

Easum, Bandy & Associates

REPORT FOR Main Street UMC Alton, Illinois November 2008

INTRODUCTION

This report is prepared specifically for Main Street UMC by Bill Easum, co-founder and Senior Consultant of Easum, Bandy & Associates, Inc. This report is designed as a learning and planning tool. It presents you with some of the best thinking and most effective strategies for ministry from across the church today. Use it to inspire dialogue and discussion for your leadership. Since the Audit was done by mail and I wasn't actually on your property to speak with you person to person, some of the observations may need to be fine tuned or even corrected when you receive this report. That's okay since we have email and phone to make revisions. When an issue can only be addressed by being in person I will ask you a question and try to respond in a way that you will know the answer depending on how you respond to the question.

Most important of all, move ahead as quickly as possible so you can ride the wave of enthusiasm your leaders feel at the moment. The key to doing this is to develop an ever-widening group of leaders who capture, embrace, and work passionately to help your church accomplish God's vision for Main Street.

The more people you involve along the journey, the better your chances are of success. Pray for and process this report. Through it all pray earnestly, *"Lord, make us part of what you are doing in your world. Put us within the flow of your Spirit. Help us to do the things that you are blessing in this present age."*

Note: If you do not wish to read the teaching material in Section One, proceed directly to Section Two. Do not skip Section Two. If you wish, you can skip Section Three and go directly to the recommendations in Section Four.

The Purpose of This Consultation

The purpose of this consultation is to assist Main Street to accomplish the following objectives:

1. Raise the congregation's awareness of the cultural context in which ministry must occur at the beginning of the 21st century.
2. Re-affirm and support your clear Mission/Purpose Statement that expresses God's vision for Main Street. This statement defines the heart and soul of the congregation.
3. Begin or strengthen the process of becoming a mission driven, permission giving congregation where everything the congregation does serves its Mission Statement and helps to accomplish God's vision for Main Street.
4. Assist the congregation in understanding the demographic and psychographic makeup of the community in which Main Street serves. This information helps us answer the questions: Who is in the congregation's ministry area? What are they like? What are their needs? How might the congregation minister to their needs?
5. Recommend specific ministries and action items that are appropriate and essential to the congregation's future spiritual and numerical growth.
6. Encourage the pastor(s), staff, lay leaders, and congregation to commit themselves to a systematic, focused, and sustained approach toward accomplishing God's vision for Main Street.

SECTION ONE

THE VISION

There is a classic line in one of Charles Wesley's best loved hymns that describes the challenge before the church today. The hymn is "*A Charge to Keep I Have*" and the line is "*to serve the present age, my calling to fulfill.*" The challenge to the church is that our present age keeps changing, and it is changing more rapidly now than ever before in history. The changes are so enormous and rapid that they are causing a metamorphosis in every area of life. Fewer people today have a Christian memory than at any time since the founding of America. As a result of such change, many of the ministries and methods that once worked so well no longer achieve the desired results.

We may not like many of the changes, but if we want to be effective in fulfilling our calling to offer Christ to the world, it is essential that we understand what is

happening in *this present age* and develop effective ministries that will put the people of our day in touch with the timeless Gospel. As a new age dawns, the Gospel will not change, but the package in which the Gospel is shared is rapidly changing. In such times as these, vital congregations cannot continue to simply manage what exists. We must forge a new vision for ministry without compromising the Gospel. That is what this report is about.

In his book, *Growing Spiritual Redwoods*, Bill describes this new age as the “pre-Christian” world, a time when the age of Christendom is coming to a close and a pre-Christian world, much like the first century, is emerging. The book, *Growing Spiritual Redwoods*, describes the present churches, which he calls “*Spiritual Redwoods*.” These Spiritual Redwoods have grown head and shoulders above the other churches and, if we see the world from their vantage point, we can see where God is leading the church in the 21st century. These churches are spiritual giants because they have discovered how to grow people into spiritual giants. Each of these churches has focused its entire ministry on making disciples of non-religious people. In the 1996 General Conference, the United Methodist Church reclaimed its historic mission of “*To make disciples for Jesus Christ*.” These churches are causing a fresh wind to blow across the land, showing the way through the modern wilderness.

Principles of Today’s Disciple Making Church

1. People who are not disciples of Jesus Christ are missing the primary reason they were created.
2. Unchurched people matter to God as much, if not more than, those within the church.
3. Their church is primarily a mission station for passing on new life in Christ to the unchurched.
4. High expectations for their people are essential.
5. Some things must be changed and some things must be preserved.
6. It is important to understand, love, accept, and like, secular, unchurched people.
7. It is more important to use music that unchurched people understand and are interested in to spread the Gospel, than it is to teach people to appreciate "good" music.
8. It is important to start new churches and be involved in missions at home and throughout the world.
9. Their back yard is the primary mission field.
10. Nothing works today like it worked yesterday.

Our studies also show these same churches do several things that dying churches do not do:

1. They are as familiar with the unchurched population around them as they are their own members.
2. They strategically target the unchurched.
3. They have a clear vision and mission plan for the future.

4. They develop and implement a strategy for reaching unchurched, secular people.
5. They equip their members to actually serve in ministries to others and witness for Jesus Christ instead of sitting on committees.
6. They design worship so it is sensitive to the needs of the unchurched.
7. They challenge people to commit their lives to Jesus Christ instead of becoming members of a church.
8. They are open to the leadership of the Holy Spirit and develop prayer ministries.
9. They want other churches to join them in reaching out to secular people.

The needs in the world are many and great. People outside the church are spiritually hungry at the same time that they are alienated from, or simply ignorant of, traditional Christianity. The signs are clear... God is raising up a new kind of church to meet the challenges of *"this present age."* **The question is: Will Main Street be a part of what God is doing? Can Main Street claim the promise of Isaiah 43:16: "Cease to dwell in the days gone by...for I am doing a new thing in your midst."? Can Main Street earnestly pray, "Lord, lead us to what you are doing and blessing and help us to do it."?**

Churches that put themselves at God's disposal will emerge as the spiritual redwoods in the 21st century. *Please understand that being a Spiritual Redwood is not about growing a big church, but about growing BIG people.* It's just that experience is showing us that the churches that do an exceptional job of growing disciples of Jesus Christ also happen to be growing numerically. We believe that God wants to send seeking people to congregations where people will be loved and nurtured into discipleship.

Strong, healthy churches that are described as Spiritual Redwoods exhibit the following characteristics:

1. They are biblically grounded.
2. Jesus Christ is Lord.
3. They are culturally relevant.
4. They exist to make disciples.
5. They are lay led.
6. They are a trusting community.

The following information and recommendations are simply to help Main Street discover ways to respond to the challenge of the future. You may disagree with some of the information or recommendations. Since I was not on site with you in person, I may have misread some of the information you sent me. If so, correct it.

However, if you find yourself disagreeing with the results of the information, before you react negatively, ask yourself this question: "Do I not like what I am reading because it goes against my Biblical foundations, or because it goes against my personal opinions

or sacred cows?" Knowing the difference is the primary task of leadership in changing times.

SECTION TWO

PRIORITY COMMENTS

Main Street UMC has a lot of positive assets.

- The main asset is what appears on paper to be a very healthy leadership. All of the scores on the pastor and the lay leadership were good to very good which suggests Main Street appears to be psychologically healthy. Also, you say you have not had any major conflict the last five years which suggests a healthier than average church. This is the best of news since the majority of UMCs today are conflicted for one reason or another.
- Your financial giving is also good for a church your size.
- Main Street appears to have a good reputation in the community.
- A critical mass of people still worship each week, making turnaround more possible.
- Main Street has a seasoned pastor who isn't afraid to make the hard decisions when necessary.
- Main Street has ministered to the city of Alton for some 190 years.
- Conversation has been taking place about developing a satellite location to overcome the serious parking issue.
- 2.5% of your present worshipping congregation is new visitors.
- Main Street has an excellent Mission Statement that compliments that of the United Methodist Church.
- The present decline has not been long enough as to cause permanent damage if it is addressed this coming year. The longer you wait to acknowledge the fact that Main Street is in decline the less likely you are to turnaround Main Street.

However, Main Street has several issues that must be addressed. Please do not take the following comments personal. They should be seen as a physician making a diagnosis. The prescription will follow in the recommendations. I have listed the following issues in their order of importance.

- Since 2004 you have declined in worship some 31%.
- This is also the time period you made the worst decision you could have made- you went from four worship services to three because it was “killing your musicians.” What makes this even worse is you are out of room in one of your major services.
- You do not have enough acreage to survive in the 21st century unless you are content to become a church of less than 300 in worship.
- 46.2% of your present worshipping congregation will no longer be with you in 16-18 years due to age. This means to just stay even you have to replace almost ½ of your congregation over the next 15 years. This gives you a window of only seven or eight years to turn around your decline or you will lose critical mass.
- You are miss-staffed and understaffed in pastoral/program people with the equivalent of four full time people and overstaffed in support people with the equivalent of seven and one half full time people. The key staff issues are:
 - You do not have a full time worship leader which is the most important second person on any church team in any size church.
 - You have pastoral visitor instead of the pastor making the initial call.
 - Too many part time people since they require as much if not more of the pastors time to equip them than do full time people.
 - Some major areas such as children do not have enough staff support to make them effective.
- There is very little understanding of how to connect with unconnected people. For example:
 - no one visits the first time visitors with 48 hours;
 - You have someone over 60 doing the visitation- it is always best if this person is much younger and understands the emerging world if you want to reach young people.
 - new visitors are not put on the mailing list the first time they sign in;
 - the amount of money set aside for creating visibility within the community for Main Street is less than 1% of the budget
- Parking is a serious barrier to your growth. You are using other people’s property on which to park and that is never good when it comes to visitors knowing where to park when the church parking is full. You must keep in mind that 19% of your present worshipping congregation are visitors, with 2.5% of them new visitors every week.
- The number of children and youth is below the critical mass. This means that it is

harder to retain new children who do show up because the number of children in each class room is too small for comfort.

- The choir takes a vacation in the summer. You are too large a church to continue doing that. Anyone that comes from the South from a church your size expects a choir in the summer. Summer is one of the highest times of visitors attending church.
- You do not have adequate security in place for your Nursery.
- The average age and length of membership of your official leaders are above the national average which suggests it is time for younger and newer leadership
- Your Sunday School decreased over 35%.
- The Official Body scores on the Readiness Chart wee 3.26. while this is not an extremely negative number it does suggest that responding positively and taking swift action on some of the major recommendations in this report will be fairly difficult for the leaders.
- At this point I do not have scores on the Readiness Chart for the Staff.
- The design of the worship bulletin is for people over 60 years of age or are students of history. I strongly urge you to make the cover of the bulletin more contemporary and focused on your mission.
- Main Street does not take advantage of its excellent Mission Statement and use it at every opportunity:
 - It is not mentioned in your worship bulletin
 - It is not mentioned in your newsletter

Some very important facts from the survey that will come into play later are:

- 25.3% of the worshipping congregation comes from the North;
- 22.1% of the worshipping congregation comes from the North West;
- 12.8% of the worshipping congregation comes from the North East.
- The worship congregation on average drives 24 minutes to work.
- 64% of the area travel less than 30 minutes to work.
- The distance from Alton to Godfrey is 6.1 miles and takes around 12 minutes to drive.

One important note before we go forward. It has been brought to my attention that there is some conversation about a building project on the present site. I would not recommend you ever expand the facilities where you are because you do not have the parking to support it. It would be a financial disaster to build anything on your present

site without being able to acquire adjacent, contiguous property.

As you go through this report, keep in mind that the issue before you is not church health or even church growth. The issue is what does it mean to be a faithful church? A faithful church is one that is intentionally seeking to carry out the Great Commission of "making disciples of all nations." To be faithful means that Main Street is doing everything that it can to win people for Jesus Christ. A faithful church is one that is intentionally seeking to be salt, light, and leaven in the world, both at home and abroad.

As I develop the report I will take into consideration your mission statement:

**Demographics of a 15 mile radius around Main Street
The years involved are 2000-2007**

1. The population within fifteen miles is 203,000 and projected to grow to 206,000 by 2012.
2. The population of Alton is around 34,000 and is declining. Alton is 74.5% white. The median age is 36.
3. The population of Godfrey is around 16,000. Godfrey is 95% white. The median age is 41.
4. The entire area is 88% white.
5. The average age of the entire area is 38.
6. Ages 35 to 54 (28%) are the largest grouping of people followed by 5-19 (19%), and 25-34 (13.5%)
7. There are 12,600 children in the area 0-4 years of age.
8. 53.5% of the area is married (Main Street isn't strong enough to focus on singles).
9. 6.5 % of the area is white collar.
10. It takes eight of the Mosaic Lifestyles to make up 80% of the area. This is borderline on being a diverse community which always makes ministry more challenging. There are two reasons for this diversity- income level and ones age which colors their approach to life and taste in worship. I suggest you familiarize yourself with the top eight lifestyles when designing new forms of worship or ministry.

The Readiness Chart

The Readiness Chart on the next page measures the "heart factor" of Main Street. Church leaders were asked to answer twelve questions with responses between 1 to 10. 1 is total agreement and 10 is total disagreement. The lower the score, the more heart the church has for ministry to people.

History has shown that declining churches averaging less than three on all the questions can be reversed without much difficulty. *The score of your Official Board was 3.26 which is barely out of the positive range. I do not have the scores on your Staff.* Those scoring an average between three and four can be reversed with increasing amounts of difficulty as the score increases. Those scoring an average over four are almost impossible to change without a major change in both heart and attitude.

The score on each question also gives an indication as to the difficulty the church will have initiating change in a certain area. The higher the score on each question, the more difficult it is to make changes in that area without a change of heart. Every church scores higher on questions 6, 7, and 8 than on the rest.

SECTION THREE

WHAT MUST WE DO NOW TO ACHIEVE THIS VISION?

Consulting with more than 500 churches has taught me that strategic action requires identifying and focusing on the leverage points. A leverage point is the one thing that, if changed, makes it easier to change everything else. A leverage point is the number one priority on everyone's agenda. I include these only for you to see the way in which I analyze a congregation and to see some of the best material on the subject to be found. This is not the recommendation section.

I. Leverage points

A. A Solid Community consists of:

1. Leaders who know the Bible and have a prayer life and are growing daily in their devotional life.
 - a. Is the pastor a spiritual and strategic leader?
 - b. Does this describe the attitude of your key leaders: *"I have become all things to all people so that by all possible means I might win some."* I Cor. 9:22
 - c. How many spiritual giants do you have among the key leadership?
 - d. Are most of your leaders respected throughout the congregation?
2. The church has a solid plan for discipling people from where they are to their potential.
3. The church is a community that functions around trust rather than rules or policies.
4. The absence of major and/or ongoing conflict.
 - a. If conflict exists, this is always the place to start BEFORE trying anything else. Eliminating the conflict and or the ones causing it is essential first. If the leadership is not biblically based, then you could work on this while doing one of the following.
 - b. Churches are like rivers and estuaries, remove the pollutants and the river rebounds because all things are tied together.

5. Several good resources could guide you here.

a. Community

Alpha (15 weeks) - level one. For a brief description and how to reach Alpha, go to the FAQ's section of our website. Alpha (15 weeks) a new member study course that takes people into the basics of faith. It centers on Jesus, not denominationalism. Cook Communications Ministries, 4050 Lee Vance View, Colorado Springs, CO, 80918, 888-949-2574.

Disciple Bible is a United Methodist publication but is suitable for any mainline denomination. It includes videos, but requires training first (36 weeks). P.O. Box 801, Nashville, TN 37202. www.abingdonpress.com

Vital Christianity: A Manual for Teaching the Basics of Christianity. This is basic curriculum for any level of Christian. Ginghamburg United Methodist Church, Tipp City, Ohio, 513-667-1069. www.ginhamsburg.org

The Marks of A Disciple, Price of Peace Lutheran Church and Changing Church. www.changingchurch.org

Contagious Christians, Zondervan. 800-727-3480. www.willowcreek.org

Experiencing God (13 weeks), Mike Rogers and Claude V. King, Kingdom Agenda Ministries, 1595 Michigan Blvd., Dunedin, FL 34698.

Mind of Christ (18wks), is a follow up to "Experiencing God". Lifeway, Southern Baptist. <http://www.lifeway.com>

Emmaus, Emmaus Journey. 6960 Snowbird Drive, Colorado Springs, CO 80918, Telephone: 719-599-0448, info@emmausjourney.org

Discovery from www.joyonline.org

Kicking Habits, Tom Bandy, Abingdon

Danger In The Comfort Zone, Judith Bardwick

b. Leadership Development

Leadership Without Easy Answers, Heietz
Leadership On The OtherSide, Bill Easum
Coaching Change, Tom Bandy
Diffusion of Innovation, Rogers

Five Star Leadership
Reinventing Your Board, John Carver
Leadership And The New Science, Margaret Wheatley
Waking To God's Dream, Dick Wills
Leadership, James Burns

c. Conflict

Two good books on conflict are *Clergy Killers* and *Antagonists In The Church*

Our associate, Jeff Patton, is very good with conflict. You can reach him at www.easumbandy.com

The FAQs section of our website has a section on Conflict Management.

