No Place Left Army Case Study
Prepared by Jim and Rolinda McKnight
December 2016

I. Background.

Our church network is anchored at Fort Benning and Columbus, GA. It was birthed there from an existing mission agency, and has grown to be a fledgling national network mostly across Army installations. The data shown below is the conglomerate of the national network. For a full history see the 2013 case study, and our 2015 description of our convictions on evaluation: part 1 and part 2. We did not publish case studies in 2014 and 2015, but we listed the field data from 2013 to 2016[1].

II. Field Data.

We have collected data to evaluate the Four Fields in accordance with our convictions outlined in the 2015 Case Study. We stopped collecting direct field data for field 1 and 3 in 2015 because as the network grew, it became tedious. Furthermore, the data was not essential to evaluate our progress toward our agreed upon goal, 1-2-3-4-5:

1-One Relationally Committed Army of
2-2020 Laborers Leading churches by **2020** including
3-30 churches so healthy they multiply to **30 Major Army Installations, 30 Cities, and 30 Unreached People Groups** through Strings
4- to the **4th** Generation
5-resulting in at least **5000** Baptisms

Function	Evaluation Form	2013	2014	2015	2016
Entry Strategy (Field 1)	Lost in Community	42	21	--	--
Gospel Strategy (Field 2)	Baptisms	29	39	50	76
Discipleship Strategy (Field 3)	One on One Relationships	16	23	--	--
Church Formation Strategy (Field 4)	Self Identified Churches	4	13	16	28
Under Godly Leadership (Field 5)	Churches and Church Starts Combined	19	28	28	69
Spiritual Generations	Depth of Generational Strings	1 Genx2 2 Genx7 4 Genx3	1 Genx2 2 Genx14 3 Genx15 4 Genx5	1 Genx2 2 Genx22 3 Genx16 4 Genx3	1 Genx1 2 Genx15 3 Genx31 4 Genx15 5 Genx3

---

[1] A careful comparison of the previous case studies will show the evolution of our church network and our thinking as disciplemakers, church planters and leadership developers.

III. Analysis.

A. Abiding in Christ.

Jesus Christ has made it abundantly clear that there will be no fruit apart from him (John 15.5), and that no one can come to Jesus apart from the Father's work in their life (Jn 6.44a). We appropriately begin by recognizing that, to whatever extent the Kingdom of God has come in this case study, it is because of His work and not ours. He is to receive all the glory.

We have made an effort to emphasize that abiding in Christ is essential to see any of God's work done. We have been quite effective at helping people read 20 or more chapters of His word weekly, and many of our disciples memorize as much as 10 verses per week as a habit. We have also placed a strong emphasis on not only knowing what the scripture says, but obeying it (Mt 7.24-27, Jas 1.22, Jn 15.10).

By contrast, Rolinda and I diagnose the network as relatively weak in terms of its prayer life. Certainly, we find our own prayer lives lacking and are committing to growing in this area in 2017 and beyond. While we have set a poor example in this, we're not alone. Many of our generational church planters have been convicted as 2017 begins to turn a much higher degree of time to personal prayer and seeking God's face to do the work. Our aversion to extended times of prayer betrays an attitude of independence and pride that is probably in the way of Kingdom growth. We are collectively repenting of this. Praise be to our gracious and patient Lord, Jesus Christ.

B. Entry Strategy (Field 1).

- Strength: Emphasizing *Oikos*, Call existing believers to training
- Weakness: House of Peace Searches

The two tools that we have emphasized to help people develop their Entry Strategy is the *oikos* map (relational map) and the House of Peace search. Until the summer of 2016, Rolinda and I were the only harvest supported (full time) laborers in our network.   Consequently, almost everyone has an extensive network of lost friends through work and social relationships. Hence, the tool we teach in our very first lesson is the *oikos* map and a personal testimony.   In most ways, we do not need an entry

strategy, because we have all already entered. The hardest part about entry strategy for us has been communicating the laborer's responsibility before God for their own *oikos.* When laborers develop the conviction that they must pray for their own *oikos* and share with everyone in their *oikos*, we almost always see the other fields fall into line for them. Most laborers eventually share with everyone in their *oikos* and then we begin to teach them to generate new relationships around the gospel through the House of Peace Search (See Matthew 10).

