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# BREAKING 500

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## MONTH 1: How to Break the Hardest Growth Barrier

Hey guys, welcome to Breaking 500 coaching. My name is Bob Franquiz, the founding and senior pastor at Calvary, and the founder of church Ninja where our goal is to help pastors succeed. The way we do that is that we give you the coaching, the training, and the [Dunfree 00:00:18] resources to actually implement what you're learning. I am thrilled that you have decided to join us for this coaching network.

Now, the fact that you're in this network of Breaking 500 tells me a few things about you. It tells me that your church has broken the 200 barrier, and now you're reaching people who are far from God. It also tells me that you're well above average. The average church in America is 78 people and declining. Your church is above 200 seeking to break 500, so that tells me that you're already in an elite group in your community. It also tells me that you aren't content with the status quo. If you're a church of over 200, you know you're probably in the top 10% or greater than the churches in your area, but you want to keep growing and reaching more people who are far from God because you know that's what you're called to do.

I want to share with you as we get going 1 of my core convictions. 1 of my core convictions is that God wants churches to grow. Why? Because God has heart to reach people, and that's God has given us the great commission. That's why God established the church so that believers could be discipled and unbelievers could come to know him, and we can all go from infancy to

maturity in our faith. Breaking 500 really begins with a mindset that God really loves the people in your community and has called you to reach them. What happens is that we start with a definitive call to reach people. That's where it begins. Every church planter that I've ever met or met with starts with the definitive call to reach people. Somehow along the way so many of us end up just doing church.

Every pastor that has put his life on the line, packed up his whole life into a U-haul, and gone to either serve a church that was already established or plant a church, his goal was not to just do church. His goal was to start a revolutionary movement in his city. We can't lose that. The last thing I ever want to become is a religious professional. Instead I want to lead a movement of people who have crossed from death to life. That's what Breaking 500 is all about. Every leader gets stuck. Every organization gets stuck. Too often, we were doing really good things that got us to the barrier that we're at, and we think that just doing the same thing more is what gets us beyond the barrier.

The name of what I've titled this session is, "How to break the hardest growth barrier." There's some things I want to tell you about why this is the hardest one. We started our church, my wife and I and 5 people in a living room. 200 was tough and we broke it. 500 I thought was going to kill me, and we broke it. I can tell you this, breaking 1000 was a lot easier than breaking 500 if you can believe that. There were changes that needed to happen, but it was far easier to break 1000 than it was to break 500. Let me tell you a few things about the 500 barrier that you may or may not know.

Here's number 1. Number 1 is that only 4% of churches grow beyond 500. That's according to the Hartford Institute. Only 4% of churches grow beyond 500. Here's the thing, while that might sound depressing, it isn't

because most churches that break 500 keep growing, it means that if you can pass that growth barrier, if you can pass 500, there's no stopping your church's potential to reach more people and to make an impact in your city. I don't want you to see this as, "Oh we're going to break 500 so I can put a notch in my belt." No, Breaking 500 is the key to reaching your city. It means you now have an organization, a church, that you're leading that has the capacity to bring in more people.

We're just talking about your church opening up more lanes that other people can drive in. Listen, right now in America, only 14% of churches are growing. If we want to be numbered with them, we have to break this growth barrier and leave it behind. The 2nd thing that's a reality about Breaking 500 is that there has to be a change in roles. A change in roles. You grow a church to 200 by ministering to people. You grow a church beyond 500 by ministering through people. That means this. All of your arrows in your organizational chart cannot be pointed to you. You have to start leading through volunteers. As you get up to the 3, 400 number, you have to transition again. You have to start leading through staff whether it be full time or part time. This is where your team is now implementing the vision of the church and then leading.

There's a great book that came out several years ago by a guy named Marshall Goldsmith that I would encourage you to read, and his book was called, "What got you here won't get you there." This is a guy who works primarily with corporate CEOs and how to grow their companies exponentially. He lays out 20 habits that leaders who want to take their organizations to the next level, that they have to grow past their current status quo and keep growing. He lays out 20 habits. I highly recommend it. It will really help you. That's 1 of the things we're going to talk about is how to break the status quo.

How to reorganize, what needs to be reorganized so the church can keep growing, as I mentioned, opening more lanes so there's more opportunity for people to drive in.