B. Owned and Managed Mission, Vision, and Value Statements, or Purpose Statements, or Core Values:

1. These instruments come out of the people's growing spiritual awareness of God, not from a planned retreat setting.
2. If no conflict exists, this is always the place to start because it is the foundation for all else.
3. Owned means that the leadership:
 - a. Can recite the statements from memory;
 - b. Uses them for all of its decision making, staffing and budgeting;
 - c. Teaches them to all new members.
4. Core values can be a purpose statement, a list of core values, or it can be the Mission, Vision, and Values Statement to which I refer.
5. Several good resources could guide you here.
 - a. Tom Bandy's book *Moving Off The Map* as well as the workbook "Vision Discernment."
 - b. See the FAQs section under the Free Resources on our website www.easumbandy.com, then go to Resources, then Faqs, then Mission statements

c. Ken Blanchard's *Managing By Values*

d. Laurie Beth Jones *The Path*

C. Indigenous Worship

1. In the language, technology, and culture of the people the church is trying to reach.
2. Worship is a relevant, safe place to hear a dangerous gospel. It does no good to equip people to bring their friends, relatives, associates, and neighbors to church if worship is boring or irrelevant to their lives.
3. Several good resources could guide you here.
 - a. "Worship For People Of The Heart", Bill Easum www.easumbandy.com .
 - b. See the section on worship in *Growing Spiritual Redwoods* by Easum and Bandy.
 - c. *Worship Evangelism* by Sally Morgenthaler.
 - d. See the FAQ's section of our website for a long list of worship helps.
 - e. Tex Sample's *The Spectacle of Worship in a Wired World*
 - f. *The Wired Church*, Len Wilson
 - g. *Out On The Edge*, by Michael Slaughter
 - h. Tex Sample's *The Spectacle of Worship in a Wired World*
 - i. The Power of Teams, Video from Ginghamburg UMC www.ginghamburg.org
 - j. How To Start A New Service, Charles Arn
 - k. www.midnightoilproductions.net, Jason Moore and Len Wilson provide worship graphics

D. Lay Mobilization

1. The church sees Christianity is a journey as well as a destination. That means it is always trying to grow people as well as introduce them to Jesus Christ.

2. This involves a process for identifying new people, helping them find their gifts and passion, equipping for ministry, placing in actual ministry, and coaching them in their chosen ministry.
3. Accountability is required so this is not volunteer management. People serve as servants, not as volunteers.
4. Multiplication of leaders is one of the key issues of the church.
5. Several good resources can guide you here.
 - a. "The Equipping Church Guidebook" is one of the best resources for lay ministries. Contact Leadership Network - 800-765-5323
 - b. *The New Reformation*, Greg Ogden
 - c. See our website, Recommended Resources under Laity
 - d. See the FAQs section of our website for subjects such as Lay Pastors, Lay Ministries, and Permission Giving
 - e. *Witnessing Without Fear*, by Bill Bright
 - f. *Becoming a Contagious Christian*, Bill Hybels
 - g. *The Master's Plan for Making Disciples*, Charles Arn and Win Arn
 - h. *The Lay Driven Church*, Steinborn
 - i. *Doing Church As A Team*, Wayne Cordeiro
 - j. *The Purpose Driven Church*, Rick Warren

E. Redemptive Missional Opportunities

1. Mission is always redemptive, never just social. Churches are not service organizations and what they do should not be seen as a "service to the community." This is what happened to the church in Canada. What the church does is mission, not service. The mission is to transform people, not offer them a service or meet their need. The only reason to meet their need is to offer them Christ. Any group can meet their need; only the church can offer them Christ. "Our preschool is a service to the community."
2. Ministry, outreach, and mission are all seen as the same. However, the

primary mission is now in the backyard rather than overseas.

3. The mistake most churches make is that they try to involve people before they disciple them. They skip Lay Mobilization and go directly to this one with new members. This turns them into “doers of good” works who often have no idea why they are doing good works. It has led to churches filled with biblically and spiritually bankrupt good people.
4. Several good ministries are available.
 - a. Week Day Children’s Ministries such as Logos, Kids Club, Pioneer Club. See The FAQs section of our website for addresses of these and much more.
 - b. Servant Evangelism, see www.kindness.com
 - c. Sidewalk Sunday School
 - d. Habitat for Humanity
 - e. Week Day Children’s Ministries
 - f. Social justice issues of the area
 - g. Books to help you understand the world today
RetroFuture, Gerad Kelly
Leadership And The New Science, Margaret Wheatley
The Birth of The Chaordic Age, Dee Hock

F. Organized around the DNA

1. Is the church organized to carry out its agreed upon mission?
2. There is no one form of organization since the DNA should dictate the organization. This is why top-down, imposed denominational organizational structures seldom work.
3. Restructuring usually comes toward the end of any transition. Seldom does it do any good to begin by restructuring.
4. Some good resources are:
 - a. Christian Chaos, Tom Bandy

b. How To Reach Baby Boomers, Wm. Easum, Chapter Four

c. Books on Organizational Theory

Sacred Cows Make Gourmet Burgers, Wm. Easum

Images of Organization, Gareth Morgan

Christian Chaos, Tom Bandy

G. Staffing

1. The goal is to hire equippers and mentors, not professionals.

2. Staffing issues are always related to something else.

3. The two most important staff positions, other than the pastor, are the worship leader (old music director) and the Lay Mobilizer.

4. Some good resources are:

a. Multiple Staff and the Large Church, Lyle Schaller

b. The Role of the Senior (Lead) Pastor and Staffing A Church, by Bill Easum on our website by download

c. See our website www.easumbandy.com

H. Logistical Issues

1. Parking

a. This is only a logistical issue always related to something else in one of the first five leverage points.

b. Parking never helps a church grow, but it can hinder the growth of a church. Uncommitted people will seldom walk more than 600 feet to the door of a church.

c. The optimum goal is one parking space for every two people on the premise at the peak hour.

d. Another issue is the friendliness of the parking for non-Christians or unchurched people.

e. A good resource here is Growth Principle Thirteen in *The Complete Ministry Audit* by William Easum.

2. Facilities

- a. Logistical issue always relate to one of the first five leverage points.
- b. Do not build unless it is absolutely necessary.
- c. Some of the keys issues to consider
 - (1) Nursery is one of the most important areas in the church. For more, see the Nursery section in *The Complete Ministry Audit*, by Bill Easum.
 - (2) Lightness and Lighting. Stage lighting is now important. For more, see the FAQ's section of our website.
 - (3) Stairs. The fewer the better.
 - (4) Location. Does not mean as much as it once did, but it is still important.
 - (5) 80%. Avoid ever going over this percent in anything. For more, see the 80% section of *The Complete Ministry Audit*.
 - (6) Bathrooms. One of the ways Boomers measure the comfort of any building. Do you have diaper changers in the men's room?
 - (7) Amount of land. In the year 2000, to purchase less than ten acres is always a mistake, unless you are a downtown church.
- d. A couple of good resources can guide you here.
- e. Ron Bowman's book, *When Not To Build*.
- f. See www.easumbandy.com for several resources under Architect, Audio Consultants, Church Security, Facilities, Improvements, Renting Space, Sound Systems, Office Space, and Strip Malls. *When Not To Build*, Bowman and Hall

I. Finances

1. Finances are seldom an issue in the growth of a church.
2. Finances are always an issue in the growth of people. If the people are growing, the church usually has the needed money.

3. Goal: either 4% of the total average household giving or tithing.
 4. A logistical issue always related to one of the first five leverage points.
 5. Several good resources can guide you here.
 - a. See the FAQS section of our website for Bonds or Loans, Budgeting Around The Mission Statement, Finances, Grant Proposals, Money, Offering Plates, and Stewardship and Tithing.
 - b. The Missing Piece Stewardship workbook by Bill Easum www.easumbandy.com.
 - c. Effective Church Finances, by Kennon Callahan.
 - d. Consecration Sunday, by Herb Miller at www.Netresults.org.
- J. When these leverage points are addressed in the above order, everything is much easier to accomplish.
1. Failure to honor the order of importance often ends in failure in whatever is being attempted, not to mention an inordinate amount of unnecessary pain.
 2. Most churches can work with only one leverage point at a time. When it is firmly addressed so that it is no longer a need or problem, they can move on to the next leverage point.

The primary strength of the following recommendations will be in direct proportion to how the leadership and congregation feel toward the "yet-to-be-committed," and how willing it is to discover new "wineskins." The people of Main Street are being asked the following: "How much do you care about God's unchurched people?" "How much are you willing to sacrifice to reach those not yet actively participating in the Body of Christ?" "Can you stand with Jesus as He looked out over Jerusalem and wept because, like a mother hen toward her chicks, He could not gather them in under His wing?" No strategy can take the place of such spiritual passion for the souls of human beings. My prayers and the prayers of all God's people are with you as you entertain the following recommendations.

The following information and recommendations are born out of the nine leverage points and are offered to help Main Street discover ways to respond to the challenge of the future. You may disagree with some of the information or recommendations. The use of the alphabet within each section designates a new action item within that section. Help can be found in the Resource Section for those recommendations that are so noted. Respond to these recommendations only as prayer moves you. If some of the information is incorrect, correct it. If you find yourself

disagreeing with the information, before you react, ask yourself this question: "Do I not like what I am reading because it goes against my biblical foundations, or because it goes against my personal opinions or sacred cows?" Knowing the difference is the primary task of leadership in changing times.

A consultant can recommend strategies based on proven information from scripture, tradition, experience, and reason, but in the final analysis, all spiritual growth occurs because God's people are inspired by their spiritual leaders and their own inner spirit to reach out in love and compassion to those who are not yet in love with Jesus Christ.

The following recommendations are strategic pieces of an overall plan. The use of the alphabet within each section designates a new action item within that section. Help can be found in the Resource Section for those recommendations that are so noted. Respond to these recommendations only as prayer moves you.

Every consultant has some biases. Main Street needs to know those of Bill Easum. One, the purpose of the church is to give life away to those inside and outside the church in the name of Jesus Christ. The purpose of the church is not simply to take care of itself. Those who merely care for their members are clubs, not churches. Two, the purpose of the church is to win the area in which it is located to Jesus Christ. The purpose is never to build an institutional church, so size is never the issue. The issue is whether or not God's people are spreading scriptural holiness throughout the area. Three, I do not believe that God wants any church to be closed. Some churches choose not to be churches and therefore close themselves in spite of God. Four, if the above is true, then where the church is located and what ministries the church should be engaged in are determined by the felt needs of the community as much as the felt needs of the present members. Five, where the institutional church is located does not matter to people who understand that their ministry is to reach out to people in the name of Jesus Christ. Six, God wants every church to grow. Seven, social justice is a natural ministry of an authentic church. Eight, recent history shows that circuits seldom work. Nine, the smaller the church, the more likely a local pastor will be able to grow the church easier than an ordained clergy. Ten, worship designed for unchurched and pre-Christian people is essential for ministry in the 21st century. Eleven, worship that reaches pre-Christian people born after 1946 must include indigenous music as well as multimedia.

In preparing to interpret and implement this report, Main Street will be wise to have its leaders read *Unfreezing Moves* by Bill Easum. This book will give you immense guidance in not only how to proceed, but also in understanding the dynamics of a faithful congregation.

SECTION FOUR RECOMMENDATIONS FOR MAIN STREET UMC

Please note that some of what follows may require the leadership adopting a totally new frame of reference when it comes to decision making, envisioning the future, as well as what it means to be the Church of Jesus Christ. You cannot continue to do what you are doing and expect to get something different than you have been getting. As Einstein reminds us: *“No problem can be solved from the same level of consciousness that created it.”*

I know from experience, that some of the following recommendations will be difficult to swallow. But all of them are made based on your Mission Statement and with the best intentions. So, read them carefully and test the spirit of each recommendation. These recommendations are listed in the order of importance.

Based on the above, Bill Easum and Easum, Bandy & Associates, Inc. offer the following observations and recommendations.

Main Street has two glaring issues that must be faced soon: Space and Personnel. Even though these are very different issues they have to be solved in tangent since both affect the other. However, if you don't address the space issue the personnel issue will not matter. It is my opinion that the lack of parking and the location of the church are two of the main reasons Main Street is in decline.

It is next to impossible to sustain growth beyond the comfort level of 80%. This applies to everything the church does. The 80% rule is an invisible, but powerful presence that works like the law of gravity. No one will tell you they are not coming back because the sanctuary, nursery, parking lot, Sunday school class is more than 80% full. In fact, no one really notices that the space is 80% full. It just feels uncomfortable.

The national average used in planning parking for major malls is 1.75 people per car. As we move further into the 21st century, more people will come to church one person per car. Many churches make the mistake of relying on a nearby vacant lot or store parking lot for member parking spaces. I know of one church that had virtually no off-street parking of their own, but had all the parking they needed across the street at a large Sears store. They never dreamed it would go out of business, but it did. Now the church does not have access to the lot, and the church is in decline.

Keep in mind that each parking space at Main Street is worth approximately \$3230 a year in additional income. Every person gives an average of \$1615 a year and come to church 2.1 people per car.

- I. **By Easter of 2009, decide to develop a satellite location in Godfrey, IL that has worship and weekday childcare.**

The beauty of satellite locations is that it leaves all of your options open. If you relocate you have closed all the options. If you do satellite you have many options. If the new site goes really well you have the option of totally moving and/or using the present site for whatever you feel led to do. You also won't lose any members by going satellite where you will if you relocate.

If you decide to do the satellite ministry, I will send you a workbook containing all the information you need to accomplish the task. If you need the workbook for deliberation prior to a decision, let me know and I will email it to you.

- A. Your present location is maxed out at the prime hour. No matter how you configure worship you have a parking issue. Your older folks, your first time visitors, and families with children should not be expected to park across the street.
- B. The location in Godfrey close to the Retirement Home is as good a place as any to develop the satellite as long as: one, you get a very good price (otherwise look around in the same area); two, you have only one traditional service.
- C. The rationale for Godfrey as the location for the satellite is simple:
 - 25.3% of the worshipping congregation comes from the North;
 - 22.1% of the worshipping congregation comes from the North West;
 - 12.8% of the worshipping congregation comes from the North East.
 - The worship congregation on average drives 24 minutes to work.
 - 64% of the area travel less than 30 minutes to work.
 - The distance from Alton to Godfrey is 6.1 miles and takes around 12 minutes to drive.
 - Main Street can acquire at least 10 acres of land.
- D. Keep in mind that satellite ministry is the fastest growing ministry now in the U.S. There are thousands of churches, many of them UMCs that have gone to this form of ministry mostly because of space issues. But more importantly than space is the fact that the New Testament church met in various locations through a city or region. So making this recommendation is based not only on your felt need but also on the history of Christianity. I'm enclosing workbook on Multiple Sites to give you some guidance in the process. I will also be available during the year to coach you through the process.
- E. The new site must have the following the day it opens – excellent worship and some form of weekday childcare such as preschool or daycare. I recommend preschool to begin with. Based on the number of children in the area this ministry should work. Worship can be achieved either by a direct satellite feed (which is the most difficult) or by simply using a DVD from an earlier service. DVDs work as long as the music is live.

If you build a multi-purpose building, you might want to consider surrounding the gym floor with classrooms designed for day care or preschool and let some of the tuition help pay for the facility. A preschool with 100 children can generate some \$25,000 a year in excess funds. You provide a needed service, share the gospel with children, receive new members, and help pay for the new facilities.

Weekday child care works best for the children, parents, and the church if the pre-school is considered an extension of the church and has a Christian orientation. This usually means it teaches Bible stories; uses room hangings that have a Christian orientation; has Chapel once a week; and has one of the pastors present at any main function; and all of the teachers affirm the Mission Statement of church and understand that the school is no better off than the church. It is best if the pre-school director is part of the church staff and is responsible to either the pastor or regular supervisor of the church staff. The pre-school and the Sunday school need to work closely together so that most toys and equipment are interchangeable. The budget needs to be set by the official body of the church, and the curriculum needs to include religious training and chapel once a week. In most cases, the pre-school should not only be totally self-sustaining, but it should return 15% of the total income to the church budget to help with other ministries that cannot sustain themselves, such as the children's Sunday school or a singles' ministry.

Have a parenting seminar for the preschool parents. Put a monthly article from the preschool director in the newsletter.

Put these families on your mailing list and send them the church newsletter. Once a year, have the children learn some songs and have them share the songs in worship. Their parents will attend. The director should work very closely with the pastor. The Sunday school teachers should understand the school to be a very important extension of the Sunday school and a major entry point into the lives of unchurched people.

- F. Keep in mind that satellite ministry requires the staff of the original location to be able to raise up and coach duplicate leaders to serve in the satellite location. This is especially true for the musicians, people who work behind the scenes in worship, hospitality, and children's ministry - more on this in the next recommendation.
- G. Satellite ministry will not be workable for Main Street without adding staff. I recommend you add two people- a fulltime worship leader (see job description in the appendix) and a campus pastor for the satellite. The workbook will explain the role of the campus pastor, called by many the "face of the place." The campus pastor usually does not preach, but is simply the person everyone goes to on that campus. I will say more about staffing in a later recommendation.

- H. Make sure the new campus has at least ten acres and can accommodate at least 300 cars with a building that can seat at least 300 people at 80% capacity.
- I. You will need to treat the beginning of this new site the same as you would planting a new church, except you are one church in two locations – same staff, budget, and mission. I would suggest you do the following:
- Encourage some of your existing congregation to make a missionary move to the new location. This should be easier than you think since many of your people already live in Godfrey. This shift will free up space at Main Street.
 - Do six direct mail pieces to every house in the area announcing the start of the new church. Begin these mailing ten weeks out from the public launch of the satellite.
 - Do two to three non-public worship services prior to the public launch to get all of the bugs out of the new facility.
 - Encourage your people living in the area to have backyard bar be ques to invite their friends to share the news with them about the new location.
- J. Make sure that the location of the first building is very visible and the parking is in front of the building, not behind.
- k. Call the second site Main Street at Godfrey and never refer to the present site as the “main site,” or the “Mother site.” See them both as equals.
- L. The time frame would look something like this:
- Hold exploratory meetings in January and February on the issue and make a decision during that time.
 - Begin negotiations with the Retirement center during this time period to see what the purchase price will be.
 - Place an option to purchase on the property. You have funds in the endowment from which perhaps you could borrow to make the retainer and then pay back with the capital fund drive.
 - Conduct a Capital Fund Drive in September 2009.
 - Break ground by Easter 2010 (see the construction helps in the appendix).