In late 2015 we conducted two centralized House of Peace (HOP) searches. We had previously only used this approach sparingly and when we did it was usually prayer walking as opposed to prayer knocking. We refer to prayer walking as walking through a neighborhood, praying for it, and engaging people as you go. Prayer knocking, on the other hand, is going door to door through a neighborhood to share the gospel with each home. While we consider both House of Peace searches, we have found it more effective to put the emphasis on prayer knocking and working through a neighborhood systematically. These two 2015 centralized HOP searches were both prayer knocking and were quite successful.

We pulled all the available laborers across the 15 churches or church starts in our network in Columbus, GA to target a neighborhood. In both cases, these neighborhoods were places where we already had some laborers living. In both cases we had 10-15 teams of two blanketing the neighborhood. We found that we could knock on about 500 doors in a morning. One new church was birthed out of each of the House of Peace Searches. Surprisingly, we had more people share interest in having us come back to teach them the bible than we actually had people willing to follow up with them. This again underscored that the harvest (hurting and lonely people) is indeed plentiful, and the laborers (people willing to help them) are few (Mat 9.35-38). Some laborers did not follow up and begin new churches because they were already quite busy leading one or two churches. Others did not follow up because they really did not want to begin churches. The former problem underscores the need to multiply more laborers, the second underscores that we need to keep casting vision for Kingdom growth.

These House of Peace searches continued into 2016 but they began to multiply. First, we saw small church networks within the larger network pull a few teams together and search a neighborhood on their own. Second, we saw individual trainers take people they were trying to train to go knock on a few doors to instill boldness and confidence. Thirdly, we began traveling to military installations where we had only a small network or even one church. Often, soldiers we had trained and moved to a different Army post started these churches. We went to visit them and trained all the people in their church and conducted a HOP search at the new installation. This frequently helped the burgeoning church network gain traction. We have certainly not practiced this enough in 2016, but will make it a priority going forward to pour gasoline on anything that looks like fire. Fourth, and finally, we began training existing traditional churches. We have had mixed results with this approach, but by the end of 2016 it looks like at least one traditional church will multiply another simple church.

In 2015, we stopped tracking the number of lost people in community with us. We believe that this is a critical number to consider, but not the most critical. Our objective has been to record and evaluate only the most significant numbers to advance the Kingdom. Consequently, we are only tracking the data that supports the goal above. We did see a dip in number of lost people in our communities in 2014, but that is probably not a very good representation of how well we did at engaging our lost *oikoses* with the gospel. The steady increase in baptisms each year is probably a better indicator of how we did at Entry Strategy.

C. Gospel Strategy (Field 2).

- Strength: Evangelism to Nominal Believers, Getting to Baptism

- Weakness: Rate of Sowing, Immediate Equipping to Share, Training Traditional Churches

We have emphasized a one minute testimony and the Two Kingdoms gospel presentation as the 1-2 punch gospel tool in our network. We have seen this tool multiply internationally and is probably a strength of our network. Not only has it been reproducing, it has been quite transformational because it emphasizes what people have been saved *for* as much or more than what they are saved *from.* It has been particular helpful in cutting through the nominal Christianity that surrounds the southeast where most

military bases are clustered. Frequently, we have described it as a successful sharing of the gospel when the person we share with recognizes, for the first time, that they are not actually citizens in the Kingdom of God through faith in Jesus Christ.

