



**Report for  
Lancaster: 1st UMC  
By  
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June 2010**

**Revised on July 21, 2010**

## Introduction

This report is prepared specifically for First Lancaster UMC by Bill Easum, founder and Senior Consultant of 21<sup>st</sup> Century Strategies, 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 the leadership of First Lancaster UMC. 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. When an issue can only be addressed by being in person I will ask the pastor 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 because my experience has taught me that churches who wait to respond to the report seldom succeed. 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 First Lancaster UMC.

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 Four and go directly to the recommendations in Section Five.*

## The Purpose of This Consultation

The purpose of this consultation is to assist First Lancaster UMC 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 21<sup>st</sup> century.
2. Reaffirm your clear Mission/Purpose Statement that expresses God's vision for First Lancaster UMC. 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 First Lancaster UMC.
4. Assist the congregation in understanding the demographic and psycho- graphic makeup of the community in which First Lancaster UMC 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 to a systematic, focused, and sustained approach toward accomplishing God's vision for First Lancaster UMC.

## 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 21<sup>st</sup> 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.*"

### 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 Lancaster: 1st UMC be a part of what God is doing? Can 1st UMC 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."? 1st UMC 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 21<sup>st</sup> 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 and culturally relevant.

2. Jesus Christ is Lord.
3. They exist to make disciples.
4. Everyone is considered to be a minister and missionary for Christ.
5. They are a trusting community.

The following information and recommendations are simply to help 1st UMC 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

Lancaster First is faced with all the challenges of the downtown church. In order to be effective in a downtown setting the ministry has to be better than in most churches in order to get people to drive into town. For a downtown church Lancaster First is a healthy church, partly due to a long term pastor who gave stability and continuity to the ministry.

One of the issues facing the church is the replacement of a long term, well loved pastor. You will need to go out of your way to welcome Bill Lentz as well as give him the room to establish his own form of ministry. This may mean you will need to do some things differently than in the past. No two pastors have the same calling and do ministry the same. Just be aware that some things will need to change.

The same is true with the staff the incoming pastor inherits- they need to make whatever adjustments necessary to form a new team. If any are unable, they need to move on.

Another challenge facing First Church is the number of controversies you have had over the past five years. You have had enough of them to suggest there might be a propensity toward conflict when things don't go the way some would like them to go. More on this later.

Another challenge is the aging of the congregation. 50% of your present worshipping congregation was born before 1945. This means that one out of two people present next Sunday morning will not be with you in 18 years. Just to stay even with where you are today you have to replace ½ of your worshipping congregation. You are approaching the time when more staff time will be taken up with funerals than with any other ministry.

Another challenge is the average age of your leadership is over 60 years of age which means the majority of them were born in a different world than they are called to lead in. Unless they have kept up with the enormous changes and understand the way people born after 1984 think and respond to the Gospel, you need much younger leadership.'

Another challenge facing First Church is you have enough people still worshipping that you may fail to my recommendations seriously. I hope you don't do that. Remember, the last ten years you have declined from 662 to 597. But the real issue is not that you are just declining- you have also gotten ten years older and are approaching a time when funerals will occupy the bulk of staff time. You don't want to get to that point so take the recommendations serious.

Keep in mind there are only four things that grow a church:

- You must bring them in the front door. They don't come to you anymore. You must go to them. This means you must focus on the community as much as the

church and you must know your community as well as you know your church. You must get to the point that, like Jesus, you weep over Lancaster and the area. At the moment, you don't have enough first time visitors to sustain any type of numerical growth.

- You must retain them long enough to disciple them. This takes much longer today than in the past because they often come with a blank slate. This is why worship and small groups are so important. At the moment only 2% of your first time visitors are joining. This is a terrible response which suggests something is vitally wrong at First Church.
- You must equip them to use the gifts God has given them. Lay Mobilization is about equipping the congregation for ministry rather than electing people to fill offices and committees. This is where the scouting and coaching skills of the staff become crucial. If they do these well, new leaders emerge who take responsibility for many of the ministries recommended in this report.
- You must send them back out into the world to infect the community with Christ. This is where ministries like Servant Evangelism and Double Day come into play.

First Church is a downtown church. All across North America, inner city churches are growing because they have strong clergy leadership over a long period of time, have a clear vision of a future that is brighter than the past, they develop strong prayer ministries, intentionally reach out into the suburban areas, have dynamic corporate worship, and have an attitude that focuses on the whole Gospel (evangelism, social justice, missions, and congregational care). They also have an intricate method of networking their members and guests, they understand the importance of music, offer people a wide variety of choices, do not depend on their denomination or endowments to survive, and have a steady stream of new members, converts, or confirmands. In addition, they have recovered the role of the Holy Spirit, have developed a downtown mission, defining missions more as pertaining to their area of town than to foreign missions, they develop strong teaching ministries, have shifted from fund-raising to stewardship based on tithing, have shifted from a strong child orientation to a strong adult orientation, and employ the media of television. Which of these will be the vehicle through which First Church reaches the unchurched in its town?