This is a very fast track recommendation based on the knowledge that the longer an

organization loses momentum the harder it is to get it back. If you are not able to keep to this schedule you may have to add a fourth worship service or shift the present services around where the traditional is only at 8:30 and the later two services are contemporary. I do not like shifting times, but you may have to do that if you can't move fast enough. Remember, time is of the essence based on momentum and the aging of the congregation. **For detailed information for site and construction issues, see the Appendix.**

II. Conduct a capital fund drive beginning September 2009.

- A. This is not the best economy in which to do a capital fund drive but time is of the essence for Main Street.
- B. Based on your budget you can raise some 1.4 million and based on past history you can borrow up to 2 million. In today's climate the amount you can borrow may be lower.
- C. I recommend you hire Horizons Stewardship. They are UMC based and have one of the best track records of any firm in the U.S. Never attempt to do a capital fund drive without an outside consultant. Doing so will always cost you money.
- D. If you are not able to raise enough money to purchase the land and build an all purpose gym, please consider using some of the present endowment for the short term. Remember, every year you wait you run the risk of continuing to lose momentum.
- E. If the banks will not loan you the money due to the economic conditions, there are several sources of bonds: Security, Culbertson, American Church Finance, or the Methodist Foundation.

III. Restructure your pastoral/program and support staff to make satellite ministry possible as well as stop the decline.

The primary paradigm shift today in the area of church staff is the movement from staff doing ministry to staff equipping others to do ministry. Instead of going to work thinking about what one must do, staff goes to work dreaming about who they might meet, transform, and mentor. Instead of trying to get a ministry done or a task performed, staff look for new people to mentor, equip, and send out into ministry.

The rule of thumb for the appropriate number of program staff in a traditional church is the equivalent of one for every one hundred people in worship. Sometimes this ratio is a bit lower if the church is doing satellite ministry or if it does not have a strong small group system. **For more information see, Bill Easum, *The Church Growth Handbook*, Abingdon, also see Resource Section, Easum, Bandy & Associates material, "Role of Sr. Pastor and Staffing a Church"?**

If you have an adequate number of the right staff in the right ministry, you will have all or most of the volunteers you need. Staff members do not replace volunteers. Staff identify, recruit, equip, and deploy laity into ministry. They do not perform ministry on behalf of or for the congregation. They do not serve the congregation. They should not be thought of as the "hired gun." Most program people should be able to pay for themselves within two to three years in additional people they bring in.

More staff is needed today than in the 1950's because the world we live in today is far more complicated. In the 1950's the nuclear family of mom, dad and the kids came to church. Today, there is a vast area of different types of families. In the 1950's, the church had very little competition for the lives of children and youth. Today, the church finds itself competing with a variety of things that pull children and youth away from the church. In the 1950's, the Judeo-Christian value system was reinforced in the home, the schools, and the church. Today, only the church reinforces the Judeo-Christian value system. Drugs and gangs were not widespread in the 1950's. Today, people are more mobile and most often do not have an extended family nearby to help in times of crises. In other words, it is far more difficult today to minister to people and equip them for a life that follows Jesus Christ.

There are five basic positions in a well staffed church that need to be in place at Main Street. Keep in mind that the responsibilities of the following are just examples. Which of these is mission at Main Street? What other people or positions would complete your DNA?

- **Full Time Lead Pastor** - is responsible for casting and guarding the vision, overall responsibility and/or delegation for staffing, ensuring an environment where spiritual leaders arise and are nurtured into leadership.

- **Full Time Worship Leader** - is responsible for planning and leading worship, developing singers and musicians, choirs if you have them, the spiritual development of all of these people, special worship events, anything pertaining to worship
- **Outreach Person** - is responsible for ministries like, Servant Evangelism (www.servantevangelism.com), Alpha (<http://www.alphana.org/>), Membership Training, Decision Booth (places after worship for people to register their faith decisions), Prayer Partners, making sure each group has a mission, Parking Team, Fishing Pools (social events under 100 where people come together, both members and non-members, and where your spiritual leaders and small group people go fishing for potential converts or group members), interpreter of the culture to the staff and especially the way the pastor crafts the message.
- **Lay Mobilizer (in your case you will need a fulltime Children's Director instead of a lay mobilize because of the satellite ministry)** - is responsible for creating the list of six systems mentioned in Lay Mobilizing, Adults, Lay Pastors, Equipping Disciples, Discovering God or Disciple or Bethel, etc. (a program), Emmaus, Spiritual Gifts, Children, Sunday School, Youth. Remember this person DOES NOT DO any of these ministries other than create and insure there are systems in place that move people from no faith to deep faith.
- **Administrator** - is responsible for the following: Stewardship drive, wills, legacies, Finance Committee, all property issues including the Trustees, supervises office and maintenance personnel, use of the facilities. This person should be present on Sunday to take all administrative needs off of people-oriented staff. This person assists and represents the pastors at finance, trustees, day care, and pre-school.

The rule of thumb in a church this size is that staff should be able to function with minimal input from the senior pastor. The primary role the senior pastor should play is that of visionary, not "nuts-and-bolts" leadership. The primary responsibility of staff is to identify, recruit, train, lead, and deploy lay people into ministry. Staff should not be paid to do ministry, they should equip the laity to do ministry.

At present, you are miss-staffed and understaffed in pastoral/program people with the equivalent of four full time people and overstaffed in support people with the equivalent of seven and one half full time people. The key staff issues are:

- You do not have a full time worship leader which is the most important second person on any church team in any size church. **One of the reasons you had to cut back services in the past is because you do not have**

enough people who have the time to develop the future musicians and to work the music crowd in your area. It takes a lot of time to cultivate and disciple good musicians. Moving to a satellite will be light years more difficult than doing four worship services in the same location.

- You have a pastoral visitor instead of the pastor making the initial call.
- Too many part time people since they require as much if not more of the pastors time to equip them than do full time people.
- Some major areas such as children do not have enough staff support to make them effective.
- You will need a campus pastor for the satellite ministry

It is also better to bring people on the staff to accomplish certain new ministries or to strengthen certain ministries than to ask them to fill a position that is very general in nature. For example: it is deadly to hire someone to “run the educational program.” Instead, hire them to develop the adult ministries by starting new classes every three to six months, or to develop small groups that multiply, or to train a cadre of key teachers to train other teachers, or to start an after-school ministry to children, etc.

Another trend is the reduction in the number of secretaries a church needs because of computers and volunteers. It is not uncommon for a church of 1,000 in worship to have only two secretaries, when it has a strong lay driven ministry. One computer literate secretary with a good network system and the ability to delegate to a cadre of trained volunteers can support ten full-time program people. Of course, this is complicated by the senior citizen who wants to drop in the office for an informal chat with the secretary.

The most influential trend in church staffing is the team concept. In this model, there are no job descriptions for each staff person. Instead, there are goals and objectives for each team. The teams are organized around a common mission. Instead of a person to do evangelism and one to do assimilation, there is a team with the mission to win people, a team with the mission to disciple people, and a team with the mission to send people. See *The Comeback Church* by Randy Frazee. The team evaluates itself. I would not be surprised in time to see churches paying teams rather than individuals. The team would then decide who receives what remuneration based on their contribution to the team mission.

An exceptional model for interviewing prospective new staff members is included in the Appendix. See **A Team Concept of Bringing Paid Staff on Board.**

- A. Begin now looking for the equivalent of a full time worship leader. This could be one person or a combination of people. I can't from your list of staff if the two

people you have add up to full time. If they do, then delete this recommendation. If not, then you need to think in terms of who will fill the part time position at the new location.

- B. Begin now looking for the equivalent of a full time Children's Director to oversee the children's ministry at both locations.

Children's ministries are essential today, especially in a new church start. In many growing churches, children constitute one-half or more of the people on Sunday. A children's ministry is often the "front door" to the church.

However, children's ministries are changing. The changing family structures mean that parents take less responsibility for their children and their spiritual development, which is never good. The number of children with emotional and physical special needs is skyrocketing due to fetal drug and alcohol abuse. The church is now in competition with community activities such as sports.

A major change is related to the increasing legal implications of children's ministry in the screening of workers, both paid and volunteer, safety issues, and compliance with local, state, and federal laws. Security and litigation are increasingly important and consuming more time on the part of the children's ministry. Parents are concerned about safety and child friendly environments as well as more Bible.

Education has changed to interactive and participatory learning for children with increasing awareness of the many ways children learn today. Audio and video tapes as well as interactive learning games are important.

- C. Consider reducing the number of support staff by the equivalent of two full time people. I know this will be difficult since the odds are some of these folks are members of the church, but you have far too many people in support category. I would be glad to make some recommendations if you wish.
- D. Do not hire a person to do the visiting of new people. It is far better if the lead pastor makes the initial calls with 48 hours until the church reaches 500 in worship. Then your pastor needs to turn this over to someone else. History has shown that when the pastor makes the initial call in a small to medium size church people are more likely to return. For two case studies see Church of the Resurrection (UMC) in Leawood, Kansas, and Ginhamsburg (UMC) in Tip City, OH. **See How to Grow a Small Church in the Appendix.**
- E. Most effective churches are avoiding bringing an associate pastor on the staff in the early stages of developing a staff. I recommend that churches wait until they have over 450 in worship. In your case since you already have an Associate Pastor perhaps she could be the campus pastor.

F. There is a need for someone to develop small groups. This is something we will need to discuss to see if it needs to become a major recommendation. Churches that continue to rely on Sunday School for their primary discipling are seldom effective in today's world.

IV. Interim steps to regain momentum while waiting the new location

- A. You must provide more parking. There are several ways to accomplish this (Since I haven't seen your site I can only guess as to what might work, but you can put your thinking cap on and come up with some ideas:
- The staff and members of the official body for whom walking is no problem can covenant together to park on the street or at the funeral home or Masonic lodge.
 - Provide ten visitors parking spaces close to the sanctuary and put a sign at your entrance pointing to the spaces.
 - Explore the possibility of parking some of the cars bumper-to-bumper in rows of one hour, two hour, and three hour parking. When people arrive, they are given the choice of parking in the one, two, or three hour parking row. The church could have a rent car available for anyone who has an emergency and has to leave early.
 - If there is a parking lot nearby, you could shuttle your key leaders to and from.
- B. Consider changing the format of the elementary children's Sunday School to one that resembles the Promise Land model where instead of individual classrooms the children are together in one big room for story time, video, and music and break into smaller groups with a facilitator to help the children debrief what they have experienced. The reason I suggest this is because you don't have enough children to divide them into classrooms. When you do the number of children in each room is below the comfort zone for a new child. When a class room drops below eight or nine children it is very unfriendly for a visiting child.
- C. For a variety of reasons I would have only one hour for Sunday School. You do not have enough people for two sessions. I know, you want the children in worship with their families. But most churches are moving away from that and providing a solid worship experience for children during Sunday School as well as during the other two later services (you don't need one at 8:30).
- D. Proceed with caution with you plan to reconfigure your worship time options. If there is no other way to grow in worship until you get the satellite up and running, then go ahead and reconfigure. But I would suggest you have a traditional service at 8:30-9:30, a contemporary service from 10:00-11:00 and 11:15 to 12:15. I would **not** make the 11:15 service shorter and informational.
- E. The choir needs to discontinue taking a vacation in the summer. You are too large a church to continue doing that. Anyone that comes from the South from a church your size expects a choir in the summer. Summer is one of the highest

times of visitors attending church. In addition it says to the children that worship isn't important in the summer.

- F. Beef up your security in the Nursery. Churches are one of the most likely places for non-custodial kidnapping. This need will be even more critical in the satellite.
- G. You would do well to place a few younger and newer members on your Official Board.
- H. Make the cover of the bulletin more contemporary and focused on your mission.
- I. Use your Mission Statement in everything you print.
- J. Improve both your hospitality and your outreach to people who are yet connected to either the church or Jesus so that within a year you have doubled the number of people joining Main Street.

The unchurched need to know they are welcome, expected, and wanted back a second time. You must spend more concentrated time focusing on this basic area of ministry.

The following are suggestions as to how to reach more people.

1. Begin to practice an intentional ministry of "random acts of kindness."

In this model of evangelism, the church designs intentional ways to say to the community that it cares. For example: going to the softball game and giving out free drinks or whatever. When asked why you are doing this you say, "we're just making a practical demonstration of God's love." If they continue to question, you tell them you are from Main Street church. For more information about easy ways to reach out to the community see, Steve Sjogren, *A Conspiracy of Kindness*, Vine Books. They have a web site with many examples: <http://www.servantevangelism.com/matrix/matrix.htm>.

The key is to look for ways to connect with the community. The church has to make the transition from saying: "here we are; now come to us" to "here we are, we'll come to you." The church has to move from a fortress mentality to seeing itself as a launching pad for new ministries. You must become a delivery system to the community. This will always mean redirecting much of the way the congregation and leadership spends its time.

2. Do not concentrate most of your attention on attracting people from other churches or from your denomination. Real growth occurs when churches reach the unchurched. Very few people today look for a particular

denomination to join. Most people shop around until they find a church that meets their needs. The majority of the growth potential is among those 35-45 years old who have mixed marriages or who have no church background.

3. First-time guests (visitors) should be put on the mailing list the first Sunday they sign in or let you know they are present. They should also be visited by the pastor with 24-36 hours. Studies show that friendly, brief calls on first-time visitors within thirty-six hours after they attend will cause 85 percent of them to return the following week. If this home visit is made within seventy-two hours, 60 percent of them return. If it is made more than seven days later, 15 percent return.

The average person today visits several churches before they decide on a church home. This means they may not come back for six weeks. By then, they decide which church to return to by the friendliness and helpfulness of the members. If you wait until they return the second time, you lose 75% of the visitors.

4. Concentrate on building your prospect list. This list can include names from Sunday registration, contacts members encounter in the routine of business, real estate transfers, marriage notices from local newspapers, families who move into homes next door to members, welcome wagons, birth notices, and any church programs attended by visitors. Think of newcomers as "guests" instead of "visitors" and members as "hosts" instead of "greeters."
5. Allow guests in worship to be anonymous if they wish. Do not single them out during worship by asking them to hold up their hand or stand (or having the congregation stand). Also, do not pass the traditional registration pad down the aisle to single out visitors.
6. Establish a gift ministry before where laity deliver a plant, bread, or other gift made or grown by the congregation to first-time families within two hours of their visit. To do this, you will need color-coded registration cards, one for members and one for visitors. Take up the cards during worship, sort them during worship, and have the gift, a map, and the gift card ready to be picked up by volunteers after worship. They can deliver it on their way home. They are requested not to go inside. Most cities have vendors that provide "key" maps, which are 8-1/2" by 11" maps that break the city into small segments. These are the maps that are given to the people delivering the gifts. These are doorstep visits. They can deliver the gift on the way home. Be sure to register attendance on Christmas Eve night.
7. Develop a consistent and workable registration of attendance at every service, including Christmas Eve. The typical registration pad is not the best way to take registration. It does not get most people to register, nor does it

get any confidential information. By the time the pad gets to the end of the row, the rest of the worshipers are doing something else and there is no pressure to sign in. If the pad is passed back to the original position, everyone has the opportunity to see who is on the row. This is not good because many unchurched "boomers" and "busters" want to be anonymous.

Instead, use a confidential response card in the bulletin or on the back of the pew where each person has their own registration card. Everyone registers at the same time. Encourage them to write any prayer requests on the back of the cards and fold them over. Take registration during worship and have the ushers collect the cards right then. Do not do it before the worship service begins. **See Resource Section -- Material from Easum, Bandy & Associates #6.**

Use every event as an opportunity to share an invitation to consider the Christian faith and an opportunity to register the people attending. This applies to everything -- musicals, bazaars, fairs, community dinners (consider offering a door prize at the appropriate events so that you can get the name, address, and phone number). Be sure to follow up within the week on those who sign in.

8. Add \$30,000 to the budget for evangelism. Advertise more.

The worst place to advertise is the church page in the newspaper. If you are going to use the newspaper, then consider the following: 26% are most likely to read the local news, 21% the national and international, 13% sports, 8% entertainment. If you are trying to reach men, the sports page is the most read section.

Do not underestimate the power of the **Yellow Pages**. This is one of the most cost effective ways a congregation can spread the story and tell the community that you are in their midst. Most people born after 1946 look in the Yellow Pages when looking for a church.

9. At every outside door and at every turn of the corridor, have a sign showing the direction to the nursery and the sanctuary.
10. Conduct one or two "**bring-a-friend-Sundays**" each year. **See Resource Section -- Evangelism #2.**
11. Send a book about caring for babies to all new parents in the church. Send a letter to all newborn babies' parents offering help in raising the child. Send a welcome letter to all new residents in your area.
12. Provide new parents in the church with a lawn sign that shows a stork holding

a baby and reads, "THE NEWEST MEMBER OF Main Street."