We have elected to evaluate the fruitfulness of our gospeling through the amount of baptisms we see. In 2014 we saw a 159% increase (29 to 46) and in 2015 we saw a 109% increase (39 to 50). This year we saw a 152% increase (50 to 76). Some of this growth in evangelism last year was due in part to Strategy Coordinator Training that Rolinda and I attended at the beginning of the year. We saw the gap in our evangelism and returned with a much stronger emphasis on it. The emphasis was initially met with some resistance from the church network, but over time the most ardent opponents became the most fruitful practitioners.

If we continue to grow in baptisms at 150%, by 2020 we will have seen 743 baptisms. Even if we begin growing at a 200% rate for the next four years, we will see about 3,218 baptisms.   If we really want to see 5000 baptisms by 1 January 2020, we are going to have to start growing at a rate of 250% each year.   We see a weakness in our network at the rate at which we share and the Father's heart for the lost. Correspondingly, we believe our prayer lives for the lost are wanting as well. In spite of the statistical challenges to get to 5000, we are still begging with God to use us to grow the Kingdom through 5000 baptisms by 2020.

Praying Through Baptism Goals

Year	Actual Baptisms	Actual Growth Rate	Projected Baptisms at Various Growth Rates									
2013	29		29	29	29	29	29	29	29	29	29	29
2014	46	159%	46	46	46	46	46	46	46	46	46	46
2015	50	109%	50	50	50	50	50	50	50	50	50	50
2016	76	152%	76	76	76	76	76	76	76	76	76	76
2017			76	84	91	99	106	114	152	190	228	266
2018			76	92	109	128	149	171	304	475	684	931
2019			76	101	131	167	209	257	608	1,188	2,052	3,259
Total	201	Projected Total	429	478	533	595	665	743	1,265	2,054	3,165	4,657
			100%	110.0%	120.0%	130.0%	140.0%	150.0%	200%	250%	300.0%	350.0%

China since 1960 ~130%

As we have been sharing the gospel in the Army, we have experienced some pretty significant persecution.   For the most part, this persecution pops up immediately when believers begin using their positions in the Army as a pulpit from which to preach the gospel. One officer in our network was investigated and found guilty of one thing: sharing his faith in his unit. In another case, an officer was moved out of his unit into another unit. We've found that the Army is perfectly fine with us being disciples of Jesus as long as we keep our mouths shut about it.

In conclusion, even though we have a very effective tool to share (The Two Kingdoms), which has reproduced and put an initial dent in the problem of lostness, we are nowhere close to where we want to be. The discipline of sharing the gospel is a question mark for us in the network.   We estimate there to be about 250,000 lost Active Duty Soldiers and Department of the Army civilians. This does not even factor in nominal believers. If the response rate to the gospel is about 1 in 10 in the Army there are about 25,000 Soldiers who would trust Christ if given the chance (see Appendix 1). Our experience tells us that we are getting more like 1 in 50 to trust Christ and get baptized. If indeed 1 in 50 will trust Christ, we think there are 5000 in the Army right now who will trust Christ. Hence we have our goal of 5000 baptisms. Every laborer we have trained who is willing to share with their entire *oikos*, has baptized at least one person. Sowing at an extremely high rate and taking responsibility for our *oikos*es will have to

be a point of emphasis if we are going to reach the goals we believe God has for us.

