to the steps in the leadership track:

- Spiritual Formation Retreat (Journey Guide for New Believers, Beginning the Journey)
- Spiritual Warfare Retreat (Arrival Kit)
- John 3:16 Weekend (YouTube: John 3:16 Diagram, Part 1 and 2)
- Children’s Ministry Retreat

Cell Multiplication:

The planted churches grow as their cell groups multiply. The Wedge leaders appoint the initial, core cell group leader and an intern having pastoral gifts. When this group grows past 12 members, the Cell Coach reforms it into two cells, with the initial leader and intern now leading separate cells. Each of these two leaders take on a new intern and begin training for when the cells multiply again. If cells do not show any growth in a year, the Cell Coach reshuffles them.

Cell Planting: Wedge or cell leaders also identify potential leaders having missional or evangelistic gifts to send out as cell planters. These cell planters utilize the Wedge’s five stages of planting to establish cells in new territory. We call this cell planting a “Micro-Wedge,” because it follows our same Wedge planting process but on the smallest scale. The Cell Coach can match up missional leaders from different cells and send them together to plant new cell groups.

Bible Classes: Bible teaching is an essential part of the cell church planting process and we make Bible class the second highest priority after the cell discipleship. By scheduling Bible classes for all ages at the same place and time, we combine them with our children’s and teen outreaches.

Our Bible classes have the following characteristics:

- UDM’s VPTO provides teacher training and curriculum for church plants Bible classes.

- New believers begin in a weekly foundations class
that teaches Genesis 1-11. This class is designed to study basic Bible doctrines, worship, stewardship, Biblical family values, morality, and missions. The study ends by introducing a time line that gives a simple survey of the rest of Scripture.

• UDM staff members and volunteers in the Wedge ministry teach Bible and doctrine survey classes.

• Wedge plant partners with local Bible institutes and colleges during the Incarnation Phase to provide leaders with more advanced Biblical training.

• The VPTO overseas the teaching of UDM’s six equipping classes to leaders.

• The church plants schedule the Bible classes at other times than Sunday mornings.

Children and Teen Ministries:
We structure our planted churches for hosting weekly children/teen outreaches in rented or borrowed recreation centers. During a typical weekly meeting, churches will alternate the Bible class instruction for all ages with youth skill development programs in sports and the arts.

Wedge leaders invite partnering churches and campus ministries to provide volunteers for this outreach. The churches require that all participating children/teens come accompanied by at least one parent or a sponsoring mentor.

Celebrations:
Using another strategy adopted from Touch Outreach Ministries, cell members come together for corporate worship in celebrations. The plants initially hold these celebrations in borrowed or rented facilities. With church members worshiping together in the cell meetings, receiving Bible teaching classes, and making discipleship the first priority, churches hold celebrations every other month or on a quarterly basis.

Churches, most likely, schedule their celebrations on Sunday afternoons or evenings. Holding them less often provides opportunities for flexible locations and innovated worship.

This innovation may include children and teen presentations prepared in the youth meetings. Churches may also partner with crisis pregnancy centers when hosting celebrations to highlight their cause and resources. The churches baptize and observe the Lord Table during celebrations, although cell members also observe the Lord’s Table in their home meetings.

Missions:
Our personal discipleship priority centers on teaching inner city families obedience to the Great Commission of Christ (Matthew 28:18-20). UDM partners with the Buff Bay Baptist Church in Jamaica for this purpose. Wedge leaders bring church plant members on annual short-term missions trips to Buff Bay Baptist’s G.L.O.B.E. Center for training in world missions. During these trips, these leaders teach our Get on the Bus missions equipping class, while the mission teams serve in Jamaica.

Our partnership with Buff Bay Baptist Church includes stationing two African American families in the GLOBE Center to host these short term teams and teach missions. UDM’s senior leadership also mobilizes people of African descent to implement its Wedge planting strategies overseas.

In contrast to the 1792 founding of modern missions by William Carey in England, African Americans struggled to survive under another movement by whites. British Parliament acted 26 times that same year to encourage the slave trade. A year later, Eli Whitney invented the cotton gin, making slave exploitation more profitable and permanent.

Does this early disparity between white and African American Christians still impact mobilization of inner city residents for world missions?