13. Free up the pastor from so many meetings and give him/her permission to spend 20 hours a week on evangelism.
14. Do not individually acknowledge each new guest in worship.
15. Greeters can either be good or bad for the growth of a church. If all of the greeters are long-term members born before 1946, young adults tend not to return. If all the greeters do is hand out bulletins - they are helpful, but it would be better if the ushers and greeters were part of the worship team. They should be aware that it is their ministry and it does not stop until the service is over. They should monitor things like the temperature of the room, special furniture needs for the various services, the candles, and helping people find their way to or from Sunday school or the parking lot before or after worship, etc. It is also good if the ushers and greeters meet before the service for prayer and perhaps a short Bible lesson. **See Resource Section -- Ushers and Greeters, #2.**

SECTION FIVE

CONCLUSION

The leadership needs to understand that any time a church attempts to do anything significant, or make the necessary adjustments in strategy to meet the demands of a new generation, it will always have a few who strongly oppose such change. To give in to these vocal few results in hurting many unseen people by not providing ways to minister to the needs of the present day. Please understand that some people will get upset with these recommendations. Do your best to bring everyone along in your planning and decision-making, but do not allow such efforts to stop the momentum. The vast majority of the leaders of Main Street will be ready to move positively on all of the amended recommendations by the time they are asked to vote.

SECTION SIX

A WORD OF APPRECIATION

Many members of Main Street gave a great amount of time and energy to make this report a reality. Between 40 and 60 hours went into just collating the material used in preparing the final report, not including the time people spent answering questionnaires.

I look forward to our year together as you seek to find ways to faithfully serve God in the 21st century!

Bill Easum
Co-founder
Easum, Bandy & Tenny-Brittian

Appendix

A Team Concept of Bringing Paid Staff on Board

One of the most crucial responsibilities of a senior pastor in a church with one hundred and fifty or more people in worship is the discovery, recruitment, coaching, and empowerment of a diverse, talented staff who are all following the same goal. As a church grows larger, this responsibility becomes more central and crucial to the role of the senior pastor. Denominational officials seldom communicate this truth to pastors who move through the ranks from small to medium to large churches or who are appointed or called to a larger church. Thus, most pastors waste valuable time trying to figure this one out. Small churches do not prepare either the pastor or the personnel committee to be aware of these responsibilities. This section focuses directly on one aspect of this process, recruitment, and indirectly on empowerment.

Before Bringing Them For the Interview

Before spending the money to bring a person to the church for an interview, do the following. One, the candidates submit a resume of where they have served, along with three references. Two, have the candidates take several personal inventories to see if they have the temperament and gifts that are needed on your team. These inventories do not measure the skills of the person but how this person might use their skills on your team. Many inventories exist to assist you in this process.¹ Three, if the persons who appear to be possible candidates are at a distance, contact them by phone and boil the process down to one to three candidates that you are going to bring to the church for personal interviews.

The On-Site Interview

A great method of on-site interviewing that I have found to work consists of four questions that are asked of the candidates by the Senior Pastor at the beginning of the interview process. The questions are sequential, with each one built on the ones before it. The next question is asked only if the candidate enthusiastically and adequately responds to the previous question. The interview is terminated without wasting any more time of the candidate or the church. It may be that you may ask the candidates to answer these questions before bringing them to your church for interviews. Still, you would go through the following process eye-to-eye. Here then are the questions.

Describe for me your spiritual journey. More important than one's skills or talents, attributes or qualities, is whether or not the person has been on and is on a spiritual journey. You want all of your staff to be spiritual giants. Staff should be about kingdom business, not just looking for a place to use their skills or merely earning a living.

I run into the two following examples most often. The music director or organist who works in a church only because it is a place where they can use their talent. If they were not directing the choir or playing the organ, they would not be in that church or perhaps any other church. The other example is the business manager, financial person, or secretary who works at the church only because it is a place to earn a living. No one should work on a church staff simply to earn a living. What you want are people who passionately yearn to pursue their spiritual journey as well as the journey of others.

Just being able to enthusiastically describe their journey is not enough. The journey must be one that has prepared them for ministry in the 21st century. I would use the following chart to evaluate their journey.²

<i>Ineffective Paid Staff are:</i>	<i>Effective Paid Staff are:</i>
Committed to the church	Committed to Christ
Managing committees	Deploying missions
Holding offices	Doing hands-on ministries
Making decisions	Making disciples
Trained for membership	On a life long quest for quality
	Serving at the church
	Serving in the world
Preoccupied with raising money	Preoccupied with rescuing people
Doing church work	Finding personal fulfillment
Retiring from church work	Pursuing constant personal growth
Surveying internal needs	Sensitized to community
Eager to know everyone	Eager for everyone to know God
Loyal to each other	Drawn to the unchurched
Building faith on information	Building faith on ex. with Christ
Perpetuating a heritage	Visioning a future

If most of their spiritual journey is on the left side of the chart, the interview is over. If most of it is on right side, then continue the interview.

How do you FEEL about our Mission, Vision, and Values Statements (referred to from now on as church culture)? At this stage of the interview, look at the eyes of the candidate. Do they dance and sparkle when the person answers this question? Do they do so in such a way that you are convinced they really resonate with the church culture? Does his/her response convince you that this person would be a great ambassador of your church culture? You are looking for staff who are so in love with your church culture that they are willing to set aside personal agendas and conduct their ministry based on what is best for the church in the long run. Avoid like the plague recruiting anyone whom you suspect is only using this position as an opportunity for advancement to a better church. You are looking for people who are so in love with what they do and with whom they are doing it that they have no desire to leave, even if offered a promotion.

Never, ever give the candidate a job description. You want to recruit people around your church culture, not a job or task to perform. You are asking this person to join you on an adventure. In most churches, you are asking the person to take a journey where perhaps neither of you have gone before and therefore, a map must be drawn as you go.

All a job description does is discourages staff from taking a journey, becoming a team player, being a life-time learner, taking innovative risks, coloring outside the box, and looking for ways to expand their responsibilities. Job descriptions are the prelude to hearing *“That’s not my job.”* Such a statement should never be heard in a team based ministry.

What gifts do you bring that would add value to our church culture? Instead of asking the candidate to do something that the church feels it needs done, let the candidate explain to you how he/she would use their gifts to enhance the church culture. Doing this helps insure that the person understands how his/her particular gifts bring more completeness of the Body.

How would you go about adding this value? Using this approach allows the Holy Spirit to work more freely in your midst. You may be surprised how often this approach leads to effective ministries that would otherwise never be discovered. It might be good at this point to explore if the candidate has any previous experience working in a team based environment or if the candidate has any feelings about working in such an environment. Listen for such responses as, *“I know I’ll need to put together a team because I don’t have all the necessary skills to do the kind of ministry that the culture calls for, but I’m open to learning it;”* or *“To be effective here, I’ll have to develop and empower a team.”* Such responses are what you want to encourage in all leaders of the church.

Those who make it to the end of the interview process are then interviewed by the appropriate staff members. A great method of corporate discernment is to have as many appropriate paid and unpaid staff interview the candidate as possible. I would start the interview at 8:00 a.m. with the Senior Pastor asking the above questions. Then, at thirty minute intervals, have the paid staff individually interview the candidate. They will ask questions based on their role within the team. Give each of them a sheet of paper that asks of them three things: Would you hire them, yes or no? Could you work with this person? What further questions would you like asked of them by the Personnel Committee at the end of the interviews?

At the end of the interview process, the Senior Pastor tallies the interviews and lists the questions. If any one person says they could not work with this person, do not hire the candidate. If two or more vote NO, do not hire this person.

Depending on the size of the church, this process could take all day or two days. At the end of the process, the Senior Pastor would meet again with the candidate. Part

of the purpose of a grueling schedule is to see how the person's stamina is holding out. Do not ever bring anyone on board who has low energy. If the candidate did not pass the interview process, the Senior Pastor would meet with him/her and explain why. The hope here is that the candidate might learn from the experience. If the candidate did pass the interview process, the Senior Pastor would ask the candidate the questions the staff compiled during the interview process.

Finally, the candidate is interviewed by the Personnel Committee. In most church structures, this committee has the final word. This final word is a check and balance of the power of the Senior Pastor. The Senior Pastor meets with the committee prior to the candidate doing so and shares with them the results of the interviews as well as a recommendation about whether or not to hire the candidate. In most well run organizations, if the Personnel Committee disagrees often with the Senior Pastor, the Senior Pastor is out of a job.

No model insures absolute wonderful hiring discernment. This one maximizes the team concept and eliminates most of the mistakes made by most congregations.

For Churches Considering Building

The following outline will prove helpful as you move into your building program.

1. Consultant planning
2. Decision to move forward.....
3. Building and program committee selection....
4. Select and approve architect.....
5. Select and approve fund-raiser.....
6. Preliminary drawings.....
7. Put sign out for passers by.....
8. Completed drawings

Keep in mind the following nine steps to improving your church's appearance: The property needs to say "welcome" to people passing by. It helps to create a point of interest that draws their attention as they pass by; (2) Create well-planned entrances to the property. Entrances should not be bottlenecks. They should facilitate safe and comfortable flow and should not be more than 600 feet from the parking lot; (3) Signs should be legible and perpendicular to the street. Drive by your church and clock how long it takes for you to pass by from the time you read the sign until the time you pass it. The total sign should be easily read in that time period; (4) Develop landscaped parking that provides one space for every two people. Calculate this by figuring out what is the largest number of people on the property at any one given time. Reserve spaces for guests; (5) Provide security so people feel safe. Do not cultivate oversized bushes or hiding places. Good lighting is essential in the parking lot, entryway, and hallways; (6) Develop the site so activity is clearly visible from the street. Playgrounds, parking lots, and major entrances should be visible to those passing by; (7) Maintain the facilities and grounds. Always keep the lawn mowed, shrubs clipped, and sidewalks edged; (8) Put visitor friendly touches all around, such as parking lot greeters, valets (to assist elderly and single parents with parking), and visible welcome centers; (9) Make sure the entrance to the sanctuary is large enough and has plenty of doors (usually 2 doors for every 100 in worship). It is best if the foyer, narthex, or lobby exits to the outside (not to an inside hallway, etc.).

9. Building fund campaign.....
10. Building fund celebration.....
11. Completed bids.....
12. Authorization of construction.....
13. Ground breaking.....

As you begin building, put a sign in front telling the community what you are doing and when it is scheduled to be finished.

14. Community outreach.....

When the facilities are completed, have an opening celebration and invite the community to attend. Send out invitations to all the homes in the area asking

them to join you for this great moment in the life of Main Street. Plan it so that those who do show up are encouraged to give you their name, address and phone number. Follow up on them. You will not have that many, but the ones who do show up will be excellent potential new members or converts.

15. First Sunday celebration.....

Ask the Mayor or community equivalent to attend the celebration and take a small part. Use the entire following year to celebrate this momentous event in the life of the church.

16. Celebration year.....

The following questions will prove helpful as you consider building a new facility:

1. What ministries will occur in this facility?
2. Will the people walk or drive to this facility?
3. What are the accessibility needs of this facility?
 - a. What is the average age of the person using the facility now and 40 years from now?
 - b. Will we include ministries for those with mobility and hearing difficulties?
4. Will the number of people using this facility fluctuate throughout the year?
5. Is the entrance to the facility large enough to encourage people to enter and join in fellowship?
6. Do the hallways encourage conversation?
7. Is the nursery accessible?
 - a. It should be on the same level as the sanctuary and as close as possible.
 - b. Is the area safe from someone entering from a door to the outside of the building?
 - c. Is there a dutch door separating the parents from the children?
 - d. Is there separate space for crib, crawl, and walk?
 - e. Is there 30 sq. ft. per child in each of the areas?
 - f. Are there sinks and changing tables in each room?
 - g. Can the nursery be restricted to nursery use only?
8. The following questions apply to a sanctuary.
 - a. Is the seating based on 22 to 24 inches per person?
 - b. Is there a parking space for every 2 people?
 - c. Can the entrance be seen from the street?
 - d. Is the sanctuary set back from the corner, and does the parking wrap around the sanctuary or at least exist in front of the sanctuary and not just behind it?
 - e. Is the sanctuary capacity twice as large as the educational facility if the

- sanctuary is used three times on Sunday?
- f. Can the sanctuary be used while Sunday school is taking place?
 - g. Do the exits encourage everyone to exit into a large lobby that is also a fellowship area?
 - h. Is there a place in the lobby for a book table or bookstore?
 - i. Will the sanctuary be designed primarily for preaching or for the administration of the sacraments?
 - j. Has the use of visual media been taken into consideration?
 - k. Is there a good sound system and are there enough electrical outlets?
 - l. Is there room on stage for drama and an orchestra?
 - m. What role do we want the choir or choirs to play?
 - n. What will this sanctuary look like when it is half full?
 - o. Can additions be made to this sanctuary in the future without it looking as if it has been altered?
 - p. Is there a registration area in the lobby?
 - q. Have parking spaces for visitors been considered?
 - r. Have parking spaces for single parents been considered?
 - s. Will the people we are targeting prefer pews or padded theater seats?
 - t. Are the pews too long?
9. Is the pastor's office accessible from both inside and outside of the building?
10. The following questions apply to educational facilities:
- a. Is everyone aware that educational facilities never pay for themselves?
 - b. Have we considered two sessions of Sunday school or alternate sights for classes or small groups augmenting Sunday school?
 - c. Are the classrooms designed to be attractive meeting rooms first, and classrooms second?
 - d. Is each room going to be without sound overflow from other rooms?
 - e. Have we considered including audio visuals in the construction?
 - f. Will the first unit include one large room that can be used as a large lecture type class led by the pastor?
 - g. Is the lighting bright and cheerful?
 - h. Do the classrooms vary in size?
11. The following questions apply to the office area:
- a. Is the office a self-contained unit in terms of heating, cooling, security, and restrooms?
 - b. Is the staff space designed for growth?
 - c. Does the staff have its own private conference room?
 - d. Is the area designed for computer networking?
 - e. Is there a large space for office volunteers to work during the week?
 - f. Have you overdone the office area in terms of cost, compared to the amount of money spent on the nursery, parking, or parlor?
 - g. Has some member from the business world looked over the plans for the

- office?
- h. Has "flow" been considered?
12. What will be the first impression of the people passing by?
- a. Is the primary sign readable to those passing by?
 - b. Have we considered using flower beds for color?
 - c. Does a person standing in the parking lot know where to find the sanctuary or a place for information?
13. Have we considered the number of appropriate restrooms and do they include changing areas for infants?
14. Is there a room for choir rehearsal where the choir cannot be heard in the sanctuary?
15. Have energy costs been considered?
16. Has air-conditioning been included so we can be a year-round church?

The following questions will be helpful in choosing a new site for a church:

1. Is there drainage and storm water control?
2. What are the subsoil conditions?
3. Is there access to public utilities?
4. Are we considering enough acres?
5. Are there any governmental restrictions against churches building on this property?
6. Is there good accessibility?
7. Is there good visibility?
8. What are the future city plans for the streets in this area?

The following questions are helpful when choosing an architect:

1. Does this person exhibit creativity in design and process?
2. How flexible is this person? Will he/she work with us to build what we want or what he/she wants?
3. Will this be someone we will want to work with in the future?
4. What is the integrity of earlier projects both structurally and functionally?
5. How accurate has the person been in estimating the actual bids on recent projects?
6. Does this person have access to a computer so you can see three-dimensional pictures of his/her designs?
7. How good is the person in executing the design?
8. Is the person capable of meeting your time deadlines?
9. Will this person be the principle person working on your project, or will a junior

person be responsible?

10. Is this person able to work with other consultants, or is he/she a loner?

11. Does this person have access to good sound architects or consultants?

12. Is there respect and clear communication between this person and the person from the church assigned to supervise this project?

13. What is the fee structure?.

As you begin building, put a sign in front telling the community what you are doing and when it is scheduled to be finished. When the facilities are completed, have an opening celebration that you invite the community to attend. Send out invitations to 20,000 homes in the area asking them to join you for this great moment in the life of Main Street. Plan so that those who do show up are encouraged to give their name, address, and phone number, and then follow up on them. You will not have that many, but the ones that do show up will be excellent potential new members or converts. Ask the Mayor or equivalent to attend the celebration and take a small part. Use the entire following year to celebrate this momentous event in the life of the church.

SAMPLE WORSHIP LEADER JOB DESCRIPTION

Position Objective: To provide pastoral leadership to the worship ministries of (your church)

This should reflect whatever mission or vision statement that you have.

Position Description: The worship pastor will be the “producer” of each worship service and special programs. Although the senior pastor is the “director” in terms of setting the theme and overall direction, the worship pastor will oversee and coordinate all the details that a service encompasses. The worship pastor must be a visionary who is creative in leading people to God. The worship pastor is a leader who can communicate a direction in a way that inspires those around him/her to join in the pursuit of that vision. This position is a pastoral one that therefore requires the individual to serve not solely as a musical or performing arts director but also as a shepherd to the people who serve in this ministry.

You need to build this around this person being able to build a team.

Qualifications:

1. A clear testimony of faith in Jesus Christ and a vital, growing personal relationship with Him.
2. Commitment to moral purity.
3. Commitment to the mission, Vision, and worship philosophy of (your church).
4. Demonstrated excellence as a worship leader, i.e. has grown a music ministry over the past few year?