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 Lancaster: First Church 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 yeast in the world, both at home and abroad.

## Section Three

### Considerations in Developing a Strategy

The following items are extracted from the 19 growth principles of the Ministry Audit that was filled out by your leadership prior to my arrival. Each item is considered essential to the strategic plan in Section five.

1. **50% of the worshipping congregation was born before 1945. This is a very serious number of people who will not be with you in 18 years. Just to stay even you have to replace ½ of your present worshipping congregation.**
2. **33% of the area was born after 1984.**
3. They have a Stephen ministry.
4. **There have been multiple controversies the past five years.**
5. There is a Pre-school with 43 children
6. There are 252 children and 105 youth in Sunday school.
7. They do Upward Basketball.
8. They seem to use spiritual gifts effectively.
9. **Membership is growing but so are the funerals.**
10. No single staff person or volunteer concentrates on assimilating new members.
11. **First time guests are not consistently called within 24 hours by a paid staff person.**
12. \$377,000 goes to outside causes.
13. Small groups do not equal one for every ten people in worship.
14. Two pastors preach most Sundays.
15. There are three services of worship 8:15 (151), 10:45 contemporary in celebration center (115), 10:45 (322). The 8:15 is growing, the contemporary is plateaued and the 10:45 is declining
16. **There is no choir at 8:15 service.**
17. The average attendance at worship over the last ten years has decreased by 8%.
18. The choir sings 50 times a year.
19. **There are four Christmas Eve services and none of them are contemporary.**
20. **The present pastor is in the 1st year following a 24 years tenure.**
21. **The outgoing pastor is well liked.**
22. **The program staff, including the pastor, equals the equivalent of 6 paid staff. The music staff is considered support staff and are part time.**
23. **Staff meets twice a month.**
24. **Leadership Team has 20 people which is more than twice too many.**
25. Sunday school declined 4.3% the last ten years.
26. **Like most down town churches there is not enough off-street parking.**
27. There is debt of 4.7M.
28. Four first time families visit each week and only 2% join.
29. No one spends 20 hours a week with the unchurched.
30. The budget is \$1.699M.
31. The average pledge is \$2510.
32. The foundation has 2.2M in it.

33. They did a capital fund drive in 2009-2010.
34. The average person in worship gives \$2000 a year.
35. There is an excellent vision statement: To glorify God through transforming lives, our communities and the world.
36. **The church has a goal of reaching out to more of the surrounding community.**
37. **The average age of the person filling out the Ministry Audit is 60.7. This is way too high.**
38. The average length of membership of the persons filling out the Ministry Audit is 18.8 years.
39. The number of people asked to fill out the congregational questionnaire was 55. 45 returned the questionnaire.

## Section Four

### What Are the Leverage Points to Moving Forward?

Consulting with more than 1,000 churches has taught me that strategic action requires identifying and focusing on the leverage points. A leverage point is 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 discipleship of 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](http://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](http://www.ginhamsburg.org)

The Marks of A Disciple, Price of Peace Lutheran Church and Changing Church. [www.changingchurch.org](http://www.changingchurch.org)

Contagious Christians, Zondervan. 800-727-3480. [www.willowcreek.org](http://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](mailto:info@emmausjourney.org)

Discovery from [www.joyonline.org](http://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.21st Century Strategies.com](http://www.21st Century Strategies.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. **From Discernment**
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.21st Century Strategies.com](http://www.21st Century Strategies.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.21st Century Strategies.com](http://www.21st Century Strategies.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](http://www.ginghamburg.org)
  - j. How To Start A New Service, Charles Arn
  - k. [www.midnightoilproductions.net](http://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. **Apprentice Ministry**
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 Mission 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. The church does 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" is a non-mission, more secular emphasis.
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](http://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 Church’s 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.21st Century Strategies.com](http://www.21st Century Strategies.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) Avoid ever going over 80% 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 was 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.21st Century Strategies.com](http://www.21st Century Strategies.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.21st Century Strategies.com](http://www.21st Century Strategies.com).
  - c. Effective Church Finances, by Kennon Callahan.
  - d. Consecration Sunday, by Herb Miller at [www.Netresults.org](http://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.

## Section Five

### Recommendations for Lancaster: 1st UMC

The following information and recommendations are born out of the nine leverage points and are offered to help Lancaster: 1st UMC 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.

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 Lancaster: 1st UMC 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.

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.

In preparing to interpret and implement this report, Lancaster: 1st UMC 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.