Below are actual goals of a Norfolk church plant during the implementation phase. Check the ones most likely to be repeated by all church plants in this phase:

☐ Teach new believers financial stewardship and receive offerings during cell groups
☐ Improve discipleship among women to encourage wives for the spiritual warfare they face before meetings
☐ Begin scheduled Equipping Retreats
☐ Begin Bible classes and Children/Youth ministries at a local YMCA
☐ Reproduce personal discipleship
☐ Organize, and give towards, first missions trip
☐ Teach leaders time management skills
☐ Begin meeting weekly with cell leaders for training and for coordination of cell topics
☐ Plant two new cells during the year
Community On-Ramp Programs:

Our outreach programs serve our partnering churches and ministries by giving their members on-ramps for volunteering. These programs effectively utilize volunteers who only have a few hours to give each week. The planted churches’ ongoing community presence and follow-up of participants make their limited time investments meaningful with long-term positive results. We call these valuable volunteers, who serve in the programs but do not participate in the cell church discipleship, our “co-laborers.” Although they do not become church members in the plant, they help fuel its growth through their service for Christ. Programs also benefit the plants by encouraging partnering churches, ministries and individuals to financially support the entire Wedge, as their members take these on-ramps to become co-laborers with us in the plants.

For the Implementation Phase, Wedge ministries start simple. We only plant less expensive and more manageable programs that help us make new friendships or increase goodwill in the community. Coaching athletic teams, tutoring, and summer camps are three basic programs that we implement at this phase. More advanced programs come during the Impact Phase.

Evangelistic Flow:

UDM’s outreach programs boost the Wedge church plants. Programs that serve residents win trust and confidence with them in the community, give our team members positive reasons to canvass in neighborhoods, open opportunities for evangelism and discipleship, and bring about church growth.

Our Wedge staff members canvass to recruit for the programs. They work hard to connect those who participate to a cell group with the following action steps:

- Program staff members give the program participants’ contact information to the Cell Leader Coach.
- The Cell Coach distributes this information to cell leaders and provides them accountability and support.
- These cell leaders assign the follow-up of the program participants to their group members, making efforts to “kin” the program participants to members having similar interests.
- Group members call, make home visits, meets the program participants at church, and show them hospitality in some way. (Four Touch Follow-up Plan)
- Cell groups sponsor activities and invite the program participants, along with others from their own circles of influence.
- Cell group members also invited program participants to Bible class and celebrations.
- Program staff members follow up the participants in their programs to make sure they connect with at least two cell members.
Four Strategic Lines:

UDM staff members focus their prayer and daily activities on mobilizing the following three groups of people to boost the wedge’s impact: 1. Residents living in the community. 2. Volunteer co-laborers from outside the new church plants. 3. Members of the new church plant.

As an example, the four lines in the following diagram show how UDM leaders facilitate the flow of these groups of people in the sports ministries’ programs:

1. Connect the community to the programs
2. Connect the co-laborers to the programs
3. Kin the program participants to the planted churches
4. Commission the members of the planted churches to serve in, lead, and take ownership of the programs

Line 1: Connect the Community. We canvass targeted neighborhoods to recruit community residents for the outreach programs.

Line 2: Connect the Co-laborers. We visit and serve churches to recruit volunteer co-laborers and donors for the outreach programs.

Line 3: Kin the Program Participants. We take the actions steps listed on page 16 to invite the program participants, who come from the community, to the planted churches’ ministries. We help these community residente connect to the planted church families.

Line 4: Commission the Core Members. We mobilize members to the planted churches to lead, serve and take ownership of their outreach programs.
### Implementing Phase Action Summary