Abilities:

1. A pastor as well as a musician. This does not mean ordained.
2. A heart for the spiritual formation of those in the congregation and the worship ministry.
3. Relational skills and an enthusiastic presence for leading a large church in worship.
4. Skilled in choral, vocal, and instrumental direction.
5. Skilled in organization, administration, and interpersonal relationships.
6. Skilled in the use of technology in worship and in the use of sound, lighting, computers, Power Point, and video projection.
7. Ability to incorporate other art forms as needed.
8. A self-starter

9. A team player with a positive attitude.

Responsibilities:

1. Maintain an authentic and growing walk with Jesus Christ through the ongoing spiritual disciplines of Bible reading, prayer, personal worship, fasting, confession, and fellowship.
2. Spend time developing relationships with lost people so as to be personally effective in pursuing the Great Commission and helping the church to do the same.
3. Build the necessary teams to carry out the worship areas of (your church).
4. Plan the corporate worship services of (your church) in consultation with the Senior Pastor and do so with prayer, conceptual forethought, theological accuracy, and musical appropriateness. Ensure that all the musical and technical aspects of the service advance the theme for the day. Oversee song and choral selection, media preparation and presentation, sound and lighting enhancements, and coordination of all instrumentalists, vocalists, and dramatists.
5. Serve as lead worshiper in all worship services.
6. Direct all weekly activities and rehearsals necessary to facilitate worship in services.
7. Provide pastoral care for the worship teams and choirs.
8. Develop and oversee a drama team and ministry.
9. Introduce our worship teams and choirs to worship training provided by other ministries, books, and conferences.
10. Plan major seasonal and/or outreach musicals/dramas two to three times per year. Find and plan other ways to use music and drama to reach out to the community evangelistically.
11. Oversee the worship department budget, organization, and volunteers.
12. Build contacts and relationships with local musicians, studios, and clubs for both evangelistic and staffing purposes.
13. Set annual goals for the worship ministry that are in line with our vision and then evaluate how those goals were attained or modified during the year.

How to Grow a Small Church

By Bill Easum copyright 2007

If you're a pastor of a church under 500 in worship, this is a must read article for you.

Pastors and lay people in small churches are always asking me what they can do to grow their church. From their questions it's clear most are looking for some magical formula or program when all the while they have everything they need to grow their church is right under their nose.

So, I'm going to let the cat out of the bag right now. You want to know the most important ingredient for growing a small church? ***It's a pastor who has one-on-one conversations with non-Christians that leads to their conversion to Christ.*** I've been saying this for decades based on my personal experience as well as my observations of pastors who grow small churches. However, now this insight is backed up by a 2005 study of 700 church plants funded by The Lilly Foundation and the Lutheran Brotherhood titled "New Church Development in the 21st Century". The study included churches from seven mainline denominations (You can read about the complete findings in the book *Extraordinary Leaders in Extraordinary Times*, ed. By H. Stanley Wood, and published by Errdmans).

The study compares church plants that grow beyond a small church with those that either failed or succeed and then hit a plateau and didn't grow beyond a small church.

Here is the key finding of the study as far as I'm concerned -**The more focused the pastor is on evangelism the larger the church becomes.**

If you are in a church under 500 in worship the most important thing you can do to grow that church is to practice personal, one-on-one evangelism. In a church this size you can grow the church all by yourself. Just bring in fifty to seventy-five new Christians and/or new members and everything changes. You are the solution, not another program!

Here is an excerpt from the book.

"Larger membership pastors ranked higher in the priority they placed on time for evangelism; they tended to devote a 'great deal of time to evangelism calling.' They were more likely to be participants in the Spirit's regenerative work in a person's making a first-time commitment to Christ as Savior and Lord. In fact, the evangelism practices of the larger-membership developers showed that they led all other new church developers in this

particular kind of evangelism. Larger-membership pastors more frequently assisted in the making of a first-time faith commitment; indeed, many had assisted in such a commitment with twenty or more individuals in the previous six months."

So what's a Person to Do?

Pastor and lay person, if you want to grow a small membership church spend most of your time out among the public meeting people, knocking on doors, doing whatever is necessary to come into contact with people who don't go to church or who aren't Christians. In a church your size growing the church is that simple. Even if worship isn't the best, if you lead someone to Christ they will worship with you no matter what. So here are some tips.

Pastor, personally respond to anyone who visits the church within 24 hours. I used to teach that lay people should make the first visit with newcomers. I was wrong. I knew in my gut I was wrong but everyone seemed to believe it to be true and even backed it up with studies. But it wasn't true in my history. It wasn't true in pastors like Adam Hamilton or Michael Slaughter, or Randy Frazee, or.... I can go on and on with a list of pastors who grew their small church by personal one-on-one evangelism with visitors who showed up at church.

So you can begin, pastor, by making in-person calls on first-time visitors within twenty-four hours after they attend and 85 percent of them will return the following week. If this home visit is made within seventy-two hours, 60 percent of them return. If it is made more than seven days later, 15 percent return. You see, the average person today visits several churches before deciding on a church home. This means they may not come back for six weeks. By then, they decide which church to return to by the friendliness and helpfulness of the members. If you wait until they return the second time, you lose 85% of your visitors.

Next, spend time dreaming up ways for you and your congregation to interact with unchurched people. Start making a list and as the week goes by begin doing anything on the list that feels right. You can find a great list of such possibilities at

http://easumbandy.com/resources/faqs/u/unchurched/ways_to_connect/ .

Make personal evangelism the highest priority on your "to do" list. Set aside time every day to interact with the public. In the early years I spent four nights a week responding to visitors and at least two hours a day going to places where I would find unchurched people. At one of my churches I spent the morning at the local drugstore (most of you are too young to remember soda fountains). At another church I spent my time playing

shuffle board; at another I sheared sheep; at another I spent time in the local watering hole. The key is to find ways to be among people who don't go to church instead of being in your office. I have one pastor friend who road his Harley to Starbucks to do his sermon preparation.

Keep your eyes and ears open for opportunities to share your faith. You never know where you will run into an opportunity to share your faith in a non-threatening way. In order to be able to accomplish this you need to be freed up from as much of the following as possible- visiting shut-ins, hospital visits, and going to more than one or two meetings a month.

Lay person, you have natural networks with unchurched people. Use those networks to spread the Good News!

Remember – the higher the priority you place on evangelism and make personal time for it the larger your small church will grow (once the church grows beyond 500 in worship the pastor's involvement in personal evangelism has much less impact on the growth of the church).

So what are you waiting for? Get out of the office and into the world!

by Bill Easum

In part one of this series on How to Grow A Small Church I said the following: "You want to know the most important ingredient for growing a small church? *It's a pastor who has one-on-one conversations with non-Christians that leads to their conversion to Christ.*" In part two I want to elaborate on these conversations.

When I began my ministry in 1957 (I was 17) I could lead a person to Christ on our initial conversation. I could cold turkey meet someone, talk with them about their relationship with Christ, and lead them to Christ on the spot.

These spiritual conversations were mostly a monologue where I did most of the speaking and they listened. Not only that, most of the conversions I witnessed were immediate and dramatic, much like the conversion of the Apostle Paul.

Boy, has that changed over the years.

In the late 1970's and early 1980's I began to notice more and more people who didn't know enough about Christianity to make a decision regarding Christ. Some of the children in our Sunday School had never even heard a Bible story before attending our church. So my conversations had to start at the beginning and the actual conversion didn't always happen on the spot.

In the late 1980's I began to notice more and more adults were skeptical about any form of personal evangelism and required me to spend more time developing a relationship with them before ever talking about their spiritual condition.

Since I left the local church ministry in 1993 all of these changes have evolved exponentially. Now most conversions require a great deal more time developing relationships before much spiritual conversation. Changes in a person's spiritual condition seem to evolve to the point that it's often hard for a person to say when they became a Christian. It's almost like they look back over a period of time when they incrementally moved from a skeptic to a convert.

These observations are not limited to my experiences. Brian McLaren poked around at these changes in his book *More Ready than You Realize*. Rick Richardson shared similar conclusions in his book *Evangelism Outside the Box*. "The times, they are a chagegin" even when it comes to the most important issue a Christian faces – how does conversion take place.

So, if the primary way to grow a church under 500 in worship is by the pastor personally calling on all the first time visitors, how does one lead someone to Christ these days?

First, we must make evangelism a personal priority not only for us but for our church. This means we must be open and sensitive to the many opportunities that come our way each day. Every one of us, especially laypeople, come in contact with dozens of people every day who either do not go to church or who are non-Christians. Bill Hybels puts it this way in his new book - *Just Walk Across the Room*. All that many of us have to do to begin spiritual conversations is just walk across the room. But we have to make time for these conversations.

The more time you spend in your office the less likely you are to have opportunities to develop the relationships that lead to conversion. I never led a person to Christ in my office or at a church meeting. You have to make it a priority to spend as much time in the non-churched community as you do with those within the church.

In the early years of restarting the church I was at for 24 years, I spent as much as 80% of my time in the community, visiting newcomers to the church and the community, talking with realtors, going to community affairs, speaking at civic groups such as the Lions Club, participating at school functions, etc. For a number of years I spent most late Friday nights at one of the local watering holes.

Second, we must understand that evangelism is an honest dialogue between two friends. For this to happen, trust has to develop between the Christian and the non-Christian. It has been my experience this can take two to four years. And to top that off the actual recognition of the actual conversion might not happen in your presence. It might happen in ones bedroom, or on the golf course, or in a worship experience. But the relational experiences developed over a number of months cause the light to go on in the non-believers heart. The end result began months ago when you screwed up your courage and walked across the room to attempt the beginning of a relationship.

One of the problems you must guard against is spending years developing relationships and never getting around to real issue. Tom Bandy makes a great point about this in one of his posts to our [advanced leadership forum](#) - we must never forget the urgency of our intervention, especially when dealing with someone in danger from their addiction. [Click here for more.](#)

Third, the goal of your conversations is to get into their life story, to get them to share themselves, not sell them the Gospel. So the best conversation is filled with questions, not answers. You must frame questions designed to get them talking about themselves. That way you can find the places where God has been at work in their life. You will find, like Peter, that God has already been at work in their life and you can make that the center of the conversation. Your role is to help them see what God has already accomplished in their life. Randy Newman in his book *Questioning Evangelism* writes, "By asking questions in our evangelism, our conversations can lead to conversions, rather than presentations that lead to preconceptions.

So, here are some example questions but it is best if you come up with your own:

What is your main goal in life?

What will make you feel fulfilled in life?

What is your number one need at the moment?

When you think of God what images come to mind?

What place does faith have in your life?

What brings you the most joy in life?

If you could change one thing about your life what would it be?

Did your parents go to church or talk with you about God?

Often people will respond to your questions by asking for clarification. This response is great because it's a sign that God's at work in their life and it's your opportunity to go deeper into the conversation.

Also, when they show up for a small group or worship, realize this is God at work in their life because of the seeds you have planted. God's calling them and your role is to interpret what is happening. We must never forget that God's always at work in a person's life long before we show up: *The Father is drawing people to himself (John 6:44). The Son is seeking the lost (Luke 19:10). The Holy Spirit is convicting the world (John 16:8).*

Next, keep in mind that not all such conversations have to take place out in the public. Most outward focused churches regularly plan events that entice non-Christians to "taste and see" what Christianity is all about. In these settings it's good to have your spiritual giants trained and ready to enter into conversations with these seekers. By showing up to one of your events they are telling you God's at work in their lives and they are open to spiritual conversations. Even then, soft approaches are always better than the old fashion confrontation models such as the Four Spiritual Laws.

Finally, as your relationship with the non-Christian deepens feel around for whether or not they are ready to hear how God has worked in your life. When the time is ripe share your story of transformation and how it has changed your life. But never preach or leave the impression you have all the answers, or are superior to where they are in life. Just share your joy.

If you're new to relational evangelism you might want to check out the following resources on our website. Just put your mouse on top of each one and it will show you the URL.

[Taste and See events](#)

[Say Yes Booths](#)

[Ways to Connect with the Unchurched](#)

[Why People Don't Invite their Friends](#)

[The Pastor's Role](#)

RESOURCES RECOMMENDED

Easum, Bandy & Tenny-Brittian Material

Our resources are available in print and download (40% off). All normal copyrights are reserved by EBA. You may make as many copies of the workbooks as you like for your church ONLY. Study Guides cannot be printed without a license from EBA. Videos and audios are also available. Please visit our web site to order download of resources.

RESOURCES BY BILL EASUM

1. "The Missing Piece To Spiritual Maturity: Stewardship of Money" - Stewardship based on tithing as the missing piece. Includes models for targeted mailing, pledge cards, posters, and testimonials. Includes teaching material, calendar, retreat outline, and more. 56 pages. \$20.00/\$12.00
2. "Discovering Our Place In God's World" by Bill Easum and Linnea Nilsen Capshaw. This workbook is for helping churches help their flock to determine and use their spiritual gifts. It includes: An Introduction to Spiritual Gifts, Spiritual Gift Definitions, Suggested Retreat Outline Including Worship, A Short Gift Inventory to Use in Worship, and the longer Easum Spiritual Gift Inventory containing 255 questions, Spiritual Abilities Form, Talent and Skill Development, and Consultants Personal Guides. 43 pages. \$15.00/9.00
3. "L.I.F.E. Groups" by Bill Easum and Jeffery Patton. A small group model for churches of any theological persuasion. It works very well in helping a church move from a traditional program based church to a small group based model that multiples. It includes: The Issue Facing Mainline/Established Churches, The Basics of LIFE Groups, Requirements for LIFE Group Leaders, LIFE Groups, Spiritual Gifts, Steps to Transition and Support Material. 106 pages. \$20.00/12.00
4. "Worship For People of the Heart" - This workbook is for churches wanting to reach people born after 1960. It includes: The Changing Face of Worship, The Different Tastes in People Who Grew Up In Church and Those Who Didn't, The Two Things That Matter the Most, Clues to Indigenous Worship, Preaching Issues, The Five Keys of Indigenous Worship, Three Tracks of Worship, The Worship Team, Creating Indigenous Worship, Steps in Starting the New Service, Several Examples of Churches, Planning the Service, The Multi Media Myth, The Flow of Worship, All the Tech's You Need, Drama, Christmas, Twelve Month Worship, Helpful Resources and Books. 48 pages. \$10.00/6.00
5. "Evangelism In Traditional and Non-Traditional Churches" - This workbook is designed for two types of churches, non-traditional and traditional, moving toward less traditional methods. The non-traditional section contains: Evangelism in the 21st Century, A Comparison of the Past and Present, Elements of Relational Evangelism, Successful Disciple Making Models, Effective Programs, Practical Suggestions, Suggested Reading. The Traditional section contains: the FRAN Network, Sample Letters, Nominations Made Simple, Evangelism Suggestions, Property Appearance, Recommended Reading and Resources. 50 pages. \$10.00/6.00
6. "The Role of the Senior (Lead) Pastor and Staffing A Church" - This 56 page workbook has four sections. Section One: The Introduction, explains how the role of a lead pastor is changing due to the death of Modernity. Section Two: The Lead Pastors, details the Role of a Sr. Pastor. Section Three: Staffing Issues, examines the basics of staffing a church. Section Four: Appendices, covers a variety of issues pertaining to leadership and staffing. \$10.00/6.00

7. "The Small Church" - Focuses on how churches under 100 in worship can reach out to include more people. It includes: Basic Decisions, Types of Small Churches, Skills Needed, Obstacles to Growth, The Role of the Pastor, Things To Watch For As The Church Grows, Small Church Morale, Workable Programs, Modeling a Large Church, Staffing the Small Church, Finances, Stuff Just for Methodist, and Recommended Reading. 38 pages. \$10.00/6.00
8. "Strategic Strategies for Change" - This workbook is based on actual strategies used by Bill Easum, both as a pastor and as a consultant, in more than 500 churches. Numerous exercises appear along the way to help churches determine what they need to do. The workbook includes: The Four Assumptions of Transition, Counting the Cost of Transition, Understanding Why Most Attempts Fail, The Three Keys of Transition, The Stages of Organizational Life, Discovering the Leverage Points, A Seven Step Process of Change, The Need for Personal Transformation, Building a Strategic Management System, Is Transformation Really Worth It?, and Recommended Reading. 45 pages. \$10.00/6.00
9. "Disciple Making Leaders" - This workbook is designed to be interactive between the readers and the workbook by including assessment tools along the way. It includes: Laying the Foundation, How Disciple Making Leaders Think, Disciple Making Leaders, The Key Virtues, The Three Keys of Disciple Making Churches, The Steps to Making Disciples, The Role of Paid Staff, Keys to Lay Ministry, Team Based Ministries, Lay Pastors, Recommended Reading and many URL links to other material. 59 pages. \$10.00/6.00
10. "Leadership On the OtherSide Study Guide - Leadership On the OtherSide: Leaders and Participants Guide" - This study guide is designed to be used with Bill Easum's book *Leadership On the OtherSide*, Abingdon 2000. This study guide is to be used for both laity and clergy in church groups who desire to see an increase in the number of leaders in a congregation. It is designed to be used in groups of 15 or less, and has video resources to augment it if desired. Includes CD, power point presentation. \$20.00/\$12.00
11. "CD - Leadership On the OtherSide" - Power point presentation prepared by Bill Easum specifically for this study. The presentation includes the basics the presenter needs to lead the study and can be customized by the leader. Several graphics and "avi" animations are included as well as one flash movie. Kisok movie to be used as people gather for the study. Requires a minimum of 32 megs of ram, PowerPoint 97 or higher only, and some form of viewing, such as LCD projector, television or large computer screen. The flash player will help, but is not necessary. \$7.00
12. "Team Based Ministry" - Congregations trying to decide whether or not to transition to a team-based ministry or are ready to transition to a team-based ministry will find this workbook a helpful road map. 75 pages, \$15.00/9.00
13. "Unfreezing Moves Study Guide" - This 82-page study guide is intended to be used with the book *Unfreezing Moves*, by Bill Easum. It includes a Leaders Guide with print, video and web suggestions. A Participants Guide includes questions and exercises. A video and CD are also available. \$12.00 (Download in Adobe only)
14. "Strategic Mapping" - Strategic Mapping is replacing Strategic Planning. This workbook explains that context and desire destination and a good compass or GPS are the primary tools of Strategic Mapping. Don't picture a road map, but a topographical map of the journey a church is going to take and the map needs to be filled out along the way. \$7.50/5.00
15. *The Church Growth Handbook*, by William M. Easum, Abingdon Press, Nashville. \$15.00/8.40
16. *How to Reach Baby Boomers*, by William M. Easum, Abingdon Press, Nashville. \$14.00