NPL Army Baptisms

Total Baptisms

Baptisms

100

75 — 76

50 — 50
46

29
25

0

0

Year
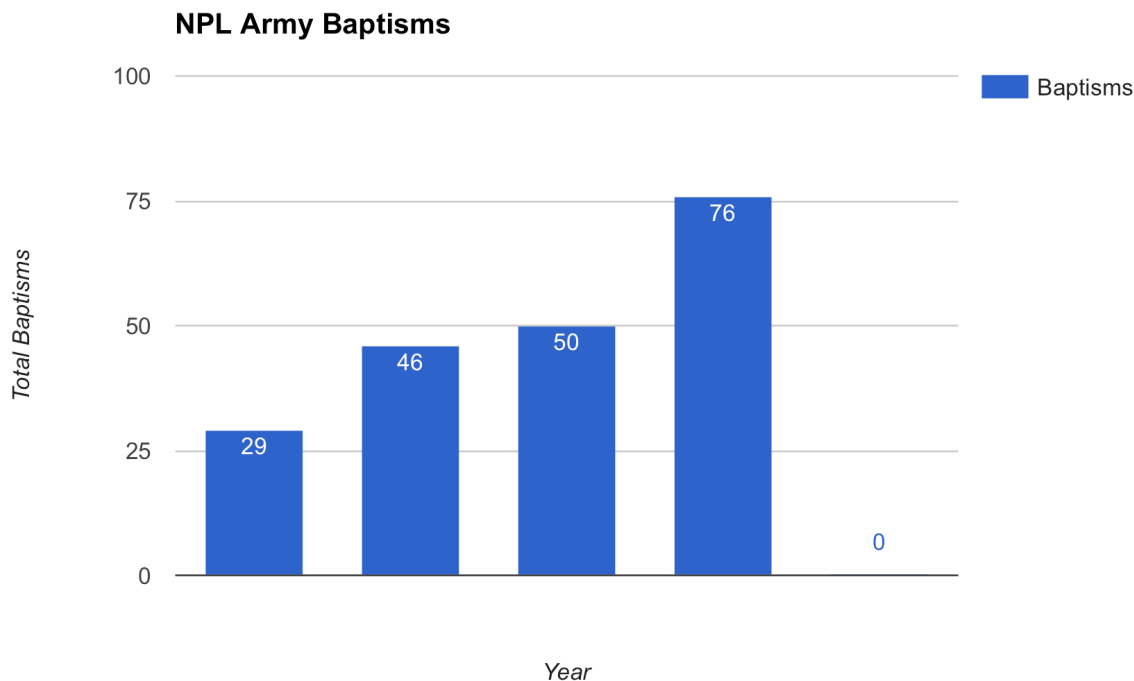
D. Discipleship Strategy (Field 3).

- Strength: Pure 3/3 DNA, Accountability and Goal Setting in churches, Transitioning to Long-term Discipleship

- Weakness: Discipling thorny soil.

We have a set of eight basic discipleship lessons we've been using for about three years. We've made 5-10% changes in the lessons each year. However, they have been reproducing as far as fourth generation church starts. We centralize these by hanging them on a website (www.noplaceleftarmy.com) and then let people make changes as they see fit in successive generations. This keeps the DNA of the content pretty consistent, while allowing laborers to make modifications for their contexts. Our current lessons are: testimony, gospel, baptism, abide in the word, prayer, church assembly, love (Accountability Team Meeting) and persevere (House of Peace Search). These lessons and the 3/3 process are the norm for all churches in the network.

In 2016, I began sitting in third generation churches with second generation leaders (often by video chat) to see how well the DNA is being maintained. This has been an extremely helpful process to

coach the second generation on what's not making it to the third generation. There is definitely some fall off in the quality of the training in the third generation. However, we have also found some very pure DNA downstream, especially in streams that extend to the fourth generation. To address some of the DNA gaps, we conducted a mid-level training in May, 2016. This four-day training conference solidified vision for a lot of the 3rd generation laborers in our network. We have found that it's necessary to re-insert and clarify the DNA of the movement about every six months.

We have had to work most hard at ensuring that clear goals are set (not vague ones like I need to love people more), and that clear accountability happens in each of our meetings. Even as we transition to long-term discipleship we insist disciples make concrete goals and steps of obedience in response to the Holy Spirit's leading after each church meeting. This process has been one of the most resisted but most transformative in our network.

We have tried several different, but related processes for long-term discipleship over the years. At first, we tried transitioning people to a 10 verse topical study to reinforce basic principles in our commands studies. Our topics were things like the Church, Prayer, Generations, and Baptism. At the conclusion of those studies we asked disciples to sort their findings into scriptural principles, forms, and personal convictions. For most this process was too daunting, even though it was extremely effective at helping them develop a biblical framework.