**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. As Einstein reminds us: “*No problem can be solved from the same level of consciousness that created it.*” So, read carefully and test the spirit of the recommendations.**

Based on the above, Bill Easum and 21st Century Strategies, Inc. offer the following observations and recommendations.

I. During the summer and early fall of 2010, lead the church leaders through a study of my book, *Unfreezing Moves: Joining Jesus on The Mission Field* (Nashville: Abingdon Press, 2002).

1. Digest and respond to the parts of The Ministry Audit that were highlighted in Bill Easum’s recommendations.
2. Focus the study around the following basic questions:

Will our church focus ministry primarily on the needs within our congregation or will we focus as much attention on the needs of the unchurched in the community as we do on ourselves?

Are we going to be a church that depends mostly on the pastor for congregational care and evangelistic outreach, or are we going to develop a lay driven ministry that incorporates both pastoral care and evangelistic outreach?

Are we going to be a program-based church that invites people to attend programs led by professional staff, or are we going to be a small group-based church that relies less on program staff and more on the priesthood of the believers and the lay networking of members and friends outside the church?

Will we see the primary mission field to be our backyard or overseas?

Are we going to basically be a Sunday church or are we going to be a seven-day-a-week church and if so, what are the core ministries during the week?

Will all of our ministries be conducted on the church property, or will we develop satellite ministries?

Are we going to also provide worship designed for people born after 1984?

Are we willing to staff the church in order to reach the unchurched or will we remain staffed as we are?

The ability of the church to reach the unchurched depends largely on how you the above questions.

3. Attention should be given to the fact that you have had multiple conflicts in the past five years – so many that it appears that anytime something happens that someone or group doesn't like conflict erupts. Such behavior is deadly when it comes to retaining unchurched people. They need to see people so in love with Jesus that they don't sweat the minor things and they pull together over the big negatives.

The biblical way of combating conflict is for a congregation to fall in love with Jesus all over again. People in whom Christ dwells learn to live in harmony and make decisions that are best for the Kingdom rather than allow petty differences to cloud their judgment. It might help for your leaders to study Paul's way of talking to the conflicted Colossians church. If you do not put past conflicts aside you will not grow.

## **II. During 2010 and 2011, improve the worship options.**

Worship is the most important thing a church does. From a practical side, it is where most of your money comes from. From a spiritual side, it is the primary place where people connect with God. From an outreach side, it is the key place new people decide if they are going to return. So, before spending any more anywhere else, every need of worship needs to be taken care of.

Since I haven't seen your worship all I can do is share a list with you of do's and don'ts.

### **A. Some things you should never do in either type service.**

- Never begin with announcements. Instead, begin the traditional with the best choir anthem of the day and the contemporary with either the best chorus or a set of chorus. Never begin by welcoming people verbally- always open with music or a video.
- Never ask visitors to identify themselves during worship. Instead use some form of registration. They will let you know when they are ready to be known. The best way to run off unchurched people is to ask them to identify themselves in worship.
- Never mention a long list of ill people during a prayer time or allow people from the congregation to mention someone in need of prayer. Just consider how long the list would be that if your church were twice its size.
- Never leave them wondering what to do with the message. Always conclude it with a "what now."
- In the traditional service never use such elements as the "Gloria" or "The Lord's Prayer" without including the actual words. Never expect them to look it up in the book. The congregation will be finished by the time they find the place. Remember, most of the U.S. today has little to no Christian memory anymore.

- Never expect first time guests to put money in the offering plate. Instead ask them to put the prayer or registration card in the plate instead of money since they are your guests.
- In the traditional service, never have a long organ prelude.
- Never mix contemporary and traditional elements unless you began the services that way. All it does is make everyone unfulfilled.

B. Some things you should always do in both services.

- Make sure the service is done with the unchurched in mind.
- Always remember that music is as important as the sermon.
- Avoid dead spots. A dead spot is when nothing happens for 5 seconds or more unless it is planned meditation. One of the most frequent occurrences in the traditional service is waiting for the choir to get ready to sing. In the contemporary service the most frequent occurrence is the time between music pieces.

C. By Advent 2010, move the 8:15 service to 8:30 and put a regular choir in that service that sings 52 Sundays out of the year along with communion and keep the service to 45 minutes and move the other two services and move the two 10:45 services back to the old times of 9:30 and 10:45.

D. Christmas 2010 and beyond, make sure one of the Christmas Eve services honors the type of music and style of the contemporary service.

E. Once you have a full time worship leader move toward a fourth service at 1:00 on Sunday afternoon that rock n roll off site, designed to reach people born after 1985.

Because of Lancaster: 1st location you are a good candidate for becoming a multi-site congregation. Should you choose to go this route, there is material on our website how to accomplish it. You would do well to attempt to accomplish this within the first 12-24 months.