17. *Dancing With Dinosaurs*, by William M. Easum, Abingdon Press, Nashville. \$13.00
18. *Sacred Cows Make Gourmet Burgers*, by William M. Easum, Abingdon Press, Nashville, \$15.00/9.00
19. *Growing Spiritual Redwoods*, by William M. Easum and Thomas G. Bandy, Abingdon Press, Nashville, \$14.00
20. "*The Complete Ministry Audit and Study Guide*" includes the Ministry Audit, worksheets, and a step-by-step guide to help you analyze your church and set a course for the future. A disk is also provided. \$30.00
21. *Leadership On the OtherSide*, by William M. Easum, Abingdon Press, Nashville. \$19.00/11.40
22. *Unfreezing Moves: Following Jesus into The Mission Field*, by William M. Easum, Abingdon Press, Nashville. \$14.00/10.00
23. *Beyond the Box*, by William M. Easum and Dave Travis, Group Publishing. \$15.99/\$10.00
24. *Put On Your Own Oxygen Mask First*, by Bill Easum and Linnea Nilsen Capshaw, Abingdon Press, Nashville. \$15.00/10.00
25. "Transforming Congregations" is a 3-hour video and 36 page workbook containing some of the major parts of Bill Easum's presentation. The quality of the material and video is excellent. \$69.95.
26. "The Permission Giving Church: Sacred Cows Make Gourmet Burgers" is two 2-hour videos and notebook containing tips, ideas, and inside strategies about how to grow a permission-giving church. \$69.95.
27. "Growing Spiritual Redwoods" - This three and one-half hour video is designed for those who are ready to explore the edges of the emerging new world of the 21st century. The key word is "explore." People with a curious and open mind will find the series fascinating. Those with a closed mind may be threatened by its contents. Comes with a 22 page study guide. \$69.95.
28. "Leadership On the OtherSide 2000 Tour" - This powerful four and a half hour video on leadership features presentations from both Bill Easum and Tom Bandy. The material is from Bill's book *Leadership On The OtherSide* and Tom Bandy's books *Christian Chaos* and *Coaching Change*. Bill explores the new type of leadership that is required in the emerging new world. Tom explores the way to organize your church to support the kind of leadership needed in this new world. Workbook included. Sessions were taped on May 16, 2000 at St. Luke's UMC in Indianapolis, Indiana. \$69.00
29. "Leadership" by Bill Easum. video study guide. This video contains edited and rearranged sections of the Leadership On the OtherSide 2000 Tour video and includes just Bill Easum. This video is designed to be used only with the Study Guide. \$25.00

RESOURCES BY TOM BANDY

30. "Vision Discernment" - Biblical visions come in a context of shared community and deep spirituality ...and results in motivated mission toward the world. This resource provides step-by-step guidance to lead your congregation in developing clarity and consensus about the "genetic code" of congregational identity: core values, bedrock beliefs, motivating vision, and key mission. This identity becomes a powerful vehicle of accountability for congregations exploring new possibilities, and a solid foundation for effective long range planning. Fast forward your congregation to engage modern culture with faithful integrity! 72 pages. \$20.00/12.00

31. "Growing Spiritual Redwoods Study Guide" - This resource is designed to be used with the book *Growing Spiritual Redwoods* by Easum and Bandy. 51 pages. \$15.00/9.00
32. *Kicking Habits" Welcome Relief for Addicted Churches, Upgrade Edition*, by Thomas G. Bandy, Abingdon Press. \$20.00/12.00
33. *Moving Off the Map*, by Thomas G. Bandy, Abingdon Press. \$18.00
35. *Christian Chaos*, by Thomas G. Bandy, Abingdon Press. \$17.00
36. *Coaching Change*, by Thomas G. Bandy, Abingdon Press. \$18.00/10.80
35. *Facing Reality: A Tool for Congregational Mission Assessment*, by Thomas G. Bandy, Abingdon Press. \$30.00/18.00
37. *Coming Clean: A Study Guide to Kicking Habits*, by Thomas G. Bandy, Abingdon Press. \$13.00/7.80
38. *Mission Mover: Beyond Education for Church Leadership*, by Thomas G. Bandy, Abingdon Press. \$18.00/10.80
39. *Road Runner: The Body in Motion*, by Thomas G. Bandy, Convergence E-book Abingdon Press. \$10.00
40. *Fragile Hope: Your Church in 2020* by Thomas G. Bandy, Convergence E-book Abingdon Press. \$15.00/10.00
41. *Mission Mover: Beyond Education for Church Leadership*. This video (76 minutes in length) is Tom Bandy's keynote presentation during Convergence 2003 with Linnea Nilsen Capshaw. \$25.00

The above can be purchased through Easum, Bandy & Associates, Inc. Remit funds or Visa/MasterCard/Discover number with order plus \$4.50 in the U.S. (\$5.50 in U.S. dollars for Canadian orders) for shipping and handling. Checks payable to: Easum, Bandy & Associates, Inc., mailing address: PO Box 780, Port Aransas, TX 78373. Phone 361-749-5364. Fax 361-749-5800, email - easum@easumbandy.com, web site - www.easumbandy.com

OTHER RESOURCES

ADMINISTRATION

1. Lyle Schaller, *The Multiple Staff And The Larger Church*, Abingdon Press.
2. For personnel policies and procedures or job descriptions, write Multi-Staff Ministries, 3819 N. 154th Lane, Goodyear, AZ 85338. Phone/Fax 602-935-0747. This information comes in both print and on disk. They are somewhat expensive.
3. Knowledge Point has software programs for staff review, personnel policies, and job descriptions. They run from \$59.00 to \$89.00. 800-851-2917.
4. Owners Representatives can help churches before, during, and after construction phases from site selection, contractor selection, equipment, project review, to system analysis. 703-790-5412.

ADULTS

1. *Strengthening the Adult Sunday School Class*, Dick Murray, Abingdon Press.
2. *Teaching the Bible to Adults and Youth*, Dick Murray, Abingdon.

ASSIMILATION

1. "Every Member In Ministry Involving Laity and Inactives," John Ed Mathison, Nashville: Discipleship Resources.

BIBLE STUDIES

1. Disciple Bible, contact Wini Grizzle, Room 233, P.O. Box 801, Nashville, TN 37202.
2. Bethel Series, P. O. Box 8395, Madison, WI 53708.
3. Kerygma Program, 300 Mt. Lebanon Blvd. Suite 205, Pittsburgh, PA 15234.
4. Trinity Bible Studies, Box 77, El Paso, AR 72045.
5. "Through The Bible In One Year," 6116 East 32nd Street, Tulsa, OK 74135.
6. The Kingdom Agenda: Experiencing God in Your Workplace, by Mike and Debi Rogers (Lifeway). For seminars involving the Kingdom Agenda message, contact Kingdom Agenda Ministries, 2720 Onizuka Court, Palm Harbor, FL 34683.
7. Experiencing God, Henry Blackaby and Claude V. King, Lifeway Press.
8. Alpha is a 15 session, including one weekend, course for introducing non-Christians to Christianity. Each session consists of a meal, one lecture, and small groups. There are 6,000 courses running now in 55 countries. I have heard only good things about this ministry. North America phone is 212-378-0292, 1029 East 50th Street, New York, NY 10022. <http://www.alphana.org>

CHILDREN

1. Logos Program, Inc. 1405 Frey Road, Pittsburgh, PA 15235.

2. Pioneer Clubs, Box 788, Wheaton, IL 60189-0788. Phone (708) 293-1600. Good material for those wanting a conservative approach.

CHURCH PLANTING, Building, Relocating

1. *44 Questions for Church Planters*, Lyle Schaller, Abingdon Press.
2. Malkoff and Associates are project managers. They also help churches deal with the city or state government regarding restrictions, zoning, or anything that stands in the way of building, expanding, or relocating. They are the primary firm that helped Saddleback Church through its 52 moves. 800-MALKOFF (625-5633) or 714-288-6200. 18456 Lincoln Circle, Villa Park, CA 92861. Fax 714-288-6210.
3. The Home Mission Board of the SBC has developed resources for a variety of languages. Call 800-634-2462.
4. Portable Church Industries, started by Kensington Alliance Church sells all the equipment a group needs to start a church in rented facilities, even to the point of the van in which to transport it. Six people and two hours and 800 people can be accommodated. Call 800-939-7722.
5. ChurchSmart has a variety of excellent materials by people who have started new churches. 800-253-4276. ChurchSmart@compuserve.com
6. There are several good profile tests to give potential church planters. DISC, contact Jim Beard at NAMS, 800-441-6267, \$50 each; Role Preference Inventory, self-scoring 800-443-1976, \$5 each; and the popular Meyers-Briggs.
7. Church Planter's Toolkit, Robert Logan and Steve Ogne, CRM Publishing, 800-253-4CRM, \$69.95.
8. How to Implement a Regional Church Planting Vision, Robert Logan, CRM Publishing, 800-253-4CRM, \$79.95.
9. Church Multiplication and Training Center (CMTC). This organization sponsors a Boot Camp for church planters. 3214 Summersworth Run, Ft. Wayne, IN 46804, Phone: 219-434-0090 Fax: 219-459-0597. <http://www.cmtcmultiply.org>
10. Sprung Instant Structures. Offers a revolutionary way to put up quick, good looking buildings in record time with a 25-year guarantee. 800-528-9899, www.sprung.com, sprung@earthlink.net

COMPUTERS

1. "Christian Computing," (magazine) Christian Computing, Inc., P.O. Box 198, 406 Pine Street Center/Suite L-M, Raymore, MO 64083. Phone (816) 331-3881, Fax (816) 331-5510. You can usually get this magazine free of charge.
2. Shelby Systems, 65 Germantown Court, Suite 303, Cordova, TN 38018. Phone (913) 877-0222. This software is designed to handle any size church. It has everything you need. It is expensive and requires extensive training. You will never outgrow it.
3. Desktop Ministry offers a variety of good software products for program use. Their electronic brochure for use in the foyer on Sunday is very good. You can get samples by calling 800-964-5250. Emerald Blvd., Southlake, TX 76092.
4. Wisdom Tree, Inc. has some software games for children to learn the Bible. Phone (800) 772-4253.

5. Bridgestone Multimedia group has software games for children to learn the Bible. Bridgestone Multimedia Group -- 300 N. McKemy Avenue, Chandler, AZ 85226. 800-523-0988
6. Ministry Business Services, Box 1567, Huntington Beach, CA 92647 consult with large churches about their systems and computer needs. Their web page is www.mbsnet.com.
7. Lion Publishing. Children's software. <http://www.lion-publishing.co.uk>

CONFLICT MANAGEMENT

1. *Surviving Difficult Church Members*, Robert Dale, Abingdon Press.
2. *How To Deal Constructively with Clergy/Lay Conflict*, Speed B. Leas, Alban Institute, Washington, D.C. 20016
3. *Antagonists in the Church*, Kenneth Haugk, Abingdon Press.
4. John Savage, L.E.A.D. Consultants, Box 664, Reynoldsburg, OH 43068. Phone (614) 864-0156. <http://www.leadplus.com/introduction.htm>

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2. Copyright Clearance Center www.copyright.com for print

DEMOGRAPHICS

1. For Percept reports, call Stanley Menking at 570-646-0973 or email smenking@epix.net. Cost is \$310.00. Give him the intersection nearest your church.
2. "American Demographics," (800) 828-1133. This is the best in its field.
3. Demographics Workshop Handbook, Stanley J. Menking, 1991, Perkins School of Theology at SMU, Continuing Education Department, SMU, P.O. Box 133, Dallas, TX 75275-0133. Phone (214) 768-2251. \$10.00.
4. Focus Groups: A Guide for Marketing and Advertising Professionals, Jane Templeton, American Demographics, P. O. Box 68, Ithaca, NY 14851. Phone (800) 828-1133
5. Focus Groups: See Stanley Menking, "Demographics Workshop Handbook". Perkins School of Theology, Continuing Education, SMU, P. O. Box 133, Dallas, TX 75275-0133. Phone (214) 768-2251. \$10.00.
6. Focus Groups: See *Church Marketing*, George Barna, Ventura California: Regal Books.

DIRECT MAIL

1. Direct Mail Ministry, Walter Mueller, Nashville, Abingdon.
2. For technical advice on mass mailings, contact Rev. Deral Schrom, South Suburban Christian Church, 7175 South Broadway, Littleton, CO 80122.
3. Breakthrough Media provides graphics for direct mail or for mailing for the Phone Is For You. 804-

829-6426 or www.us.net/btmedia.

4. The Church Ad project is very good for radio ads. 800-331-9391...ask for their latest catalogue.

DISCIPLE MAKING

1. Witnessing Without Fear by Bill Bright, Thomas Nelson, 1993.
2. Becoming a Contagious Christian, Bill Hybels, Zondervan.

DRAMA

1. Willow Creek Community Church has excellent drama sketches. P.O. Box 3188, South Barrington, IL 60011-3188.
2. Puppet Productions, P.O. Box 1066, DeSoto, TX 75123, 800-854-2151.
3. Drama Share has on line dramas. It comes out of Canada <http://www.dramashare.org>
4. Sample drama script can be found on the EBA website at <http://www.easumbandy.com/resources/index>. Drama scripts are also available for purchase under "Other Resources" from the EBA website.

EVANGELISM

1. There are several good, inexpensive sources for new residents: Research Data, Inc., 16950 Dallas Parkway, Dallas, TX 75248; Dataman Information Services, Inc. 1100 Johnson Ferry Rd. Suite. 450, Atlanta, GA 30342; New Resident Data Marketing, Inc. (201) 666-2212. Do not forget to include the county or counties served by your church.
2. *Friend Day* is a worship attendance program that has been used in over 30,000 churches with great results. Church Growth Institute, P.O. Box 7000, Forest, VA 24551, (800) 533-GROW.
3. Biblical Perspectives on Evangelism: Living In A Three Story Universe by Walter Brueggemann, Abingdon Press. The best book in print at the moment on the relationship of evangelism to the Judeo-Christian biblical traditions. It also has a very good word on the relationship of evangelism and social justice.
4. "Workshop on Personal Evangelism", United Methodist Church, (615) 340-7050.
5. *The Phone is For You*, can be ordered from Church Growth Development International, 131 E. Grove Avenue, Orange, CA 92865. 714-279-6570. For help designing the mail outs, see Breakthrough Media below.
6. "Perceptions," by Maxie Dunham, Abingdon Press. This is a series of excellent radio ads.
7. Breakthrough Media has some of the best and widest selection of church media outreach resources. For a sample packet contact Breakthrough Media at 804-829-6426 or visit their website at www.us.net/btmedia.
8. "Contagious Christians" from Willow Creek Community Church.
9. Steve Sjogren, *A Conspiracy of Kindness*, Vine Books.
10. Alpha is a 15 session, including one weekend, course for introducing non-Christians to Christianity.

Each session consists of a meal, one lecture, and small groups. There are 6,000 courses running now in 55 countries. North America phone is 212-378-0292, 102 E. 50th Street, New York, NY 10022. Website is <http://www.alphana.org>

FAMILY MINISTRIES

1. The Stepfamily Association of America. Phone 402-477-7837.
2. *Strengthening Your Stepfamily*, Elizabeth Einstein and Linda Albert, American Guidance Service, \$10.95.
3. National Center for Fathering, 217 Southwind Place, Manhattan, KS 66502, 913-776-4114.

GENERATIONS

1. Strause and Howe, *Generations*. This is a large and expensive book that you can find summarized in Stanley Menking's "Demographics Workshop Handbook."
2. *Jesus for a New Generation*, Kevin Ford, (InterVarsity), 1995.

INACTIVES

1. John Savage, Lead Consultants, Box 664, Reynoldsburg, OH 43068. Phone (614) 864-0156. John is the leading authority on listening skills. <http://www.leadplus.com/introduction.htm>

INTERACTIVE VIDEO

1. A Father and Two Sons, a wonderful interactive look into Luke 15:32. Requires a CD Rom and at least 8 megs of RAM. American Bible Society.