Next we tried to do inductive bible study which yielded greater success. However, I'm still concerned that the process we were using was too complicated. To improve this process we need to develop a fractal approach so that it can be done in a very simple way for beginners, but can mature to meet the needs of emerging movement leaders. As the year comes to a close, I'm a putting together a much simpler group of topical studies that will ask one or two questions of a set of 10 verses and then asks disciples to apply the scripture to their lives. An example is read each of the below 10 verses on baptism and answer the questions: who got baptized, when were they baptized, and who baptized them? We're going to put these long-term discipleship tracks into a series that looks like this:

- 101 8 Foundational Commands of Christ

- 201 8 Question and Answer topical bible studies

- 301 Inductive studies

- 401 Conviction/Topical studies that ask disciples to form their own principles, methods and convictions at the conclusion

You'll be able to find the content and other resources at www.noplaceleftarmy.com.

We are constantly battling the temptation to move to more advanced bible studies with churches that are largely disobedient. Frequently we repeat the basic commands multiple times and even when we do transition to long-term discipleship we still practice the basics over and over again. The only thing that has changed is the look up portion of the lesson. We have had to constantly emphasize not investing extensively into people who do not look like they are the good soil that Jesus describes in Luke 8.1-15. However, we've had to temper that with the conclusion that Jesus gives that this good soil produces fruit with *patience* or *perseverance.* As I analyze our network it looks to me like more often we are tempted to disciple the thorny soil, which in a way, is like telling God: "I'm going to make disciples here whether you are in it or not." This disastrous attitude is, at best a waste of time, and at worst pure arrogance.

Previously we had evaluated the discipleship field by the number of Accountability Teams (A-Teams) happening in the network (see more below). We have re-thought our evaluation criteria for basic discipleship. The number of A-Teams in the network is probably a better indicator of the leadership development field than the discipleship field. We have begun to see the 3/3 process in basic discipleship as the main tool we are using to help people come obedient. In the past we have treated the church meeting as more of a hangout or fishing hole for later one on one (A-team) discipleship. The A-Team was where we really tried to help people get obedient. We corrected that over the years and tried to emphasize that everyone should be getting discipled during the church meeting to some extent. After all, maturity in Christ is what the Church does (Eph 4.11-16). If traditional income laborers are going to be the center of gravity for the movement, we cannot teach them to waste their time in a group meeting just to get to one-on-one discipleship later. Every second of their day matters.

In the last four months, the process of letting the gospel be the filter has really solidified in my own thinking. Consequently, I've been able to share that with the network. We have always done a good job of letting the gospel of the Kingdom, the Lordship of Jesus Christ, filter people for discipleship. It's hard to help someone become like Jesus (discipleship), if they will not commit to his Lordship from the outset (evangelism). However, more recently, we have really applied the concept of the gospel as the filter in terms of who will share the gospel. It had always been a priority (our first two lessons), but now we have been training people we lead to Christ to immediately share with others. Also, if we find existing believers as we're sharing, we take about 20 minutes to cast vision and equip them to share. The new believers or existing believers who are willing to begin sharing become the primary candidates for discipleship. We have emphasized the immediacy of WHY-WHOM-HOW process (also known as 4-1-1) from Steve Smith and Ying Kai in their book *Training for Trainers.*

E. Church Formation Strategy (Field 4).

- Strength: Casting identity for church formation, traditional income laborers to leading church
- Weakness: partnering with traditional churches

In 2015 we began to cast vision for every new community of believers that we started by calling the community church. We refer to these at church starts. Our sixth basic discipleship lesson is called assemble. It challenges the new community of disciples to commit to one another and receive their identity as a legitimate expression of biblical church. This has been very successful. We have gone from 16 self-identified churches in 2015 to 28 in 2016. We have found self-identified churches are more likely to sustain their communities and multiply other churches. We think the increase in self-identified churches has had a dramatic effect on the number of church starts in the network. In the last year, the total number of churches or church starts in the network has more than doubled (28 to 69). Most of our churches are 2-12 people and meet in homes or barracks buildings with a very simple format.