One-third of your ministry area is made up of adults born after 1984. We know several important things about these people: (1) they do not trust institutions and have rejected the institutional church; (2) they are morally adrift, but are wanting help in finding an anchor for themselves and their children; (3) they resist rules, but respond to reason; (4) they have many legitimate questions about faith and Christianity; (5) they want an experience, more than values and beliefs; (6) they are not joiners, but are looking for a place to belong for relationships; (7) they distrust authority, but respond to personal mentoring and role modeling; (8) they are not loyal to denominations, but respond to churches that meet their needs; (9) they are tolerant of others' beliefs, but expect their spiritual leaders to know where they stand and what they believe; (10) they may attend church if a friend invites them, but they often do not stay because the worship is boring; (11) they want anonymity; (12) they

look for quality; (13) they expect "how to" and "so what" sermons; (14) they do not like "holier than thou" sermons.

If you're not sure what that type of service looks like consider the following comparisons.

<b>Traditional</b>	<b>Praise</b>	<b>Sensory</b>
Rational	Emotional	Real
Information	Celebration	Personal Transformation
Knowledge	Discernment	Spiritual Growth
Adult Orientation	Children's Sermon	Adult Orientation
Quiet	Semi-Loud	Extra Loud
Stately	Casual	More Casual
Print	Screen	Computer
Liturgy	Less Liturgy	Food Liturgy
Creeds	Interviews	Testimonies
Organs	Synthesizers	Guitars/Variety
Hymns	Choruses	Secular Songs
Choirs	Ensembles	Bands
Explanation of Mission	Motivation for Mission	All About Mission
Faith Telling	Faith Sharing	Faith Experiencing
Bible Reading	Biblical Drama	This is My Story
Oratory	Sermon Outlines	Strong Content
Directors of Music	Worship Teams	Worship Teams
Liturgists	Drama	Drama
Educational	Experiential	Experiential
Contented Souls	Yearning Persons	Aching Hearts
Offering in Worship	Personal Decision	Life Covenant
Responsive Readings	Spontaneous Prayer	Tweets

- F. Before Easter 2011, at the least, make the contemporary worship leader position the equivalent of full time- either with one person – and at best, also make the Adult Choir person the equivalent of full time. It is rare in a church your size to have part time people in these positions.

It is also rare for a church to consider these positions as support staff. These two people make or break a church your size and if they don't have the time to prepare and present the best music in town most likely the church will not be able to sustain its present size much less break the 1,000 barrier.

**III. During 2011, begin providing enough program staff to be able to equip the people you now have as well as those who will be joining.**

You need to either reconfigure your present staff to fill some new positions or hire a couple of new staff. You have the money to do this if you want to. I saw it in the bank. I

know you are saving it for a rainy day, but folks, if you're not careful, you will begin to see the ark float by real soon. Spend some of your savings to insure your future. Remember, just to stay even you are going to have replace 50% of your present worshipping congregation over the next 18 years so you'd better get started.

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. However, in a downtown church that ratio drops to one for every seventy five people in worship until you have more than 50% of your people in small groups that focus on leadership development and multiplication.

By this standard you are short some two full time people. If you follow the previous recommendation, you will still be one person short. The following list of basic ministry positions that should be staffed in a downtown church will help you see what next staff person you need.

**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.

**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 Pastor/Person** - is responsible for ministries like, Servant Evangelism ([www.servantevangelism.com](http://www.servantevangelism.com)), 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** - is responsible for creating the list of six systems mentioned in Lay Mobilizing, Adults, Lay Pastors, Small Groups, Stephen Ministers, Equipping Disciples, Discovering God or Disciple or Bethel, etc. (a program), Emmaus, Spiritual Gifts, Children, Sunday School, Youth

**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.

We know based on studies that the average person can know and relate to between 75 and 125 people at a time. This is where we get the figure of one full time program staff

person for every 100 in worship people in worship including children who aren't in worship. You have 6 full time program people. Based on those figures there are some 600-800 people every month (that is how many different people come through your worship every month) who no one on your staff knows.

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 shift is from doing to finding.

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.

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.

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.

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. By Easter 2011, hire a person either half or full time to oversee the outreach ministry of First Church including evangelism and social justice or have the Associate Pastor take this position.
- B. By January 2011, hire a full time person to work with children. You have far too many children for a part time person.
- C. A church your size doesn't need anyone to be generalist other than the lead pastor.

**IV. Beginning January 2011, develop a small group system out in the neighborhoods where 60% of your people are in small groups that focus on apprentices, leadership development, multiplication of groups, and sharing life around the Scriptures.**

Thriving downtown churches often ring the town with small groups where the people live. These small groups can become one of the primary ministries of the church along with the outreach to the immediate surrounding area of the church. To do this you will need a person working at least one half time- full time would be better. Do you have the ability to shift some staff into this area?