The other is this. This is number 3. Your church is bigger than you think. Whenever we talk about this stuff, it's always a revelation. Everyone who attends your church is not attending every week. I know we wish that were the case, but it's not. 1 of the things I would encourage you to do is to do a study in your church over the next 6 weeks. However you do it, whether you take connection cards or communication cards, whatever you do, find out the number of individual people who are attending each week. This is not counting everybody twice. Don't count anybody twice. If they show up on week 1, you've counted them. If they show up on week 6, you don't count them a second time. How many unique individual people are attending over the course of 6 weeks. That is going to give you the size of your church. That's the macro number.

The micro number is how many people are attending on a week to week basis? The reality is your church is bigger than you think. You might be a church of 400 on a weekly basis. You're probably a church of 700 over a 6 week period. Once again a simple strategy is if you can get people to start attending more often, you'll break that number. That's just 1 of the simple things you can do is challenge the irregular attenders to be regular attenders, and breaking 500 will be that much easier.

The 4th thing I'll tell you before we really get into this is that you can't break 500 without having the space. I was talking to a pastor, a church planter, recently, and he had a meeting space of 125 people. That was his sanctuary. He was doing 2 services. Wanted to add a 3rd. He was at full capacity in his

2nd service. His 1st service had a little bit of space. He asked what time he should do the 3rd service. I said, "Listen, the first thing you have to do is move because you have 120 people in your first service, you have about 100 in your second. I'm sorry, that's reversed. 100 in your first, 120 in your second, you're almost at capacity, you have to move to a space that fits a minimum of 400 people. You have to move to a space that has at least 400 people. He did. His church immediately started growing because once again, I don't believe you need a building to grow a church.

Right now we're sitting in the Calvary building, but once again, we didn't have a building for 14 years. Our church was growing considerably. There's too many people getting it done without a building to say, "Well we have to have a building to really reach people." I'm not saying it doesn't help. What I'm saying is you can't make it an excuse. The reality is, and this is really the bottom line, you can't keep growing as a church if you've outgrown your facility. It was all the church growth in the 80's, Peter Wagoner and those guys that talked about the 80% rule. When you're church is 80% full, it's full. That means that once you're approaching 80%, you have to start planning in advance. 1 of the mistakes that I see church planters make is that they get into a space or lease that is too small. It's a long term lease that's too small, and you just have to resist the temptation, or you will live to regret it.

Unfortunately I've known a lot of pastors who have gone that route. They've built way too small. Sanctuaries of 150, 140, less than 200, then they're like, "I don't know why we can't grow past 500," and it's because you cannot grow beyond your seating capacity. Once again, you can say, "We'll add more services," and that will work to a degree, but once again there are some service times that are never going to get to capacity. There's going to be

limitations to how many times you, as the pastor, can speak. You just really have to think that through. We'll talk about some of these ideas in detail later, but this is a few things that come into play when overcoming the 500 barrier.

I'm going to talk about 4 things that need to be in place for your church to grow beyond 500. This is the stuff that needs to be led by the senior pastor. The rest of the stuff in the next 11 modules, I want you to listen to, but it doesn't need your day by day attention. You can listen to it, teach it to your team, have your staff listen to it, have them implement it, but what I'm going to talk about in this session is the stuff that you need to keep your finger on the pulse of. This is really important. This is the stuff that you're not going to be able to just delegate because this is the vision stuff, the mission stuff, the stuff that really creates the culture of the church that you're leading.

We're going to talk about these 4 things that need to be on the senior pastor's radar that are going to be part of the pulse of the church if you want to keep growing. Here's number 1. That is that the church needs to be in alignment. The church has to be in alignment. Your church can't grow significantly without alignment. Alignment to the vision of the church. Alignment to the mission of the church, to the leadership of the church, alignment to the gospel, to the goals of the church. For a church to grow, there has to be 5 things that are in alignment. If you look at growing churches, and here's 1 of the things I would encourage you do. Whenever Outreach Magazine puts out that list of the top fastest growing churches in America, or the largest growing churches, I always go to the websites and I bookmark them.