We have had some success at partnering with churches that have traditional western structures, but we have also received stiff persecution from existing spiritual leaders who oppose decentralized simple churches like ours. Military installations tend to be much more tightly controlled in terms of the spiritual

activities that happen on them. When things slip outside of the typical military structures for church services, it draws attention and sometimes persecution.

One of the strengths of our network is the generational growth of our churches. Our generational map tends to have a higher ratio of depth to breadth, something we're pretty excited about. We count the first churches that we start the first generation. If we train an existing church, we call that church generation 0. We're praying pretty desperately for six streams to the fourth generation because we see it as the mark of a movement. Currently we have four very distinct streams to the fourth generation and a tentative fifth generation stream. Here is a link to our current generational map.

We've had some encouragement to call all churches of existing believers that we train, generation 0 churches. We see the wisdom in that, because it emphasizes getting new generations among the lost, as opposed to just re-organizing existing believers. The problem is that we've found it nearly impossible to start purely lost churches. For example, Rolinda and I (gen 1) trained an existing believer (gen 2) who became quite fruitful over time. He led his brother (gen 3) to the Lord and baptized him. Consequently, many students in an Atlanta highschool were baptized (gen 4). However, as the generation 3 believer continued to disciple and train, he had an existing believer (gen 4 or 0?) on a college campus, join his church. This existing believer went on to baptize several students (Gen 1 or 5?). To call them generation 1 believers, minimizes the impact that the first generation believer that Rolinda and I trained has had. To keep our emphasize on both reaching the lost and training existing believers we have decided to call this situation a fifth generation string.

F. Leadership Development Strategy (Field 5).

- Strength: Simple reproducing leadership tools (A-Teams)
- Weakness: Raising up laborers from the Lost

We've found it much more difficult to build reproducing leadership development processes into our network than reproducing discipleship or evangelism processes. However, the Accountability team, or A-team, has been extremely helpful at developing emerging leaders. These A-teams are teams of 2-3 same sex believers. We have found the small team accountability has been a powerful way to see

transformation. We have used a simple flow for the meeting which asks questions about how disciples are doing in each of the four fields (see www.noplaceleftarmy.com).

This last year we have exploded in the number of laborers that we have either led to Christ or equipped to begin leading communities. It seems like it will only continue at this point. We have a pretty strict definition for generations in our network. To be a generation the first generation cannot meet with the third more than once a month. However, most 1st generation leaders do not meet with their 3rd generations at all. Herein is another major area of growth in the last year. The furthest out generations are always the most fragile and some may be forming or fading as I write. However, when we see solid fourth and fifth generations we feel very confident about the training of the second and third generation and have been very encouraged along these lines.

As part of the analysis for the case study I took a look at where most of our laborers come from. For us a person becomes a laborer when they begin training someone else for the first time using the 3/3 process. I categorized our laborers into three categories: lost to laborer, believer to laborer, and existing laborer. Lost to laborer looks like someone we baptized and they subsequently started a church. Believer to laborer looks like someone who was an existing believer that began to share the gospel and train others for the first time. Already a laborer meant that they were already leading a community of disciples and we helped them begin to multiply or become more effective. Here is what the spread looks like:

Of 44 Total Laborers	Lost to Laborer	Believer to Laborer	Already a Laborer
Number	10	25	9
Percentage of Total	23%	57%	20%