In such a system, the role of staff is to identify, recruit, equip, resource, and deploy all the laity into ministry. When done correctly, the number of volunteers increases dramatically over the years.

Staff must ask,

NOT "WHAT MUST I DO TODAY?", BUT "WHO WILL I MENTOR TODAY?"  
NOT "WHAT IS MY JOB?", BUT "WHO WILL I DISCOVER?"

NOT “HOW MUCH CAN I DO?”, BUT “HOW MANY OTHERS CAN I EQUIP?”

For more information on small groups, see the resource section of the [nextlevelcoachingnetwork.net](http://nextlevelcoachingnetwork.net) website for a workbook on small groups called LIFE Groups. You could also see my book *Go Big with Small Groups*. You can download it from our site at [www.churchconsultations.com](http://www.churchconsultations.com) or you can get it from Amazon.com or Abingdon.

In most churches the leadership develop is done around small groups. It is simply observing how people serve and giving them larger responsibilities.

I'm constantly asked “What’s the best curriculum for leadership development or Discipleship?” as if either one is something that can be taught and learned in a course. My response is always the same – “You are the curriculum.” And I often get a blank stare because in the West we think of everything as if it were a program that is taught rather than a way of life that is caught. Discipleship is not a program to be taught; it is a trade to be learned by doing it.

When Jesus spoke the word “Disciple” he was referring to a person who was learning a trade from someone he considered a master at the trade. Disciples were apprentices. There was no curriculum or course to take. Jesus just hung out with them. They learned from him by being with him and watching how he did things. They were learning a trade- the trade of following Jesus and being like Jesus.

Jesus + Apprentice = a new trade (Following Jesus)

So a better word for disciple today is apprentice- no baggage here. We all know what an apprentice is. It also helps if leadership development is understood as a relationship of respect and trust between a seasoned leader and an apprentice.

This means that discipleship takes place in the midst of ministry, not a classroom. It takes place as an apprentice watches how the seasoned leader goes about the trade the apprentices wished to do. The leader does; the apprentice watches; and they talk about it. Then the leader does; the apprentice helps; and they talk about it. Then the apprentice does; the leader helps; and they talk about it; Then the apprentice does; the leader watches; and they talk about it. Then the apprentice becomes a leader and begins the process all over again with a new apprentice.

### **Coach, Scout, and Player**

In order to think through the process one has to think in terms of “Coach,” “Scout,” and “Player.” The mistake that most pastors make is they enjoy playing the game so much they never coach and pass the ministry off to another person. They don’t see their role to be a coach and scout. They’re a player who does ministry which makes them too busy to either coach or scout. So twenty years later they are still doing the same ministry and not making any advances in the Kingdom. However, if they lived as a

coach and scout, they would always have an apprentice learning the trade of following Jesus from them and someday scouting and coaching for their own apprentices.

## **Reproduction and Exponential Growth of People and Church Are the Goals**

So, if you want exponential growth, leadership development, and spiritual growth work toward every leader having four to five apprentices. These means the leader can't be burdened going to lots of meetings and overseeing multiply ministries. They key role of a leader is to coach and scout.

## **Leadership Path**

Leadership development has two aspects. On the one hand it is learning how to follow Jesus – that is to be and live more like him. This is the spiritual side of discipleship. On the other hand it is learning how to lead others. This is the practical side of discipleship.

On the practical side a farm system is necessary for apprentices to grow in ministry and reach their potential. The following chart shows one example of a “Leadership Path.”

- GUESTS- do not overlook the fact that fewer people will be joining organizations in the future and that one of the best ways to disciple/apprentice a person is to involve them in a ministry. New Hope Christian Fellowship in Honolulu is one of the best at this.
- Apprentices in training – this includes potentially everyone in the congregation.
- Leaders of Committees. Almost anyone can lead a committee. All you have to do is call it to order, keep your mouth shut, and close it.
- Leaders of short term ministries like S.S. or VBS. At this point people need to become scouts, looking for potential new leaders, but they are seldom coaches.
- Leaders of major, on-going ministries like a small group system. It is not uncommon from here on for leaders to become scouts and coaches.
- Leaders of Systems such as Lay Mobilization
- Leaders of leaders – usually staff
- Leader of leaders – lead pastor.

One of the most effective apprentice model is Wayne Cordeiro's Fractal model in which every leader has four apprentices and their spouses and is responsible for their growth as well as their total spiritual well being. You can search our website for “Fractal” to see it in more detail or you can find it described in my book *Unfreezing Moves* or in Cordeiro's book *Doing Ministry as a Team*.