If you go on my computer, I have a bookmark folder with 100 churches. Fastest growing. 100 churches that are the largest because once again I am

constantly trying to be a student of churches that are growing, and I'm looking at what are some of the characteristics? Even just look at the top 20. Here's what you'll find. You'll find churches that are completely on opposite ends of the spectrum. Many times if you ask them why are you growing? A charismatic church will tell you, "It's our commitment to being open to the gifts and the work of the Holy Spirit. That's why we're growing." If you talk to a church that is sensationist, and they're maybe strong in exposition, they'll say, "It's because we teach the Bible verse by verse." I'm not saying either of these guys are wrong. What I'm saying is sometimes it's stuff that happens below the surface that is actually making the church grow and what God is doing in there.

What I want to talk about is that if you see churches that are declining, you'll see that these 5 things are not in alignment. If you were to pinpoint why is this church declining or not growing, or why are they stuck or stagnant, you could pinpoint 1 of these 5 things. Let me give you the first one. The first 1 is systems. Systems have to be in alignment, and your systems are producing a result. The question is are they producing the result that you want? Every system needs a couple of things. Every system needs a goal. Every system needs a process, and every system needs some kind of review mechanism.

Things only change when they change at the systemic level. If you've ever lost weight, or you've built muscle, it's not because it was just surface things. There was a systemic change that took place based on what you eat and what you didn't eat. You had a new understanding of that, and you started walking in that. When the systemic change took place, that's when the change happened. Same thing that happens in churches. This is why churches have such a hard time transitioning if they've been stuck. People think, "We want to

grow. We want to change. I know, we need lighting, and we need haze, and we need a projector. That's what we need to grow."

It's like, no, you're just repainting the same car. You can't just repaint the same car and think it's going to run better. You've got to get into the engine of the car, and that's what's going to make it run. It doesn't matter what it looks like on the outside. If the thing is humming on the inside, it's going to start operating better. We're going to talk more about different types of systems in a future session, but once again the key is this. You have to start thinking through and looking at your churches, and this is maybe by way of homework, look at it and say, "What kind of result am I getting with all of this? Is the result that I'm getting through my Sunday services what I want? Is the result that I'm getting with our new believers what I want?"

In children's ministry, in youth ministry, missions, whatever it is, outreach evangelism, look at it and say, "Am I getting the result that I want?" If not, we need to get into it. Not with a surface repainting or just polishing what is already there. We've got to get into it at the systemic level and change it and realign it with the rest of the church.

The second thing that needs to be in alignment is 1, as I mentioned, your systems. The second thing are your ministries. 1 of the things that tangle up churches is when ministries have their own set of values, their own mission statement, and their own vision. Every ministry of your church should support the overall vision and mission of the church. If not, what you're going to have are these ministry silos that begin to form that then cause division. This is 1 of the ways that you keep ministries aligned. You connect everything that they do with the actual vision and mission of the church.



This was a conversation I had recently with someone in our nursery team. I was there, we were having a meeting. I just showed up and I just wanted to encourage everyone that serves in our nursery, and I said to them, "Hey, a couple weeks ago, someone showed up at Calvary for the first time. I gave the invitation. They came forward and gave their lives to Jesus, and then afterward, they went and picked up their baby in the nursery." And I said, "I want you to know that I might have preached, but we reached that person for Jesus together because there is no way if she had her baby, and her baby was fussing that she would have been able to hear the gospel and respond."

When you connect what everyone in the church does to the preaching of the gospel. When you connect it to the mission and vision of the church, it starts to put everything in alignment. The third thing is finances. Your budget is speaking. Your budget is speaking about the values of your church. 1 of my good friends is on our board of directors as a church, and he's a CPA. He's been doing this for 25 years, and this is 1 of the things that he says to me. He says, "I can look at a profit and loss statement in a balance sheet of any church, and I can tell them what they value because the profit and loss statement and the balance sheet is painting a picture. I don't even need to attend the church to know what the church is focused on, working towards, and values most."

The same thing is true with your personal finances by the way. If a person spends 50% of his income on vacations, movies, and candy, you know that person values entertainment above all else because Jesus said, "Where your treasure is, there your heart will be also." If you say, "We bleed evangelism as a church," but all of your budgeting dollars going towards meetings for church people, really your focus is fellowship, not evangelism.

The challenge is this. Your vision and your dollars should be headed in the same direction. They need to be aligned. Whatever your dollars are flowing towards, that is your real mission. Just make sure that unspoken mission of where your dollars are going is heading in the same direction as the spoken mission, and that is the thing you tell, talk about, and preach to the congregation as to what the church values most.