As can be expected in most movements, the majority of our laborers come from mobilizing existing laborers to begin sharing the gospel, making disciples, and starting churches. We were quite excited to see how many disciples we personally baptized who became laborers. If laborers are the
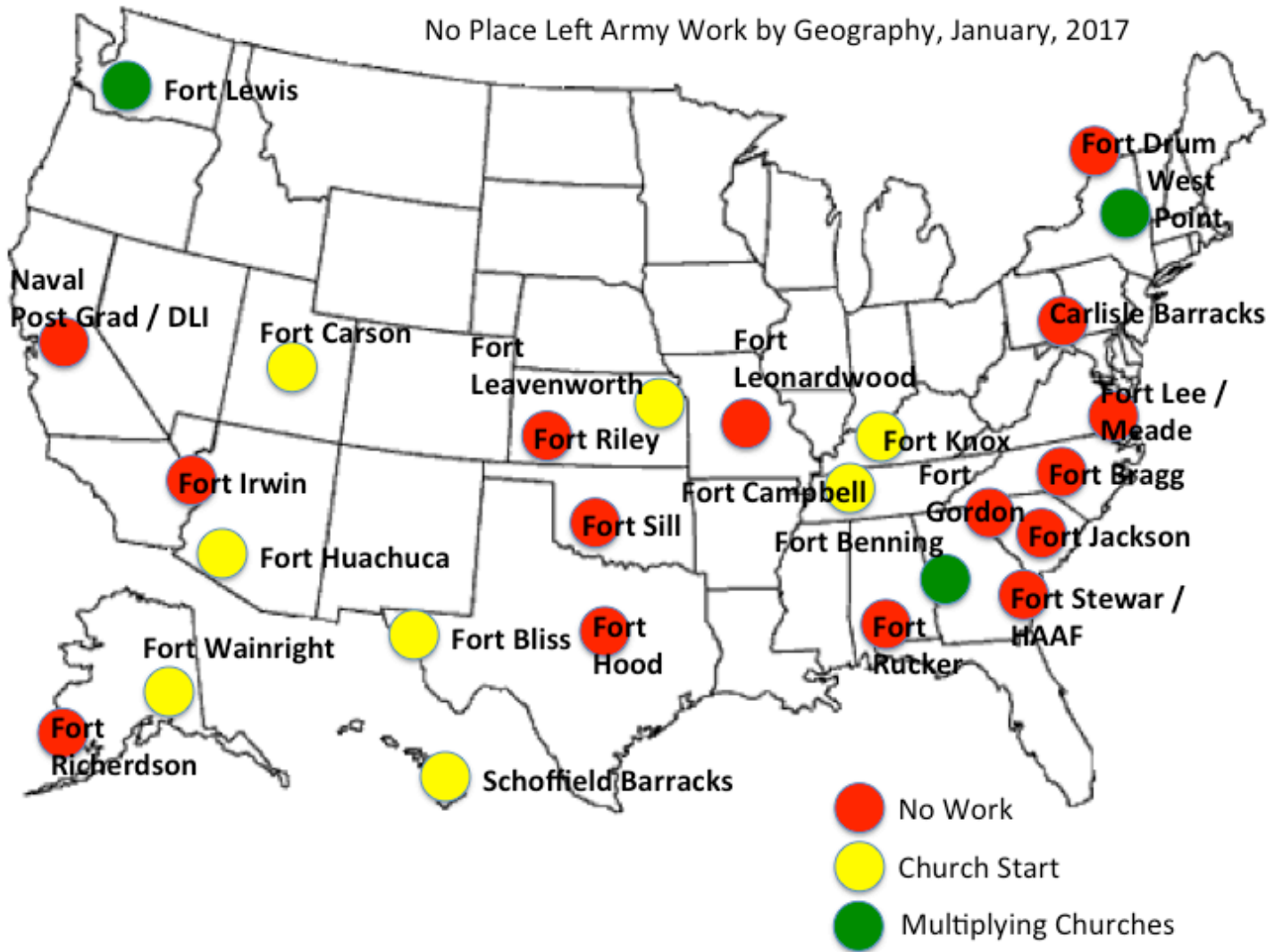
greatest asset in the Kingdom of God (Lk 10.2), then it is an honor to be used of Christ to add this resource to His Kingdom.

As an analysis of how well we are doing geographically reaching the different segments (or installations) of the Army population, see this US map below. Based on this analysis, our top priority for 2017 is to travel to Forts Campbell, Carson, Knox, and Lewis to strengthen and encourage the disciples there.