## **A Relationship of Mutual Respect and Trust**

In mainline churches the practice of nominating people on an annual basis to some committee or task actually gets in the way of leadership development, apprenticeship and discipleship. The primary reason is that nominations are not based on trust

between individuals as much as who the church can talk into taking the job. Often the person agreeing to do the job can't wait until the job is over.

Instead, the apprentice model rests on two people forming a bond of mutual respect and trust and together working out the details of that relationship. Instead of “dialing for people” and twisting arms, which happens so often in the nomination process, the apprentice of discipleship model revolves around a Jesus-like approach of inviting people into a relationship of trust. In that relationship people learn by watching, doing, and debriefing. Because of the respect and trust between the apprentice and the coach the apprentice is willing to open up and be vulnerable to the mentor.

### **Committees are Deadly**

Committees hamper apprenticeship. No one is ever mentored or grown in a committee. In fact just the opposite occurs- people are bored to tears and mostly do it out of duty. So do the following:

- Drop as many committees as you possibly can. You'd be surprised at how little most of the people in your church care whether or not you have committees.
- Don't prop up any failing committees or those from whom no one wants to lead

### **Teams are Better than Committees**

Committees are always put together by a leader and are never nominated. The leader may be nominated, but not the team. The individuals on the team join the team because they like the leader and the project. They know before committing what they are getting into.

Take a look at the difference in teams and committees.

<b>Committees</b>	<b>Teams</b>
Committee Elected	Individually Called
Committee Nominated	Leader Invites
Standing Group	Has an Ending
Maybe a Mission	Clear Mission
Someone Controls	Autonomous
Need Permission	Act On Their Own
Not Responsible For Action	Responsible for Action
Not Connected	Connected

It doesn't take rocket science to see the difference.

### **A Pipeline is Constantly Being Filled**

Because every leader is scouting for potential leaders there is a constant stream of apprentices in the pipeline to leadership. The coach of a major ball team doesn't wait until the star player breaks his leg. Instead the coach always has scouts out looking for potential players. No matter how good the players are on his team there are always people in wings just in case.

Another way to look at leadership development and discipleship is to think about the different farm systems in sports. Every major pro sport team has a "not so pro" league from which they can select new talent for their team. In the same way a reproducing church always has more people than it needs in the pipeline learning how to follow Jesus and to serve in some capacity. (Those who follow Jesus always serve in some capacity if they are physically and mentally able).

How do you insure you have a "not so pro" league from which to find apprentices and your future leaders?

A. Between now and January 2011, either reconfigure your present staff to fill this position or hire another person.

#### **V. Give thought to your parking issue.**

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.

Each parking space at Lancaster 1st UMC is worth slightly more than \$5,000 a year in additional income. Every person gives an average of \$2510 a year and comes to church 2.2 people per car.

A. Put a parking team together with two way communication who roam the block to help people find a parking space.

B. Put a team together to research any possible way to secure parking around the church.

C. Encourage the staff, members of the official body, and choir and praise members who are healthy enough, to park away from the church. Leaders today need to be seen as servants. The staff should lead the way.

#### **VI. From now on develop an outreach ministry to the immediate area as well as the city of Lancaster that results in a changed community as well as 15 first time visitors a week with 50% of them joining.**

Lancaster: 1<sup>st</sup> UMC will do well to free up your pastor to grow the church rather than managing what is. You are fortunate to have a pastor who has a heart for the unchurched as well as the church. Let him loose to make a difference in Lancaster and

the surrounding townships.

The unchurched need to know they are welcome, expected, and wanted back a second time and First Church must make a difference in the city of Lancaster.

When I first started ministry, the major mission field was foreign. Today, our backyard is our mission field. The rest of the world considers the U.S. the third largest mission field in the world. So most of your mission dollars should go into reaching your backyard.

A. 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 First Lancaster UMC 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.

Another way to show you care is to develop a relationship with Alcoholics Anonymous. Let them use your building, provide them free childcare during the meetings, and encourage your pastor to be available when needed.

Another way to show you care is by developing 12-step groups for abusive relationships and/or divorce recovery. These can be led by members of your church who have been through such programs or who are trained in such programs, or you can bring in someone from the outside. User fees are not uncommon for such groups.

**For more information about easy ways to reach out to the community see, Steve Sjogren, *A Conspiracy of Kindness*, Vine Books.**

B. In 2010 do two Double Day campaigns and two in 2011 and beyond. The goal of this campaign is to double the number of first time GUESTS. You can find the campaign in the [www.nextlevelcoachingnetwork.net](http://www.nextlevelcoachingnetwork.net) website.