Number 4 is vision. Does your congregation know what the vision of the church is? What I've learned is this. You have to share vision regularly for it to stick. Too many pastors do the big vision talk once a year and think that's enough. It's not. We need to hear it every week. When I do an invitation at Calvary, and people come forward and they stand right at the base of this stage, and they give their lives to Jesus, let me tell you what happens. We'll send them out and give them a copy of my book, "Begin." I'll give it to them as a gift when someone comes to faith in Jesus here.

When they're leaving, I get about 30 to 60 seconds before I turn the stage over, and here's what will happen. What will happen is that I get 30 to 60 seconds to say, "This is why we do what we do is to see people go from death to life. To see people take their next step with God." They hear that every week, so now, not only is it written on every wall of our church that our mission is to help people take their next step with God, they are seeing it happen. They're seeing evangelism take place. That's really the key.

We talk about this all the time. Every week I talk about the partnership that we have as leaders and as a congregation that if you will keep and trusting us to preach the gospel to your un-churched friends and family, we will do our very best to keep preaching the gospel every week and raising the bar of quality and our commitment and creating the environments that we

need for people to come to faith. It's 1 of my favorite moments to just say, "Hey I've got 30 seconds, 60 seconds, and I want to share this with you." It's usually the moment in the service that gets the most applause. Why? Because people want to be connected to the vision. They want to know where, if we're at home plate, where am I going? We're going to first base. People want to win. They want to know where the win is, and when we give it to them very clearly, they will run after it hard.

Number 5. I'll share this one quickly. That is that the church needs to be aligned theologically. Growing churches have to be aligned theologically. 1 of the things that we do a lot is we teach our leaders and key volunteers theology classes. We open it up to everyone, but we personally invite everyone who serves and everyone who leads to attend our theology classes. We do an 8 week theology course that we cover 1 area of theology every week. Our goal is to invest in our leaders. Also, it's to get everybody on the same page. That's the goal. To get everybody on the same page so that everybody understands what we believe, why we believe it. There are people here at Calvary who believe different things. That's fine, but you're not going to lead at Calvary unless we're in alignment theologically because when you're not, that's what begins to create confusion. That's how churches split and divide.

One of the reasons why our church has grown so much is because we've never split. We've never had real huge division. We've had people leave and whatnot, we've had times where 20 people leave over something, but we've never had half of our church walk out. That's 1 of the things that has helped us to continue growing is because we've really tried to keep the church in alignment. Second thing that I would tell you is this. This is number 2. First

thing the church needs to be in alignment. The second thing is that the church needs a healthy culture.

If you've read my book, "Pull," I've talked about creating an evangelistic culture. I want to focus on something different here. If I could turn the diamond a little bit and let it refract in a different way, I want to talk about how to develop a healthy church culture. Sam Chand who wrote the book, "Cracking the Culture Code," which I'd highly recommend, he says this, "That it's culture, not vision or strategy that is the most powerful force in any organization." There is this misnomer that people say that only healthy things grow. That is true in the long term, but even unhealthy things can grow in the short term. A tumor can grow. The problem is the tumor will grow only to the degree that it can feed off of the host, and then it will die when the host dies.

Healthy things will continue to grow perpetually. That's the thing that we're seeking. Sometimes unhealthy churches grow, but it's only for a season. Then there's the crash and burn, and then the church is never what it once was. The key is to create a healthy culture so that your church can keep growing. Let me give you the 7 keys to creating a healthy church culture so that your church never stops growing. Here's the first one. The first is this that you can't build a culture without being the culture. Whatever kind of culture you want in your church, you say, "Well I want our church to have a generous culture." Then you need to be generous. I want to be an evangelistic culture, then you need to be evangelistic. I want a leadership culture. Then lead well. I want a learning culture, then read books. I want a servant-hood culture, a faith filled culture, whatever culture you want, you have to model it and live it.

You can't build a culture without being the culture because if you're the senior pastor, the culture will be greatly influenced by your personal biases

and your personal culture. That's just the way it is. The second thing that I'd say when it comes to building a healthy church culture is to live your life like a healer. I'm not talking about being a faith healer, I'm talking about speaking life into people. I'm talking about believing the best in people. Nothing kills a church culture like having a culture of suspicion. Instead, create a culture of trust. Where we are believing the best. I just believe our staff is doing the right thing. That doesn't mean I don't check up on them from time to time, but I believe that our staff and leaders are doing what they need to be doing.