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<th><strong>Objectives</strong></th>
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<tbody>
<tr>
<td>- To conduct cell groups and develop critical mass</td>
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<tr>
<td>- To disciple future church leaders</td>
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<thead>
<tr>
<th><strong>Activities</strong></th>
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<tr>
<td>- Develop and lead cell groups focused on evangelism, discipleship, fellowship, service and prayer</td>
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<td>- Disciple and encourage potential church leaders</td>
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<tr>
<td>- Develop leaders and begin Bible classes and children/teen outreaches</td>
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<td>- Through cell groups, consider community needs and develop ways to reach out to the community – physically, emotionally and spiritually</td>
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<td>- Begin planning for first public worship and celebratory activities</td>
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<td>- Regularly report progress and challenges to the UDM team</td>
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<tr>
<th><strong>Resources</strong></th>
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<tbody>
<tr>
<td>- Two UDM staff members for Wedge</td>
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<tr>
<th><strong>Timeline</strong></th>
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<tbody>
<tr>
<td>- Six months for Wedge plant</td>
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<tr>
<td>- 12-18 months for a church plant</td>
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<td>- Six months for cell plant</td>
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<tr>
<th><strong>Prayer Requests</strong></th>
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<tr>
<td>- Pray that the love of Christ will compel and energize us to proclaim the Gospel of Jesus Christ in new communities and to call people there to follow Him in discipleship.</td>
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<tr>
<td>- Pray that through the guidance and power of the Holy Spirit, may we be willing to spend ourselves for Jesus Christ as His witnesses among people with whom we have no affinity.</td>
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</table>
And He gave some, apostles; and some, prophets; and some, evangelists; and some, pastors and teachers; For the perfecting of the saints, for the work of the ministry, for the edifying of the body of Christ.

Ephesians 4:11-12

What kind of gifted leaders would minister well at each phase of the Wedge?

How could the Wedge ministry, church planting, and cell discipleship/plant identify potential leaders’ gifts and roles?

How could the Wedge phases identify and mobilize leaders for planting and world missions?

How could the Wedge, church planting and cells equip gifted leaders to perfect the saints for the work of the ministry?

What role does the new convert follow-up discipleship track play in this leadership development process?
5.1.4 Phase 4: Installation

Definition:
When a Wedge’s church plant progresses to the point that leaders adopt a constitution and instate church membership, the pastor and other governing leaders, we call this process and time frame the Installation phase.

Installing the Pastor:
The Wedge church plant may or may not begin with the pastor in place. Not having a church planting pastor appointed at the plant’s start adds the benefit of having apostolic church planters and evangelists lead at the point of the wedge. Having a vital core cell group with ministries and partnerships already implemented before the pastor’s appointment, gives him support and a growing church membership to shepherd. The church also benefits by having its cell structure in place and then installing a pastor with the same vision for inner city planting. The Wedge leaders continue to mentor the pastor during this phase.

Pastoral Internships:
We provide pastoral internships during this stage to equip candidates who come from the inner city. These pastoral interns may self-support through outside jobs or raise their financial support as urban missionaries of UDM. Our senior leaders design individualized internships for each pastoral candidate. The candidates must complete our leadership and Bible training requirements. UDM senior leaders have the options of ordaining the pastoral candidate after his examination, or commissioning him as an urban missionary.

Installing Church Governance:
During this phase, the pastor begins meeting with church lay leaders and they assume gradual responsibility for governing the church being planted. The Wedge leaders appoint laymen as church officers who prove faithful to this work and who meet other Biblical qualifications. The pastors and these leaders adopt the church a constitution, which makes cell group participation a qualification of church membership. The VPTO assists the pastor and officers as they institute financial management and benevolence policies.

Installing Church Members:
Once the new officers adopts the constitution, which includes membership requirements of the planted church, those who desire to join submit membership applications to these leaders. The pastor and officers meet with charter members, explain membership requirements, and accept those who meet these requirements. The pastor and church leaders announce these “charter members” of the planted church at a celebration service. From then on, those who apply for membership interview with two officers for new membership orientation and acceptance. The pastor and officers formally accept new members at celebrations services.
# Installation Phase Action Summary

**Objectives**
- To train and appoint leaders who will complete the plants
- To establish the constitution/by-laws of the plants
- To establish the membership of the plants

**Activities**
- Design, supervise and evaluate internships for the Wedges’ directors, the planted churches’ pastors, and cell leaders.
- Implement fundraising strategies for supporting the Wedges’ directors and the planted churches’ pastors.
- Create the by-laws and constitutions for the Wedges and planted churches.
- Establish the charter memberships of the churches.
- Implement cell membership covenants.
- Install into office the Wedges’ directors, the planted churches’ pastors, and the cell leaders.
- Install church officers.
- Turn over church governance to the officers, including financial management.