LAY MINISTRIES -- SMALL GROUP MINISTRIES (META)

1. The Ministry/Chemistry Match materials is great for matching people with ministries. Contact Steve Johnson at the Profile Group, 303-745-2097.
2. "Networking," Spiritual Gifts developed around the Willow Creek model. Zondervan. 1-800-727-3480
3. Making Cell Groups Work, M. Scot Boren.
4. Program-based churches wishing to transition to small group-based churches may contact North Star Strategies, 1500 N. Lincoln, Urbana, IL 61801 in care of Jim Egli. Phone (217) 384-3070.
5. Dale Galloway, *20/20 Vision*, Portland: Scott Publishing, 1986.
6. Carl George, *Prepare Your Church for The Future*, New York: Fleming H. Revell Company, 1991.
7. "Small Group Church," 14925 Memorial Drive, Suite 101, Houston, TX 77079.
8. "First Love" video from Ginghamburg United Methodist Church detailing its small group ministry based on the Meta model. (800) 322-5817, (800) 686-HOPE inside Ohio, Media Resources for Ministry, United Theological Seminary, 1810 Harvard Blvd., Dayton, OH 45406.
9. Stephen Ministry is developing a new ministry for small groups that can be used in program-based churches that do not wish to become cell-based churches. Write or call Dr. Kenneth Haugk, Stephen Ministries, 2045 Innerbelt Business Center Dr., St Louis, MO 63114-5765. Phone (314) 428-2600.

10. Team Ministry, Church Growth Institute, Box 4404, Lynchburg, VA 24502. Another form of spiritual gifts that will work with mainline churches. It is not very expensive.
11. Birkman International can help you in the selection of important staff and key laity positions. They are a world-wide management consulting firm that is now interested in helping churches select and train leadership. 3040 Post Oak Blvd., Suite 1425, Houston, TX 77056. (713) 623-2760. www.birkman.com
12. "Every Member In Ministry Involving Laity and Inactives," John Ed Mathison, Nashville: Discipleship Resources.
13. The Equipping Church Guidebook is one of the best resources for lay ministries. Contact Leadership Network - 800-765-5323.
14. "Walking With God Series," an excellent material for small group ministries, from Willow Creek Community Church, P.O. Box 3188, South Barrington, IL 60011-3188. Zondervan Publishing House.
15. Serendipity has an excellent booklet that gives examples of all of the major small group ministry models. Order "Small Group Leaders Training Manual." Box 1012, Littleton, CO 80160. Phone (800) 525-9563.
16. The 2:7 Series from Navigators, P.O. Box 6000, Colorado Springs, CO 80934.
17. *How To Mobilize Church Volunteers*, Marlene Wilson, Abingdon.
18. John Savage, L. E. A. D. Consultants, Inc., is an excellent trainer for lay ministries. Box 664, Reynoldsburg, OH 43068. Phone (614) 864-0156. <http://www.leadplus.com/introduction.htm>
19. See "Cell Church" under Magazine Section.
20. "Building Christian Community Through Small Groups" is training material for small group leaders on cassettes and print material (Fuller Institute) and "Using the Bible in Groups," Roberta Hestenes, Westminster, 1985. This may or may not be available in the future. But the back copies are great.
21. Curriculum and Resources for Small Groups, Judith Hamline. NavPress.
22. Telecare Ministries, Dale Galloway. Contact New Hope Community Church, 11731 S. E. Stevens Rd. Portland, Oregon 97266. 503-659-LOVE.
23. Palmer Becker, *Called To Equip*, Scottsdale, PA, Herald Press, 1993.
24. Equipping Ministries International has a good catalogue of materials. Equipping Ministries International, 4015 Executive Park Drive, Suite 309, Cincinnati, OH 45241. Phone (513) 769-5353.
25. "Nine Facets of Effective Small Group Leaders" (video) with Carl George, Center for the Development of Leadership for Ministry, 231 Indian Creek Road. P.O. Box 5407, Diamond Bar, CA 91765, phone 909-396-6843.
26. "52 Ministry Skills for Small Group Leaders" describes the training of laity by the four district pastors of New Hope Community Church in Portland Oregon (the latest small group ministry in North America). 52 practical lessons accompanied by a one hour tape of an actual training session. \$69.95. Foundation of Hope, 11731 S. E. Stevens Road, Portland, OR 97266. Phone (800) 935-4673.

27. Cell Net is a networking of cell-based congregations by Touch Ministries in Houston, TX. Ralph Neighbor's group. 281-497-7901.
28. There is a cell church BBS on the Internet that can be accessed through America On Line. It is called Cell-Church. Listserv@Bible.ACU.EDU.
29. Dale Galloway provides a variety of small group materials. 52 weekly TLC Classes, Vols. 1,2,3; Ministry Skills for Small Group Leaders, Creating Small Groups for Children; Seven Day A Week Church Kit. Contact New Hope Community Church, 11731 S. E. Stevens Road, Portland, OR 97266 503-659-LOVE.
30. *Serendipity New Testament for Groups* is a great tool for small group leaders. Serendipity House, Littleton, Colorado. Box 1012, Littleton, CO. 80160, 1-800-535-9563.
31. *How To Lead A Small Group Bible Study*, Navigators, P.O. Box 6000, Colorado Springs, CO 80934.
32. "Your Home, A Lighthouse" video series shows how a couple has been doing small groups in their home for 22 years. NavPress.
33. Churches Alive, Box 3800, San Bernardino, CA 92413, 714-886-5364.
34. *Leading Children's Cell Groups*, Lorna Jenkins, Touch Publications, P.O. Box 19888, Houston, TX 77224, 713-497-0904.
35. Life Development Process, by Saddleback's The Encouraging Word, 714-587-9534, The Encouraging Word, Box 6080-388, Mission Viejo, CA 92690.
36. Cell Track, a software package for keeping track of small groups and all that goes with them, 800-735-5865.
37. North Star Quarterly resource service is not a magazine but a packet that includes printed resources and audio cassettes related to transitioning to a cell-based church. \$99.
38. National Association for Christian Recovery. 714-528-6558.
39. Small Group Network on Internet has a wonderful array of resources. <http://smallgroups.com>
40. INJOY 1530, Jamacha Road, Suite D, El Cajon, CA 92019-3757. This is John Maxwell's organization.
41. "Calling and Caring Ministries" (eight audio cassettes, by L.E.A.D. Consultants (John Savage) are remarkable. They will help any lay person be a better listener and minister in whatever area of the church. P.O. Box 664, Reynoldsburg, OH 43068. 614-864-0156. <http://www.leadplus.com/introduction.htm>
42. Alpha, a new member study course that takes people into the basics of faith. It centers on Jesus, not denominationalism. Cook Communications Ministries, 4050 Lee Vance View, Colorado Springs, CO, 80918, 888-949-2574.
43. John Ortberg, Small Groups As Life-Saving Stations, from Defining Moments tapes from Willow Creek Association.
44. Intentional DiscipleMaking, Navigators.

LEADERSHIP TRAINING

1. Leadership Network, P.O. Box 199277, Dallas, TX 75201, (800) 765-5323 or 214-969-5950. This is one of the very best of the very best training organizations specifically for churches. www.leadnet.org
2. Bill Easum's Summit Series held each year in the Fall on the island where he lives. Each group is kept to no more than 12 people per facilitator. Some groups are limited to as few as nine people.
3. International Center for Leadership. In Canada this is the old Fuller Institute, Canadian Ministries. Contact John Baergen.
4. Easum, Bandy & Associates, William Easum, P. O. Box 780, Port Aransas, TX 78373, 361-749-5364. Specializes in ministry innovations, systems, local church consultations, leadership training, futuring, capital fund drives, endowments, small group ministries and contemporary worship. Seminars and catalog.
5. Center for Church Leader Development, Robert Dale, 2828 Emerywood Parkway, PO Box 8568, Richmond, VA 23226. 804-672-2100.
6. Center for Creative Leadership, Box 26300, Greensboro, NC 27438, 910-288-7210. Workshops and publications.
7. Greenleaf Center for Servant Leadership, 921 E. 86th Street, Suite 200, Indianapolis, IN 46240, 317-259-1241. Workshops and publications.
8. L.E.A.D. Consultants, John Savage, P.O. Box 664, Reynoldsburg, OH 43068. 614-864-0156. Specializes in leadership, conflict resolution, and communication skills. Training seminars and catalog. <http://www.leadplus.com/introduction.htm>
9. Leader Development Services, Bill Carter, 2211 Wyndale Road, Johnson City, TN 37604, 615-926-3055. Specializes in multi-staff congregations.
10. Parish Consultant, Lyle E. Schaller, 530 N. Brainerd Street, Naperville, IL 60540. Workshops and publications with Abingdon Press.
11. Pecos River Learning Center, Inc., 7600 Executive Drive, Eden Prairie, MN 55344. One of the most expensive in the nation.
12. Shawchuck and Associates, Norman Shawchuck, RR 1, Box 123, Leith, ND 58529, 701-584-3002. Specializes in leadership, quality management, and conflict management. Seminars and catalog.
13. Quest for Quality, Ezra Earl Jones, General Board of Discipleship, 1908 S. Grand, Nashville, TN 37212, 615-340-7000. Specializing in quality church management workshops and catalog of publications.
14. Christ-centered training for youth ministers, pastors and laity. Tentmakers, 500 Blake Road South, Hopkins, MN 55343. 800-989-TENT; 612-935-3147. www.TentmakersYM.org

MAGAZINES

1. *Net Results* (for church leadership/vitality ideas and methods), contains articles from Bill Easum, Lyle Schaller, Herb Miller, and others. Cokesbury 800-672-1789.
2. "Cell Church," 14925 Memorial Drive, Suite 101, Houston, TX 77079, 281-497-7901.
3. WCA Monthly is from Willow Creek Association. Phone 708-765-0070.

4. Fast Company, a bimonthly publication, one of the best two magazines for leaders.
5. Leader to Leader, a quarterly publication, one of the best two magazines for leaders. It is rather expensive. 888-378-2537, subinfo@jbp.com, www.josseybass.com.

MARKETING

1. *Church Marketing*, George Barna, Ventura California. Regal Books.
2. "Welcome," Andrew Weeks, Alban Institute, 4125 Nebraska Avenue, N. W. Washington, DC 20016, Phone (800) 457-2674. \$15.95.

MEMBERSHIP TRAINING

1. Vital Christianity: A Manual for Teaching the Basics of Christianity, Ginghamburg United Methodist Church, Tipp City, Ohio. 513-667-1069.

MOVIES

1. "Service Builder" (<http://www.willowcreek.org>) As a part of that program, they have a data base of film clips that can be used for worship. It is free and helpful, even though it is somewhat limited.
2. See our FAQ's page for much, much more on www.easumbandy.com under free resources.

MUSIC--Indigenous

1. Hosanna Integrity Music (MUSIC) 800-877-4443, P.O. Box 16813, Mobile, AL 36616.
2. Maranatha! Music (MUSIC) 800-444-4012, 800-245-7664, P.O. Box 31050, Laguna Hills, CA 92654-1050.
3. Saddleback Praises. Phone (800) 458-BSSB.
4. Brentwood Music (SLIDES* see item 10) 800-333-9000, 316 Southgate Ct., Brentwood, TN 37027.
5. Bethel Chapel Box 51, Brentwood, TN 37024.
6. Christian Copyright Licensing, Inc. 6130 NE 78th, Suite C-11, Portland, OR 97218. They provide copyright privileges for thousands of songs. The charge is based on the size of the church. They also have all of the songs on CD arranged by theme.
7. Word Music offers an excellent book on planning worship called, *Songs for Praise and Worship/Worship Planner Edition*. This material is a must for those planning indigenous worship designed around a theme. Phone (800) 933-9673, Ext. 2389, 2784, 2374.
8. J & J Graphics and Designs (SLIDES). 39888 John Drive, Canton, MI 48187. Phone (313) 453-0697, Fax (313) 453-0698.
9. Phil Barfoot Music Company (SLIDES and OVERHEAD TRANSPARENCIES) P.O. Box 4629, Chatsworth, CA 91313.
10. Interlinc sends you every quarter the best in Christian music on CDs or tapes. P.O. Box 680848, Franklin, TN 37068. (615) 790-9080.

11. A new music ministry has emerged for mainline Protestants, and much of it includes inclusive language. Call Wellsprings Unlimited, Inc., 204 Sevens Court, Burnsville, MN 55306. Phone (612) 890-3863. The music is good and is designed by two United Methodist leaders.
12. Pure Word is a new beyond praise band that is excellent. 8700 Emerson South, Bloomington, MN 55420.
13. Song Select gives instant access to the 5,000 most popular songs used by the 80,000 who have license from CCLI (Christian Copyright Licensing, Inc.) \$49. 6130 NE 78th, Suite C-11, Portland, OR 97218.
14. LaMar Boschman Ministries, (800-627-0923), P. O. Box 130, Bedford, TX 76095. Outstanding materials for training worship leaders and praise teams.
15. CHOICE Ministries, P. O. Box 6326, Waco, TX 76706, "Worship As A Lifestyle" audio tape series. CD's and Songbooks/"Grace" and "Strong Tower" (2nd & 3rd projects).
16. WORD MUSIC, INC. (800-933-9673), 7300 Imperial Drive, Waco, TX. 76702. "Songs for Praise and Worship" - the best comprehensive praise and worship hymnal. Worship Planner Edition - Accompanist Edition - Pew Edition - Choral Club - outstanding contemporary literature.
17. Davisongs Music Group (318-448-9300), P. O. Box 8169, Alexandria, LA 71306. Choral Club - great contemporary-gospel literature. Convenient xeroxing policy (pay royalties).
18. J & J Music (800-456-4966) (334-452-2000), P. O. Box 11468, Chickasaw, AL 36671-0468. Choral Music Distributor - unparalleled in quality and service. Hold magnificent choral seminars in January and June.
19. Worship Connection (800-881-8008) (512-795-0853), P. O. Box 201808, Austin, TX 78720.
20. Christian Artists' Music Seminar in the Rockies, (800-755-7464), 425 West 115th Ave., Denver, CO 80234.
21. International Worship Leaders' Institute (800-627-0923), P. O. Box 130, Bedford, TX 76095.
22. Lillenas Publishing Company, Division of the Nazarene Publishing House, P. O. Box 419527, Kansas City, MO 54141.
23. Maranatha! Music (800-245-7664), Worship Leader's Workshop, 30230 Ranch Viejo Rd., San Juan Capistrano, CA 92675.
24. Worship International, Inc. (334-639-0639), P. O. Box 9309, Mobile, AL 36691.
25. Vineyard Music Group (800-852-VINE) (714-777-7733), P. O. Box 68025, Anaheim, CA 92817-8025.
26. Integrity Music, Inc. P. O. Box 851622, Mobile, AL 36685-1622.
27. "Worship Evangelism" by Sally Morgenthaler; Zondervan Publishing House.
28. Fair Oaks Learning Center (Fair Oaks Presbyterian Church) <http://www.fopc.org>
29. The Almost Definitive Contemporary Christian Music Hot Page
<http://www.afn.org/~mrblue/ccm/ccm.html>
30. Christian Music Online <http://www.cmo.com>

NEW RESIDENTS

1. GGC Associates, Inc. 2900 Bristol, Bldg. H, Suites 202-203, Costa Mesa, CA 92626. Phone (800) 444-9521. They can provide both names and sample letters to mail to the different kinds of new residents.

PASTORAL CARE

1. "Care Notes" is aimed at helping those who hurt in mind, in body, or in spirit, offering a blend of information and inspiration, modern psychology and religion. Care Notes covers the gamut of pastoral counseling needs. One Caring Place, Abbey Press, St. Meinrad, IN 47577.

PRAYER

1. Prayer Tract News, Global Harvest Ministries, 215 N. Marengo Avenue, Suite 151, Pasadena, CA 91101. Phone (818) 577-7122.
2. Up Link is an every other month newsletter or prayer from The Community Church of Joy. 16635 N. 51st Avenue, Glendale, AZ 85306. (602) 938-1460.

SINGLES

1. "How to Start a Singles Ministry," by Britton Wood, Broadman Publishing Co. Nashville, TN.
2. *The Baby Boomerang*, by Doug Murren, Regal Books.
3. Single Adult Ministry, Jerry Jones ed. NavPress, 6000 Colorado Springs, CO 80934.
4. J. Kenneth Dodd, "Beyond the Storm of Separation and Divorce," a set of six audio tapes with workbooks and a leader's guide, Bracken Life Resources. Suite 226, 2320 East Matthews, Jonesboro, AR 72401.
5. National Single Adult Ministries Resource Directory, 1991/92, NavPress.

SOCIAL JUSTICE

1. Industrial Areas Foundation is in New York. Phone (210) 222-8562 (San Antonio office) for additional information.
2. The Gamaliel Foundation is a breakaway from the Industrial Areas Foundation. 203 N. Washbash, No. 808, Chicago, IL 60601.
3. Several good software programs can be purchased for under \$100, designed to help people make their voice known in the political world. "Personal Advocate" generates letters and includes a data base of consumer groups, government agencies and officials. From Parsons Technology, (800) 223-6925. "Write Your Congressman," includes excellent up-to-date information on all 535 members of Congress. Software International (800) 365-0606. "Federal Soapbox Software" improves on both of the above and offers totally everything you will ever need to make your voice heard. The program is also updated free every quarter. (800) 989-7627.

STAFFING

1. Birkman International can help you in the selection of staff and key laity to give leadership to

important positions. They are a world-wide management consulting firm that is now interested in helping churches select and train leadership. 3040 Post Oak Blvd., Suite 1425, Houston, Texas 77056, 713-623-2760. <http://www.birkman.com>

2. Willow Creek provides a page in their Willow Creek Association newsletter for churches looking for additional staff. 708-765-0070.
3. Gallup has a great tool for evaluating prospective staff members. Ask for Rosanne Liesveld, 301 S. 68th St. Pl. Lincoln, NE 68510, 402-489-9000.
4. For job placement or search help go here http://easumbandy.com/resources/faqs/j/job_placement/ .