C. 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.

- D. First-time GUESTS should be put on the mailing list the first Sunday they sign in or let you know they are present. They should also be called by the pastors or staff with 24-36 hours. Studies show that friendly, brief calls on first-time GUESTS within thirty-six hours after they attend will cause 85 percent of them to return the following week. If this call is made within seventy-two hours, 60 percent of them return. If it is made more than seven days later, 15 percent return. **THINK ABOUT SUNDAY AFTERNOON VISITING TEAMS TO FIRST TIME GUESTS.**

The average person today visits several churches before they decide on a church. 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 GUESTS.

- E. In the first few months of a new pastor it is always good to have a desert get acquainted with people who have been inactive in the previous pastor's tenure.
- F. Staff should personally contact all first time GUESTS on the phone and see if a home visit is possible. Never let the first contact be a letter. You must get your retention rate up. So see the second part of the Double Day campaign for help here. Every first time GUEST who signs in should be contacted three to four times over the first two weeks including phone, letter, and follow up by the appropriate staff such as children or youth.
- G. If you don't have one, establish a gift ministry before September 2010 where laity deliver a plant, bread, or other gift made or grown by the congregation to first-time GUESTS within two hours of their visit. See the Double Day campaign for ideas of what to include in this gift package. 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.
- H. On Sunday put out ten first time GUESTS signs for parking spaces. This can be A-frame type signs or permanent signs.
- I. Add \$50,000 to the budget for local outreach.

- J. Welcome your GUESTS in a prominent position in your bulletin, but do not single out GUESTS in worship. Design your bulletin so it is directed at first-time GUESTS rather than the members who already know their way around. The bulletin should offer a wide range of information to help first-time GUESTS get to know the church. **See Resource Section -- Material from 21st Century Strategies #6.**
- K. 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.
- L. Valet service can be helpful in congregations that have large numbers of widows and single parents with children, especially where there is no off-street parking.
- M. Provide 8-12 minute videotapes of the ministry of Lancaster: 1st UMC to be given to new young adults visiting the church. Then, return to pick up the tape and talk with them about the church.
- N. You can improve your bulletin using the following tips: (1) keep it simple and avoid clutter; (2) limit yourself to two fonts, one for headlines and one for the body. Avoid fonts that are hard to read, even if you like them; (3) avoid using all caps. Using all capital letters to emphasize a point is like yelling. No one likes to be yelled at; (4) drastically limit the use of clip art and fancy borders; (5) keep column widths between two and four inches. Anything narrower or wider is difficult to read; (6) keep regular sections in the same place, especially where you welcome guests. Do not make readers hunt for what they need; (7) keep a file of well designed bulletins to stimulate your ideas.

**VII. January 2011, reduce the Church Council to 12 or less for the purpose consistency, team building, and management of ministry.**

I would suggest you follow the suggestions shared by Osborne in Sticky Teams.

**VIII. Some suggestions for your finances.**

- A. Establish a cash income flow chart for the past three years. Determine the average percentage of income for each month of the year over the past three years. This will allow you to compare this month to the average of the same month for the last three years. This way, you know after the first quarter of the year how you are going to be at the end of the year if you do nothing new. Using this method, you can compare

your quarterly income to the normal giving patterns instead of comparing the income to 12 equal monthly streams of income. Money never comes into a church in 12 equal amounts. If you use a monthly percentage based on past experiences, you can determine ahead of time how much can be spent each quarter. This way, you can avoid over and under spending of the income. If at the end of the first quarter you should have received 19.8% of your income and you have received 18.9%, you know you are 1% short for the first quarter and probably the same will hold true for the rest of the year, making you a total of 4% short for the year. The same is true if you are 1% over at the end of the first quarter. It is not good to have money left over at the end of the year if vital ministries were curtailed out of fear of not having enough income. More money will usually come in during the month of December than any other month. You should plan for it.

- B. Become more aggressive with your endowment ministry in which people are encouraged to give to a variety of long-term options such as: (1) giving without any instruction as to how the money can be used; (2) giving with only the interest to be used, designated or undesignated; (3) giving with both the principal and interest to be used; (4) giving where the money can be used only for building or maintenance; (5) giving where the money can be used only to establish or sustain a ministry or staff person.

Talk with the development officer at your local college.

Use the endowment to thrive instead of survive. Use it in a way that secures the future of the church's ministry. It is not a matter of whether it is used for capital improvements or whether it is used for programs. It should be used so it does not become a crutch. Place the endowment ministry under stewardship instead of trustees, so that it will be understood that the money is for a variety of ministries.

Develop a brochure describing the various areas in which people can donate money. Send it to every member of the church and make it available.

You may want to use some of the endowment money to fund the staff that you need at the moment. Do this only if the staff that you will add will reach more people and will make it easier to fund future ministries. Do not fund a staff person for more than 24 months. By the end of 24 months, they should pay for themselves.