**Resources**
- Two UDM staff members for Wedge
- 3-4 UDM staff members for church plants
- 2-4 cell members for cell plant

**Timeline**
- Six months for Wedge plant
- 12-18 months for a church plant
- Six months for cell plant

**Prayer Requests**
- Pray that we glory in our weaknesses and our complete dependence upon God for everything.
- May we rejoice that by the abundant grace, faith and love that are in Christ Jesus we are strengthened, found faithful and appointed for this ministry (I Tim. 1:12-14).
5.1.5 Phase 5 Impact – Local and Global

Definition:
The Impact Phase describes the ministries and time frame when Wedge leaders help the planted churches mobilize to evangelize their communities, plant more churches, and send missionaries overseas. Initiating outreach programs and participating in our GLOBE partnership at this phase increase a Wedge’s momentum and broaden its impact. Like a rocket booster, they keep a Wedge process progressing forward, as seen in the Wedge diagram.

Outreach Programs:
During the Initial Assessment phase, Wedge leaders determine which outreach programs would provide the most strategic benefit. We wait until the Impact phase to start the most extensive programs, like the GED learning center, because we do not want them to complete with the start of the cell ministries. The simplest and seasonal programs, like sports and camps, may be started earlier in the plant. The following programs effectively provide relational evangelism opportunities and serve as effective on-ramps for co-laboring volunteers:

- Learning Center GED Preparation
- Learning Center Reading Camps
- Sports Ministries
- Summer Camps
- Mentoring (called Dream Team)
- Recovery Ministry
- Intervention School

We encourage innovation by our staff team members and by the planted churches for new program development. The planted Rock Hill Bible Fellowship, for example, established a dental clinic on its own. We also encourage high quality in the programs.

G.L.O.B.E. Missions:
UDM partnered with the Buff Bay Baptist Church to build the GLOBE Center in Jamaica to introduce people of African descent to world missions. GLOBE stands for George Leile Objective for Black Enterprise remains a vital part of UDM’s mission to plant churches that fulfill the Great Commission of Christ.

GLOBE is a starting point for teaching missions. After being introduced to missions at the GLOBE Center, people may serve anywhere God leads them in the world. GLOBE advances the impact of the Wedge church plant in these ways:

- Completes discipleship of inner city families by teaching them obedience Christ and His commission.
- Teaches evangelism.
- Equips churches for world missions and gives them a mechanism for teaching missions.
- Increases commitment to ministry in the States.
- Creates partnership opportunities to implement the Wedge planting model overseas.

Church Planting:
During the Impact phase, Wedge leaders identify, equip and mobilize missional leaders from the planted church to plant in other communities in their area. The Wedge leaders choose those who have proven effective in planting cell groups.
Out of 35,000 evangelical missionaries from North America through 190 missions agencies, how many are African American? Check the reasons below for why African Americans do not participate in world missions.

- Failure in African American discipleship
- Hurts from the past still hinder
- Racism in missions
- Colonialism and exploitation in Africa
- Failure of white missionaries to empower African Americans in church government
- African American students lack awareness of the Great Commission
- Racial divides among Christians and in missions
- Not a priority of missions agencies
- Past segregation by evangelicals
- Past segregation by evangelical whites during world missions movements
- Second and third generation of white missionaries in missions leadership who have never been around African Americans
- African American pursuit of the American dream
- African American pursuit of church authority once denied in churches and societies
- African American survival mentalities
- African American low confidence and self-esteem
- African American struggle for equality
- Black power and theology
- Widespread acceptance and promotion of prosperity theology among African American churches
- White people with liberal theology leading the abolitionist movement and supporting African American education while evangelicals remained segregated during Reconstruction
- No one cares if African Americans stay missing in world missions
- Lack of an older generation of African American missionary role models and statespersons
- Lack of awareness by African Americans of how missions works
- No expectations by anyone for African Americans to serve in missions
- God never wanted African Americans in missions so He never called any to the field
- Missions is a white doctrine that is not relevant to African Americans
- No one challenges African American children with the Great Commission
- African American churches do not financially support missions
- Christ has been preparing African Americans through the struggle of black experience for a great future missions purpose still yet to come.
### Impact—Local and Global Phase Action Summary

**Objectives**

- To grow healthfully and sustainably as a church
- Create momentum for progressing through the planting phases
- To develop programs and opportunities to serve the local and global community out of the excess of the church
- To mobilize people of African descent for world missions

**Activities**

- Develop strategies for impacting the local and global communities in a way that reflects Christ and the strength and love of the church
- Equipping the planted churches to holistically meet the physical, emotional and spiritual needs of their communities that transforms them
- Assisting the planted churches in planting health and wellness programs, educational support, and economic development
- Outreach, mission and evangelism globally and locally