STEWARDSHIP

1. "Consecration Sunday Stewardship" Program is one of the best low cost annual budget programs for small and middle-sized churches. Cokesbury: 800-672-1789.
2. The Horizons Company LLC does capital funds and endowment campaigns. Horizons was formed to work with churches "That See Beyond Where They Are". Horizons deals with vision and helping persons fulfill the vision of where God wants them to go. Horizons works with Easum, Bandy & Associates consultants in strategic planning for the church and are then able to assist in building consultation, capital fund campaigns and endowment programs. <http://www.horizonsstewardship.com>
3. Endowments, see number 2 above.
4. Malcolm MacGregor, Box 82, Gresham, OR 97030 (consultant).
5. "In Joy" Stewardship by John Maxwell stresses tithing and is only for the strongest of churches where accountability and discipleship are part of their tradition. In Joy, Box 1700, Spring Valley, CA 92077.
6. Nehemiah Ministries, 14300 Nicollett Court, Suite 301, Burnsville, MN. Phone 612-435-2700.
7. Budgetshare, Box 460127, Houston, TX 77056. Phone 713-691-0849.
8. (RSI) Resource Services, Inc. 12770 Merit Drive, Suite 900, Dallas, TX 75251. Phone 800-527-6824.
9. The Genesis Group specializes in designing and implementing stewardship solutions for growing churches. They have a unique campaign, "The Adventure of Lifestyle Stewardship," that is providing the strong stewardship education and growth needed by the church of the 2000's. Go to <http://www.thegenesisgrp.com>. 102 North 85 Parkway, Ste. B., Fayetteville, GA 30214-4070. Phone 800-233-0561.

SUMMER MINISTRIES

1. Exploring Summer Ministries: A Guide for Congregations, Minneapolis: Augsburg Fortress. Phone (800) 328-4648.

SUNDAY SCHOOL

1. Rich Kirchoff, "How to Start New Sunday School Classes," 575 Lambuth Blvd., Jackson, TN 38301. Phone (901) 427-8589.
2. "Growing Through The Sunday School," Louise Barger, P.O. Box 851, Valley Forge, PA 19482.

3. Godly Play, a curriculum for elementary children. P.O. Box 563, Ashland KS. Phone (800) 328-4648.
4. Group has excellent hands-on curriculum for preschool through grade 12. 800-537-1030.
5. Michael Mack, The Synergy Church: Integrating Sunday School and Small Groups, Baker, or order at their website at <http://smallgroups.com>.
6. Sidewalk Sunday School, videos and material on how to take the Sunday School into the streets where the kids are. Metro Ministries 714-453-3352.

TEAMS

1. *The Power of Teams* is one of the best videos on how to use teams to design contemporary worship. Order from Ginghamburg UMC in Tipp City, Ohio.

TELEMARKETING

1. "The Phone Is For You," can be ordered from Church Growth Development International, 131 E. Grove Avenue, Orange, CA. 92865. Phone (714) 279-6570. For help designing the mail outs, see Direct Mail, Breakthrough Media.
2. For a wide variety of excellent examples of telephone surveys see *Church Marketing*, George Barna, Ventura California: Regal Books.

USHERS AND GREETERS

1. *A Guide To Church Ushering*, Homer Elford, Cokesbury Service Center. Phone (800) 672-1789.
2. *Greetings! A Guide To Evangelistic Welcoming*, by Thom Albin, the Christian Board of Publication, P.O. Box 179, St. Louis, MO 63166.

WOMEN'S MINISTRIES

1. Lyle Schaller, *44 Ways To Revitalize The Women's Organization*, Abingdon Press.

WORSHIP

1. "Growth Plus Worship Attendance Crusade Guide," Discipleship Resources, Box 189, Nashville, TN 37202, 615-340-7285.
2. *Worship Leader*, Box 40985, Nashville, TN 37204.
3. *House of Worship* (newsletter) 800-245-7664 \$29.95 a year.
4. *Banners* 615-791-0800.
5. *The Church Concert Series Handbook*, Carol Wilson, Coral Ridge Presbyterian Church, 5555 N. Federal Highway, Fort Lauderdale, FL 33308. Phone (305) 491-1104.
6. *Starting A Seeker Sensitive Service*, Ed. Dobson, Zondervan. This is a very creative book.
7. *A Community of Joy*, Timothy Wright, Abingdon. This book is for developing an indigenous service. It even has an appendix with a variety of formats.

8. The Sunday School Board of the Southern Baptist Convention has worship resources for the small church. Order a catalogue by calling (800) 458-2772.
9. Fowler Productions have several LCD machines that throw large images over a long distance. These are far more productive than an overhead or carousel if your worship center is designed so that light does not hit the chancel area. They seem to be extremely honest in their approach. 1-800-729-0163.
10. Drama Sketches Catalog can be ordered through Zondervan Direct Source 800-876-7335.
11. To get copyright for motion pictures (video) Motion Picture Licensing Corporation, 5455 Centinela Avenue, Los Angeles, CA 90066. 800-462-8855. The cost is much the same as a copyright license for music from CCLI. It is also for one year at a time. \$95 a year.
12. Idea Bank (Creative Christian Concepts), bi-monthly from Willow Creek, provides a comprehensive listing of sermon topics indexed to songs, dramas, multi-media sources, and sermons. 800-307-4332. \$75 a year.
13. Thematic Programming Package, from Changing Church (Prince of Peace Lutheran Church), provides you with a weekly theme for all age levels and life stages. It includes bible studies for adults, junior and senior high; children's bulletins, and faith questions for families to talk over and pray about. 800-874-2044.
14. Boxlight Corporation has reliable LCD products as well as fast service. 800-762-5757
15. "The Source," provided by Willow Creek Community Church, has dramas, songs, video clips, messages, and topics/titles, coordinated with themes for messages and services. Phone 708-765-0070. You can find the same material at <http://www.willowcreek.org>. It is easier to use than the book. Just click on the Programming Material section and you will be guided through a search of their dramas, songs, message topics/titles, and videos.
16. Call 21st Century Ministries...800-748-5119...they have a Church Media Kit that includes a wonderful guide to video clips...it is indexed by subject and gives you the frame, etc. to use. At the back of the guide is all the legal stuff and who to contact, etc.
17. Contemporary Worship: A Source Book for Spirited-Traditional, Praise, and Seeker Services. Sixteen different authors fill this book with practical information. It also contains a resource kit for each of the types of worship, including sermon and worship outline. Obtain through Abingdon Press, Nashville, TN, 800-251-3320.
18. The Power of Teams is a video from Ginghamburg UMC on how their team prepares worship. It is one of the best videos on the market.
19. The Internet Movie Database (<http://www.imdb.com>). A free database that has a powerful search tool that has a key word search to help one find just the right movie. However, be aware, it can be time consuming.
20. Harbinger Communications, Inc. A library of original video and multi projector slide presentations designed for use in the church. They are for rent for \$35-\$45 and are relatively short. A catalogue and demo are available at 800-320-7206.
21. Swank Motion Pictures, Inc., (<http://www.swank.com>) 800-876-5577. It will cover almost every other secular title MPLC misses. License is per use, \$40-\$250 each. Videos for churches are usually under \$100 regardless of size.
22. Criterion Pictures USA, Inc. 800-890-9494. Covers what the others do not. Fox, ABC, Kit Parker

Films/Hallmark. Cost same as Swank.

23. Motion Picture Association of America 818-995-6600. Can answer any question that you might have about legal use of video.
24. The Wired Church, by Len Wilson.
25. American Society of Composers, <http://www.ascap.com>, and Broadcast Music, Inc., <http://bmi.com>, for music.
26. Harry Fox Agency <http://www.harryfox.com> for the use of sound combined with other media.
27. Media Image Resource Alliance <http://www.mira.com> for photography rights.
28. www.Worshipmusic.com
29. Worship Evangelism, by Sally Morgenthaler.

YOUTH

1. Search Institute, 700 South Third St., Minneapolis, MN 55415. Phone (800) 888-7828. Write for their catalog. Their quarterly newsletter is called SOURCE and is worth ordering.
2. *Healthy Communities, Healthy Youth*, Search Institute. Phone (800) 888-7828. \$10.00 plus \$1.50 for shipping and handling.
3. "The Troubled Journey: Full Report," Peter L. Benson, Search Institute. Surveys 47,000 6th - 12th graders and suggests strategies for those working with youth.
4. *Working Together With Youth*, Shelby Andress, Search Institute. A practical approach with specific instruments to help youth workers identify and implement programs.
5. Contact Sun Cities Ministries, Willow Creek Community Church, South Barrington, IL.
6. "Youth Leaders Update" is an audio cassette tape series that provides nine tapes a year with listening guides. \$72.00 for the first year. Fuller Institute. This may or may not be available in the future, but the back copies are great.
7. Group has creative material. P.O. Box 202, Mt. Morris, IL 61054.
8. Making Disciples, William Willimon. This is a mentor approach to confirmation. Cokesbury Service Center. Phone (800) 672-1789.
9. "To know, to live, to grow," effective junior and senior high curriculum for confirmation. It is designed by Prince of Peace Lutheran, so you may have to make some adjustments theologically. 800-874-2044.
10. Young Life 407-628-3303.
11. Purpose Driven Youth Ministry, Doug Fields, Zondervan, is the best youth ministry book on the market as of 1999.

Recommended Reading

Each asterisk represents the importance of the book. Four asterisks is the maximum I give a book. Remember, just making the list in the first place separates the book from most on the market. So if it does not have an asterisk, it is still head and shoulders above most other books in my opinion.

Arn, Charles: *How To Start a New Service*. Grand Rapids, Baker Books 1997****

Arn, Charles & Arn, Win: *The Master's Plan for Making Disciples*. Grand Rapid, Baker Books 1998****

Ashkenas, Ron: *The Boundaryless Organization*. San Francisco, Jossey-Bass 1996****

Bandy, Thomas G.:

- Moving Off the Map*. Nashville, Abingdon 1998**
- Christian Chaos*. Nashville, Abingdon 1999****
- Coaching Change*. Nashville, Abingdon 2000***
- Kicking Habits: Welcome Relief for Addicted Churches, Upgrade Edition*. Nashville, Abingdon 2001****
- Coming Clean*. Nashville, Abingdon 2001****
- Facing Reality*. Nashville, Abingdon 2001***

Bardwick, Judith: *Danger in the Comfort Zone*. New York, American Management Assoc. 1991****

Barker, Joel: *Future Edge or Paradigms*. New York, Morrow 1992****

Barna, George:

- Turnaround Churches*. Ventura, CA, Regal Books 1993****
- Church Marketing*. Ventura, CA, Regal Books 1992**
- The Invisible Generation*. Glendale, CA, Barna Rearch Group 1992***

Beaudoin, Tom: *Virtual Faith*. San Francisco, CA, Jossey-Bass Publishers, 1998***

Bennis, Warren & Biederman, Patricia W.: *Organizing Genius*. Reading, MA, Addison-Wesley 1997**

Benveniste, Guy: *The Twenty-First Century Organization*. San Francisco, Jossey-Bass 1994****

Bergquist, William: *The Post Modern Organization*. San Francisco, Jossey-Bass 1993****

Blanchard, Carlos & Randolph: *Empowerment Takes More Than A Minute*. Berrett-Koehler 1996***

Blank, Warren: *The Nine Natural Laws of Leadership*. New York, Amacom, 1995

Block, Peter: *Stewardship*. San Francisco, Berrett Koehler 1993

Borg, Marcus: *Meeting Jesus Again for the First Time*. Grand Rapids, Harper Collins 1994****

Bower, Marvin: *The Will to Lead*. Boston, Harvard Business School 1997***

Bowman, Ray: *When Not to Build*. Grand Rapids, Baker Book House, 1992

Bridges, William: *Job Shift*. New York, Addison-Wesley 1994

Briskin, Alan: *The Stirring of the Soul in the Workplace*. Berrett-Koehler, inc. 1998****

Brueggemann, Walter: *Biblical Perspective on Evangelism*. Nashville, Abingdon 1993***

Buford, Bob: *HalfTime*. Grand Rapids, Harper Collins 1994****

Burns, James: *Leadership*. New York, Harper & Row 1978****

Callahan, Kennon:

- Effective Church Leadership*. San Francisco, Harper & Row 1990****
- Twelve Keys to an Effective Church*. San Francisco, Harper & Row 1983

Chandler, Russell: *Racing Toward 2001*. Grand Rapids, Harper Collins/Zondervan 1992****

Chawla, Sarita & Resesch, John: *Learning Organizations*. Portland, OR, Productivity Press 1995****

Christopher, Clif & Mather, Herb: *Holy Smoke! Whatever Happened to Tithing*. Nashville, Disciples Resources 1999****

Cimino, Richard & Lattin, Don: *Shopping For Faith*. San Francisco, CA, Jossey-Bass 1998*

Clapp, Rodney: *A Peculiar People*. Downers Grove, IL, Intervarsity Press 1996****

Clarke, Andrew., *Serve The Community of the Church*, ed of First-Century Christians in the Graeco-Roman World, Eerdmans**

Collins & Porras: *Built to Last*. New York, HarperBusiness 1997****

Cordeiro, Wayne: *Doing Church As A Team*, New Hope Publishing 1998**

Coupland, Douglas: *Life After God*. New York, Pocket Books 1994***

Crandall, Ron: *Turnaround Strategies for the Small Church*. Nashville, Abingdon 1995****

Davis, Stanley: *Future Perfect*. New York, Addison Wesley 1987****

Dennison, Jack: *City Reaching*. William Carey Library Publishing 1999***

Dobson, Ed: *Starting a Seeker Sensitive Service*. Grand Rapids, Zondervan 1993****

Dunn, William: *The Baby Bust*. New York, American Demographics 1993**

Drucker, Peter:

The Effective Executive, Harper****
The Post-Capitalist Society. New York, Harper Business 1993****

Easum, William:

The Church Growth Handbook. Nashville, Abingdon 1990
How To Reach Baby Boomers. Nashville, Abingdon 1991**
Dancing With Dinosaurs. Nashville, Abingdon 1993****
Sacred Cows Make Gourmet Burgers. Nashville, Abingdon 1995****
The Complete Ministry Audit. Nashville, Abingdon 1996****
Growing Spiritual Redwoods. Nashville, Abingdon 1997****
Leadership On The OtherSide. Nashville, Abingdon 2000****
UnFreezing Moves. Nashville, Abingdon 2001****

Edington, Howard & Schaller, Lyle: *Downtown Church the Heat of the City*. Nashville, Abingdon 1996****

Fields, Doug: *Purpose Driven Youth Ministry*. Grand Rapids, MI, Zondervan 1998****

Ford, Kevin: *Jesus for a New Generation*. Downers Grove, IL, InterVarsity 1995***

Fraze, Randy & Schaller, Lyle: *The Comeback Congregation*. Nashville, Abingdon 1995

Friedman, Edwin:

Generation to Generation. New York, Guilford 1985***
Friedman's Fables. New York, Guilford 1990****

Galloway, Dale: *20/20 Vision*. Portland, Scott Publishing 1986***

George, Carl: *Prepare Your Church for the Future*. New York, Revel 1992***

Greenleaf, Robert: *Servant Leadership*. Paulist Press 1983****

Grenz, Stanley J.: *A Primer of Postmodernism*. Grand Rapids, William B. Eerdmans, 1996****

Guder, Darrell, *The Continuing Conversion of the Church*. Eerdmans, 2000 ****

Hamal, Gary & Prahalad: C. K.: *Competing for the Future*. Boston, Harvard Business School 1994**

Hargrove, Robert: *Masterful Coaching*. San Francisco, Jossey-Bass 1995***

Heifetz, Ronald: *Leadership Without Easy Answers*. Belknap Press**

Henderson, D. Michael: *John Wesley's Class Meetings, A Model for Making Disciples*. Evangel 1997****

Hock, Dee: *The Birth of the Chaordic Age*. San Francisco, Berrett-Koehler 1999****

Hohstadt, Thomas: *Prophetic Compass*, Nashville, Abingdon eBook, 2002****

Hunter, George:

How to Reach Secular People. Nashville, Abingdon 1992***
Church for the Unchurched. Nashville, Abingdon 1996****

Imparato, Nicholas: *Jumping the Curve*. San Francisco, Jossey-Bass 1994****

Jaworski, Joseph: *Synchronicity, The Inner Path of Leadership*. San Francisco, Berrett-Koehler 1997****

Kami, Michael: *Trigger Points*. New York, McGraw Hill 1988

Keck, Leander: *The Church Confident*. Nashville, Abingdon 1993***

Kelly, Gerard: *RetroFuture*. InterVarsity Press, 1999****

Korten, David: *When Corporations Ruled the World*. San Francisco, Berrett-Koehler 1995****

Laboron, Graham: *The Horizontal Revolution*. San Francisco, Jossey-Bass 1994**

Long, Jimmy: *Generating Hope*. Illinois, InterVarsity Press 1997****

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1. The Myers-Briggs inventory is one of the most widely used personal inventories. DISC, contact Jim Beard at NAMS, 800-441-6267, \$50 each; Role Preference Inventory, self scoring 800-443-1976, \$5 each. The most complete inventory is Networking, contact Zondervan. Some congregations may want to use the Easum Inventory because of its' thoroughness, user friendliness and cost. The Birkman Method is one of the most thorough inventories you can administer. The benefits are many, especially the ability to talk with a consultant about the scores. It will tell you how to respond to this person in ways that assure the person has the best opportunity to reach their potential.

2. William Easum and Thomas Bandy, *Growing Spiritual Redwoods* (Nashville: Abingdon, 1997).