If you're looking over everybody's shoulder and you [believe 00:25:55] nobody's going to show up, and you spend your whole life waiting for the other shoe to drop, you will never lead a healthy culture like that. You will only lead a healthy culture when you live life like a healer. You just say, "You know what? Here's what I want to do. I want to speak life into that person. I want to speak encouragement into that person. I want to be what the Bible calls the lifter of heads. That's how I want to live." You do that, you will have a very healthy culture on your hands.

The third thing I'd tell you is to bring others on the journey with you. You can't grow a church if you aren't training the next level of people in your organization. The goal for all of your leaders is to replace themselves. Not so they find themselves out of a job, but so that they can move onto other things. Should God ever call them to do something else, there are people waiting in the wings. When I look at my time as a senior pastor, my goal more often than not is to spend time, not with the complainers, but to spend time with leaders. To spend time with the up and comers. To spend time with staff. To spend time with the movers. You want to love everybody, but you want to move with the movers.

Number 4 is that you have to carefully guard the pulpit. If you want a healthy church culture, you have to carefully guard the pulpit. Let me share a couple of things about that. This is just a few bullets. Delivery impacts just as much as content. Our philosophy at Calvary is we only want to put the very best in front of people. We go out of our way to train the people who are going to communicate from this stage. We don't let anybody just wing it from up here. The first couple of times that you teach on this stage, I'm going to listen to the message a week before it gets preached. Then I'm going to give you my notes on what I feel about the message and say, "You should change this. This is really good. You should keep that. That's a total disaster. Change this and it will work better."

Once again, why? We recognize the content is good, but the delivery impacts. David kills Goliath no matter how you read it and no matter who teaches it. There are some moments when you hear that Bible story taught that you're filled with faith and you want to go out and kill the giant. Then there's other times it's so deathly boring you're wishing you're the giant and somebody was going to throw a rock at you and knock you out. Right? Delivery impacts as much as content. The other thing I would say is you got to teach the what and the how. What I mean by that is you've got to teach them, "This is what we should be doing." Then you teach them, "This is how you do it." You want to emphasize the application.

Charles Spurgeon said, "The message doesn't begin until the application starts." We want to make sure that we do that. The communicators that we train up, I tell them this all the time is that if you haven't helped people take the next step, you haven't preached yet. You've got to help people take the next step. What we do every single week is building the culture more than just the

yearly events. When you preach the gospel in your services, and you invite people to raise a hand, to check something off, to come forward, however you do it, whichever way it happens, you're creating that culture in your church. You're creating that evangelistic culture however you do it.

Number 5 is this. If you want to create a healthy culture in your church, you've got to protect the unity in the church. Some churches would have already grown to 500 already and broken 500 if they just hadn't split. You've got to cut out problematic people, but you can't stand for people causing division. However, you can't let that just fester, and then they take a third of the congregation with them. Instead, you've got to protect the unity of the church, and whatever you have to do to protect the unity of the church, you've got to do that. Too many pastors, I feel like they're a little too passive in protecting the unity of the church.

There are people that you know have malicious intent in the church. It's like, "Oh you know, we just want to love everybody." You want to love everybody, but you're called to feed sheep. If you're letting wolves prey on them, then we're not being faithful in our calling as a pastor, so we have to eliminate them and protect the unity of the church.

Number 6 is this. Hire shepherds, not hirelings. Hirelings are paid to do a job. Nothing wrong with that. You can't build a church on hirelings. You want to hire servants who say this isn't my job. This is my life. I always say this. I joke around with our team, and I say the picture of this, just a servant who says this isn't my job, this is my life is Alice from the Brady Bunch. Do you remember? That lady was just cleaning up after the kids. Helping Mike and Carol as much as she could, and then she lived in that little room behind the

kitchen. Only the occasional time she'd go out with Sam the Butcher, but other than that, she was there.

Whenever someone says, "Well do I have to? Do I have to be there? Do I have to come in?" That's a bad sign. When people start saying that to me, "Hey do I have to come in?" I already make the mental note, "Okay this is the beginning of the end because I just know how this is going to play out." We try to be generous with time off. We try to be generous with days off, but when we're here, we're here. You want to make sure you're hiring shepherds who say, "Hey man, this isn't my job, this is my life."