**Resources**

- Two UDM staff members for Wedge
- 3-4 UDM staff members for church plants
- 2-4 cell members for cell plant

**Timeline**

- Six months for Wedge plant
- 12-18 months for a church plant
- Six months for cell plant

**Prayer Requests**

- Pray that we rededicate ourselves to the calling that God has entrusted to us as co-laborers in inner city ministry.
- Pray that as good soldiers of Jesus Christ we will muster again before Him. May we by faith respond courageously to the potential of new spiritual warfare, taking up our crosses – the hardships facing us in new assignments. May we be “untangled” soldiers with our possessions devoted to our Lord.
5.1.6 Pastor/Ministry Leadership Pool

Leadership development is critical to the success of the Game Plan and falls under UDM President’s responsibilities. We use a transformative leadership development track that begins with new convert discipleship. It progresses through stages up to Wedge leadership development. During this process, we equip a pool of pastors, missionaries, and outreach program leaders to accomplish our vision.

We grow an endowment to fund internships for training and testing prospective leaders. The Vice President of Training and Quality teaches regular Game Plan classes to identify potential leaders who demonstrate having the passion for fulfilling our mission.

5.2 Sustained Components

The sustained elements of the model represent ongoing activities intended to support staff members operating in the Wedge as well as fund development and overall administration of the program. These activities must be supported by dedicated and skilled individuals who can focus on the overall success and empowerment of the organization.

5.2.1 Team Management and Administration

The Executive Director oversees the management of our sustained components and supervises the staff members involved. The ED develops staff team members’ job descriptions and monitors budgets for the supplies, equipment, and work funds required to fulfill them. The ED conducts weekly staff meetings for prayer, coordinating calendars, team projects and accountability. Staff members receive written personnel policies, which the ED develops and presents with the UDM Game Plan at our annual staff retreat.

Once a new Wedge becomes successfully planted by UDM, the President/CEO hires and oversees an area director to manage its church planting operations. The ED manages urban missionaries serving on the Wedges until area directors are in place to supervise them. The ED oversees our administrative support for area directors. The President supervises interns until they join the staff team full-time and report to the ED or area directors.

5.2.2 Fundraising and Donor Development

UDM fundraising activities support the senior leadership team, urban missionaries, administration, interns, and programs. Fundraising and donor development fulfill our vision of seeing sustaining churches established across the nation.

Every staff member raises personal support and assists the team in annual fundraising events and mailings. The Executive Director assists every staff member in implementing a sustainability plan with fundraising goals and responsibilities.

The ED also assists the Vice President of Strategic Planning in developing the fundraising components of a sustainability plan for each Wedge and church plant. They develop and implement this plan in each plant’s Initial Planning Phase.

The ED spearheads UDM’s development of an endowment fund to support the senior leadership team’s efforts across the country. The endowment also supports internships to equip leaders for new plants.

UDM is a donor write-in agency for United Way and combined government employee campaigns.

5.2.3 Volunteer Management

Volunteers perform several vital functions in each phase of UDM’s Wedge planting processes. The Vice President of Strategic Planning identifies volunteer sources during the Initial Assessment phase. Volunteers may assist in this beginning analysis. Others may become human resources for subsequent phases as needed.

Volunteers may assist the Wedge and church plants as “co-laborers” without leaving their own churches. Others may serve on the Wedge and in the plants by becoming members of the planted churches. Community residents brought to Christ in the church plants also become important volunteers in these churches’ discipleship and program ministries.

UDM’s Volunteer Coordinator serves on the ED’s staff team to recruit, train, and manage our volunteer workers. The VC keeps volunteer data and contact information and ensures that we communicate, express appreciation, and provide recognition to our volunteers. The VC publishes and updates volunteer opportunities. The VC also recruits and manages volunteers to support our sustained components and trains the future volunteer coordinators hired by Wedges’ area directors.

5.2.4 Strategic Communications

The Communications Coordinator reports to the ED, designs strategic communications and distributes them to our stakeholders. Please see the chart listing strategic communication activities.

5.2.5 Finding and Developing Partners

UDM’s senior leadership team members and each outreach program director perform the activities listed for partner development. Area directors appointed to oversee ongoing Wedge operations develop new partnerships as they plant more churches.
Development of Pastor/Ministry Leadership Pool

Objectives
- Develop a pool of mature, healthy, gifted and willing men who can serve as pastors, Wedge directors and program ministry leaders within UDM’s planted outreach programs, Wedge ministries, and churches.