IV. Conclusion.

We are ecstatic about the Lord's work in the US Army in the last three years, but there is so much lostness left out there in the US military. We have a lot of work to do if we are going to see the Lord's Kingdom come and His work be done in the US Army by 2020. May God continue to advance His Kingdom. For comments or questions on this document, e-mail: networking@noplaceleftarmy.com.

No Place Left Army Work by Geography, January, 2017

Fort Lewis

Fort Drum

West Point

Naval Post Grad / DLI

Carlisle Barracks

Fort Carson

Fort Leavenworth

Fort Leonardwood

Fort Lee / Meade

Fort Riley

Fort Knox

Fort Bragg

Fort Irwin

Fort Campbell

Fort Gordon

Fort Sill

Fort Jackson

Fort Huachuca

Fort Benning

Fort Stewar / HAAF

Fort Wainright

Fort Bliss

Fort Hood

Fort Rucker

Fort Richerdson

Schoffield Barracks

🔴 No Work

🟡 Church Start

🟢 Multiplying Churches

Appendix 1:

Active Army and DOA Employees Only

There are 840,935 people in the Active Duty Army and active DOA Civilians

DoD poling indicates that about 30% are atheist, agnostic, or some non-Christian religion. That makes 252,281 lost people employed by the Active Army.

If 10% of them will respond to the gospel then we'll need churches for 25,228 people.

If the average church size is 10 people then we'll need 2,522 churches to reach the Active Army.

If we work in pairs then we need 5,000 laborers who are able to start churches.

There are 30 major army installations that make up about 65% of the Army's population. They are listed below. The most important installations are the training installations because they send the most people. Listed by priority they are:

1. West Point 5,700

2. Fort Benning 27,000

3. Fort Leonardwood 19,500

4. Fort Sill 16,000

5. Fort Lee 6,724

6. Fort Leavenworth 4,000

These numbers are from 2009.

NPL Army Estimates

Top 30 Army Installations	Active Army and Army Civilian Population	Estimated Lost Population if 30% are lost	Potential Baptisms if 10% respond	Churches Needed at 10 people per
Camp Casey, Korea	9,500	2,850	285	29
Fort Benning	27,000	8,100	810	81
Fort Bliss	30,000	9,000	900	90
Fort Bragg	52,000	15,600	1,560	156
Fort Campbell	32,000	9,600	960	96
Fort Carson	32,000	9,600	960	96
Fort Drum	12,000	3,600	360	36
Fort Gordon	14,170	4,251	425	43
Fort Hood	50,000	15,000	1,500	150
Fort Huachuca	18,000	5,400	540	54
Fort Irwin	8,845	2,654	265	27

Fort Jackson	9,200	2,760	276	28
Fort Knox	7,000	2,100	210	21
Fort Leavenworth	4,000	1,200	120	12
Fort Lee	6,724	2,017	202	20
Fort Leonardwood	19,500	5,850	585	59
Fort Polk	11,000	3,300	330	33
Fort Riley	19,000	5,700	570	57
Fort Rucker	5,800	1,740	174	17
Fort Sam Houston	27,000	8,100	810	81
Fort Sill	16,000	4,800	480	48
Fort Stewart	20,000	6,000	600	60
Hunter Army Airfield	7,500	2,250	225	23
JB Elmendorf-Richardson	2,400	720	72	7
JB Langley-Eustis	20,000	6,000	600	60
JB Lewis-McChord	27,000	8,100	810	81
JB Meyer-Henderson-Hall (Pentagon)	10,800	3,240	324	32
Monterey: DLI / Naval Post Grad	6,100	1,830	183	18
Schoffield Barracks, HI	37,000	11,100	1,110	111
West Point, NY	5,700	1,710	171	17
Total Population	547,239	164,172	16,417	1,642
Total Army Population	840,935	252,281	25,228	2,523