Seventh, and this is for the senior pastor in particular, don't be a green room pastor. We've got to stop hiding in the back room. We have to start sitting in the front row when worshiping. Experiencing the service for ourselves. 1 of the reasons that men stand like this in the service, and they don't sing, and they don't lift their hands, and they don't clap or do anything because all the strong, spiritual men in the church are hiding in the back room. Here's what I would encourage you to do. Stand or sit in the front row. You model for the church, especially for the men in the church, how to worship so they can see what it looks like to worship God.

When I sit in the front row which is every service, I know that I'm a worship leader when I'm singing loudly, engaging in worship, lifting my hands, and I know, I recognize it, that there are people in the church watching me and seeing, like, "Oh is the pastor worshiping? Does the pastor sit in the back?" We built this building intentionally without a green room because we didn't want anyone to hide in the back. Instead, you're not in the auditorium? Go in the lobby and start talking to people. That way we can engage with the people that many times we only see 1 time a week.



Here's the other thing the church needs if you're going to break the hardest growth barrier. This is number 3. That is the church needs new services. It needs new services. Rarely does a church grow beyond 500 doing 1 service. You need to grow in 1 service and then expand to 2 services or more. Once again, you want to have a room that seats at least 400 people. That's vital because you can't grow in a room that seats 150. For some of us, you're 1 strategic move away from breaking 500. Some of you guys are listening to this, and you're like, "Man, we've been running 400 forever." You're 1 new service time away from breaking 500.

What I want to do. Let me just give you a few things. It's 7 things in particular that you need to go to multiple services. Number 1, you need critical mass in your first service. That means you want to be anywhere from 60 to 70% of your current capacity. If you're in a room that seats 400, if you've got 250 to 300, you're in that close 65 to 75% range. That's a great time to start another service because there's nothing worse than having an empty room. There has to be critical mass in the 1 service, or you're going to have a service that's really light, and it's going to be hard to grow that 1 because there's really nothing worse than an empty room. People don't want to be crammed in, but they don't want to feel like they're the only person in the room either. Pipe and drape helps. Close off sections if necessary, but the room has to feel full because no 1 wants to worship in an empty room.

The second thing is this. You're going to need 30% more servants. Some servants will stay longer. Others won't. Creating a rotation helps in recruiting, and my encouragement is recruit more than you need. If you say, "We need 20 more people to serve," try to recruit 30 more people just in case

a few don't work out especially in multiple services. Children's ministry is the most critical area.

The third thing is in starting a new service, you need a core group to commit to the new service. Encourage them to commit to the service for 6 months. You need that group to be the 1 to invite people to the service. Whenever a service is struggling, maybe you have 3 services, and 1 of them is struggling, or you have 2 services, and 1 of them are struggling, encourage some people to commit to that service, and it will help you tremendously.

The fourth thing is change your times, don't just add a new time. The goal is you want everyone to have to pick a service. If you have 1 service at 10 o'clock, the goal is don't just add a service at 11:30. Instead, if you have 10 o'clock, move to 9 and 11. That way you're able to do that. When we started, we had 1 service at 11 o'clock. Originally it was 1 service at 10, then it moved to 11, then we moved to 10 and 11:30, later we added 1. Once you start going to 2 or 3, you can start just adding times. If you're at 1 service and you want to add a second, again the goal is to create 2 new times because if you have 1 time already, you have 1 service at 11 o'clock and say we'll just add a 9 o'clock, what's going to happen is everybody who likes 11 is going to stay, and then you'll have the few who have been hoping that you'd get going early, but once again, people tend to stay where they're comfortable.

The only exception to this would be if you're adding a new type of service where it's like, "Hey, we want to do something totally different," then that would probably just need it's own separate time that doesn't affect anybody else, and that nobody else affects that. The 5th thing is this that you want to cast the attend 1, serve 1 vision. This is a great way to get more people to serve. It's a great way to get irregular people to attend more

regularly. It's an easy sell on your members. Especially in children's ministry, it's like, "Hey, if you'll serve at the early service, you can attend the late service. If you attend the early service, serve at the late service." That's an easy way to get more people to serve.