- C. Consider allowing the pastor to start the **Five Percent Club**. Invite a group of 20 dedicated members who are willing to give 5% of the cost of a special project twice a year. They will receive an explanation of the need and vote on it. If at least 13 approve the project, all 20 are expected to contribute an equal share of the cost, not to exceed \$250 per person per proposal (no more than two proposals a year). The maximum gift in a year would be \$500. These people should be invited by letter.

In addition, invite members to be **Angels**. These are individuals who are willing to be approached individually once a year about a special need. Each angel would

determine in advance the maximum amount of the gift. It may be as little as \$1,000 or as much as \$100,000. After hearing the proposal, the donor may decide whether or not to contribute and how much. These people should be invited by the same letter as the Five Percent Club.

## **Section Six**

### **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 First Lancaster UMC will be ready to move positively on all of the amended recommendations by the time they are asked to vote.

### **A Word of Appreciation**

Many members of First Lancaster UMC 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. The ball is now in your court. You must soon determine what to do with this final report. May God richly bless you as you seek to find ways to faithfully serve God in the 21st century!

Bill Easum  
President  
21st Century Strategies

## 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.<sup>1</sup> 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 21<sup>st</sup> century. I would use the following chart to evaluate their journey.<sup>2</sup>

*Ineffective Paid Staff are:*

- Committed to the church
- Managing committees
- Holding offices
- Making decisions
- Trained for membership
  
- Preoccupied with raising money
- Doing church work
- Retiring from church work
- Surveying internal needs
- Eager to know everyone
- Loyal to each other
- Building faith on information
- Perpetuating a heritage

*Effective Paid Staff are:*

- Committed to Christ
- Deploying missions
- Doing hands-on ministries
- Making disciples
- On a life long quest for quality
- Serving at the church
- Serving in the world
- Preoccupied with rescuing people
- Finding personal fulfillment
- Pursuing constant personal growth
- Sensitized to community
- Eager for everyone to know God
- Drawn to the unchurched
- Building faith on ex. with Christ
- 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.

## **WORSHIP PASTOR 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.

# Recommended Resources

## 21st Century Strategies Material

**Our resources are available in download (40% off the print price).** All normal copyrights are reserved by 21ST CENTURY STRATEGIES, INC.. You may make as many copies of the workbooks as you like for your church ONLY. Study Guides cannot be reprinted without a license from 21ST CENTURY STRATEGIES, INC. 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. \$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. \$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. \$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. \$16.00
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 21<sup>st</sup> 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. \$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. \$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. \$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. \$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. \$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. \$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, \$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. \$12.00
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. \$5.00
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. \$16.00
21. *Leadership On the OtherSide*, by William M. Easum, Abingdon Press, Nashville. \$11.40
22. *Unfreezing Moves: Following Jesus into The Mission Field*, by William M. Easum, Abingdon Press, Nashville. \$10.00
23. *Beyond the Box*, by William M. Easum and Dave Travis, Group Publishing. \$10.00

24. *Put On Your Own Oxygen Mask First*, by Bill Easum and Linnea Nilsen Capshaw, Abingdon Press, Nashville. \$10.00

The above can be purchased through 21st Century Strategies, Inc. by download only. Remit funds or Visa/MasterCard/Discover number. Checks payable to: 21st Century Strategies, Inc. Mailing address: 554 Bayside Drive, Port Aransas, TX 78373. Phone 573-234-4374. Fax 361-749-5303, email – [Easum@aol.com](mailto:Easum@aol.com), web site - [www.21st Century Strategies.com](http://www.21st Century Strategies.com)

## **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. 154<sup>th</sup> 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. L21st Century Strategies, Inc.non 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 50<sup>th</sup> 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 Saddl21st Century Strategies, Inc.ck 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](mailto: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](http://www.sprung.com), [sprung@earthlink.net](mailto: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. McKerny 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](http://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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1. United Media [www.unitedmedia.com](http://www.unitedmedia.com) for cartoons
2. Copyright Clearance Center [www.copyright.com](http://www.copyright.com) for print

### **DEMOGRAPHICS**

1. For Percept reports, call Stanley Menking at 570-646-0973 or email [smenking@epix.net](mailto: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](http://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>

### **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](http://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. 50<sup>th</sup> 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](http://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 Saddl21st Century Strategies, Inc.ck'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](http://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. 21st Century Strategies, 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](http://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](mailto:subinfo@jbp.com), [www.josseybass.com](http://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.21st Century Strategies.com](http://www.21stCenturyStrategies.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. Saddl21st Century Strategies, Inc.ck 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" (2<sup>nd</sup> & 3<sup>rd</sup> 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 115<sup>th</sup> 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 64141.
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. You can search our site for job placement groups.

## **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 21st Century Strategies 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 carousal 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 21<sup>st</sup> 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](http://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.



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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).