Activities
- Select promising individuals for growth, discipleship and training
- Conduct Bible training and leadership development efforts intended to grow church leaders
- Mentor, encourage and partner with selected individuals
- Develop internships and the resources to provide them
- Support development of vision and strategy for the church and community

Resources
- One UDM staff member

Timeline
- Ongoing through life cycle of each Wedge ministry and church. Extends beyond scope of any one church.

Prayer Requests
- Pray to the Lord of the harvest to thrust forth laborers into His inner city and world harvest. Luke 10:2
## Team Management and Administration

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<tbody>
<tr>
<td>• To lead, guide and facilitate all UDM operations</td>
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<tr>
<td>• To manage and develop UDM staff members towards sustained success</td>
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<tr>
<td>• To ensure financial, legal and operational viability of the UDM organization</td>
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<tbody>
<tr>
<td>• Lead and empower all UDM operations</td>
</tr>
<tr>
<td>• Ensure staff are aligned to specific roles and responsibilities and have the resources and information necessary to successfully perform in roles</td>
</tr>
<tr>
<td>• Conducts staff performance assessments</td>
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<td>• Monitors and reports financial and legal status of organization</td>
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<tr>
<td>• 1-2 UDM Staff Members</td>
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<tbody>
<tr>
<td>• Ongoing sustained component</td>
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# Fundraising and Donor Development

## Objectives
- To build, monitor and expand donor relationships

## Activities
- Develops sustainability plans for funding Wedge and church plants; UDM’s senior leaders, missionaries, interns, and programs
- Nurture individual donor relationships and ensure continuous connection and involvement with the organization
- Conduct two major fundraising events
- Monitor donor relationships and ensure appropriate feedback is provided
  - Status letters and reports
  - Thank you letters
  - State tax credit documents
- Develop new donor relationships
- Expand donor write-ins for United Way and combined government employee campaigns.
- Conduct two direct mail appeals
- Increase the number and level of church partnerships

## Resources
- 1-2 UDM Staff Members

## Timeline
- Ongoing sustained component

## Prayer Requests
- Pray to the Lord of the harvest to thrust forth laborers into His inner city and world harvest. Luke 10:2
Volunteer Management

Objectives
- To build, monitor and expand volunteer relationships

Activities
- Ensure that active volunteers understand their roles, responsibilities and impacts of contribution
- Monitor and nurture individual volunteer relationships in order to foster continuous connection and involvement with the organization, where appropriate
- During volunteer engagements, serve as a leader and manager for supporting volunteers
- Develop new volunteer relationships and partnerships
- Recognize and show appreciation to volunteers

Resources
- 1-2 UDM Staff Members

Timeline
- Ongoing sustained component

Prayer Requests
- Pray to the Lord of the harvest to thrust forth laborers into His inner city and world harvest. Luke 10:2
## Strategic Communications

### Objectives
- To design, develop and distribute strategic communications to stakeholders

### Activities
- Carefully craft important UDM messages and timelines for dissemination
- Design standard and non-standard mediums for communicating strategic UDM messages
  - Websites
  - Newsletters, pamphlets and bulletins
  - Advertisements
- Community or church literature
- Disseminate UDM messages and monitor for feedback
- Develops and communicates public relations information

### Resources
- 1-2 UDM Staff Members

### Timeline
- Ongoing sustained component

### Prayer Requests
- Pray to the Lord of the harvest to thrust forth laborers into His inner city and world harvest. Luke 10:2
# Finding and Developing Partners

**Objectives**

- To assess, select, build and nurture partner relationships that will support UDM’s mission and goals

**Activities**

- Research and assess the community and regional landscape and environment
- Determine strategic partners given research, guidance and relationship context
- Strategically engage partners and nurture the relationship over the long term
- Monitor success of strategic partnership and determine
  - Nature of partnership
  - Efficacy
  - Long term mutual needs and benefits
  - Termination or continuation of partnership

**Resources**

- 1-2 UDM Staff Members

**Timeline**

- Ongoing sustained component

**Prayer Requests**

- Pray to the Lord of the harvest to thrust forth laborers into His inner city and world harvest. Luke 10:2
UDM Organization Chart