The 6th thing is this. Maximize Sunday first. If you're going to add another service, I believe you should be doing 3 Sunday morning services before you think about Sunday night. Then before you think about Saturday night. Don't go to evening services too soon. Maximize the morning. I would say you want to maximize Sunday. I would go try to do 3 services, if you can figure out a way to do 4, then great, in the morning, then I would do Sunday night, then I would leave Saturday night for last for a whole bunch of reasons that we'll talk about later.

Number 7 is don't go multi-site yet. Some guys, they're doing 1 service, and they're like, "You know, instead of starting a second service, we're going to go multi-site." Don't do that. It ends up being a disaster, and it ends up hurting the church more than helping it. I would not go multi-site until you have a permanent location at your main campus, and most churches who do multi-site well have a main campus that is thriving because here's what most people do. They underestimate the cost. They underestimate the personnel needs. They underestimate the demands that it takes to run 2 campuses. I have lived this reality, and I am telling you the guys that I talk to who are doing 2 campuses, most of them are closing the 2nd campus down because they had no idea how much energy it would exert and how much it's taxing their staff and their budget. They're not getting the result that they want.

Number 4. This is the last 1. That is if you want to break the hardest growth barrier, you need to create a leadership pipeline. A church can only

grow as high as the foundation is deep and wide. If you've heard any of the stuff that I've done before, you know that I always say you can't build a 20 story church on a 10 story foundation. That's why, as leaders, there's always 2 levers that we have to be working. The lever of outreach and evangelism and the lever of discipleship and leadership development. Leadership development is 1 of the areas of the church that will not scream for your attention, but it will cripple your church if you don't do it. The reason most potential leaders don't get developed is that there's no process to move them forward.

Most churches have a process for new believers. That's probably what got you over 200. There's nothing that's developed systematically that helps leaders go from level to level. That's 1 of the first things that we develop is a system for raising up leaders. We have a farm system in our church, and we're going to teach you that over the course of these modules where we go from single A to double A to triple A, and we teach you how to invest at every level. That really becomes the key because every level of leadership in your church needs opportunity, it needs responsibility, and it needs investment. It needs all 3 of those. We're going to dig into those as we continue.

The last thing I would say is this that, "Don't be afraid to require faithfulness." We expect people to be on time. If you can't show up on time, we ask them to serve in another area of ministry. This is part of connecting what we do with the mission of the church. People aren't just setting up speakers or moving chairs around, they're creating an environment where God's word can be taught and where the gospel can be preached. The key is when you think about what needs to happen at every level, there's entry level, there's intermediate level, and executive level when it comes to levels of training. Entry level is the skills training, what do we do? The intermediate level

is more like directional training, hey this is where we're moving. This is how we do it. Then the executive level is more of the big picture training. This is why we do what we do.

This is also 1 of the reasons why people on church staffs leave and go work somewhere else because if you hire someone at an executive level, and you're giving them entry level training, that says you're not happy with what they're doing. You're just treating them like they're newbies and they don't know what they're doing. At the staff level, you're giving them more freedom in their responsibilities. When you're on staff at Calvary, every month I'm giving you training and teaching to help you in your development and in your process. I do that once a month, and then we do monthly training with all of our team. We do these rallies every month that that's part of how we develop people. Here's the key if you're going to break 500. It is the hardest 1 to break. That's why most people don't break it.

The other thing is that most pastors aren't willing to pay the price to break it. Once again, because you're here, because you want to invest in your team and your church, it tells me that you want to pay the price to break this growth barrier. Once again it's going to take shifting your role. It's going to take understanding some things, and once again the stuff that we've talked about, this is really directed towards the senior pastor. The other stuff like I mentioned earlier, you can do, other team members. Here's what I would encourage you to do. Eliminate the excuses.

We'd break 500 if we had ... You see if we could hire ... If we ... no, no, no. Here's what you need to do. We got to eliminate the excuses and say we're going to do whatever it takes to reach more people to break 500 because we know that is the key to unlocking reaching this entire community

because if we can break 500, there's no stopping our church from growing. Listen, I pray that this session 1 of Breaking 500 has been a blessing to you, and we're going to talk about a whole bunch of other stuff, and we're going to really break this down and give your team everything that you need to break 500. If you haven't scheduled your 1 on 1 coaching call, I would do that early so we can get you really 1 on 1. Assess where you are and put you on the trajectory of where you're headed as a church. I pray that this has been a blessing to you. We look forward to seeing you in the next module. God bless you.