



# **21st Century Strategies, Inc.**

**Report  
For  
St. James UMC  
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**Bill Easum**  
**[www.churchconsultations.com](http://www.churchconsultations.com)**  
**[www.BillEasum.com](http://www.BillEasum.com)**  
**[easum@aol.com](mailto:easum@aol.com)**

## Introduction

This report is prepared specifically for St. James by Bill Easum, founder and Senior Consultant of 21st Century Strategies, Inc., Inc. The report process began months ago when your leadership filled out a questionnaire containing over 250 items. The Ministry Audit was completed by the leadership and the answers were analyzed before I arrived at St. James.

The final touch was added to the data when we met in May 2009, for five days of interaction and evaluation. During this time, I met with various committees, key lay people, and staff to analyze your abilities and willingness to re-organize and revision to accomplish God's purpose for your church. In the evenings, I shared the unfolding information with key leaders. Through our time together, I reviewed and fine-tuned the recommendations that are presented in Section Four of this report.

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

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

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

## **The Purpose of This Consultation**

The purpose of this consultation is to assist St. James 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. Develop a clearer Mission/Purpose Statement that expresses God's vision for St. James. 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 St. James.
4. Assist the congregation in understanding the demographic and psycho- graphic makeup of the community in which St. James 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 them to a systematic, focused, and sustained approach toward accomplishing God's vision for St. James.

## 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 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.

In a real sense we have moved from a world of probabilities to a wildcard world. It used to be you could predict with some certainty what might occur in the future. In other words the probabilities outweighed the wildcards. Today the wildcards outweigh the probabilities. This change means the churches that do well in the future will be those who listen to their intuition and can make decision fast.

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.*" These churches are causing a fresh wind to blow across the land, showing the way through the modern wilderness.

#### **Principles of Today's Disciple Making Church**

1. People who are not disciples of Jesus Christ are missing the primary reason they were created.

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

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

1. They are as familiar with the unchurched population around them as they are their own members.
2. They strategically target the unchurched.
3. They have a clear vision and mission plan for the future.
4. They develop and implement a strategy for reaching unchurched, secular people.
5. They equip their members to actually serve in ministries to others and witness for Jesus Christ instead of sitting on committees.
6. They design worship so it is sensitive to the needs of the unchurched.
7. They challenge people to commit their lives to Jesus Christ instead of becoming members of a church.
8. They are open to the leadership of the Holy Spirit and develop prayer ministries.
9. They want other churches to join them in reaching out to secular people.

The needs in the world are many and great. People outside the church are spiritually hungry at the same time that they are alienated from, or simply ignorant of, traditional Christianity. The signs are clear... God is raising up a new kind of church to meet the challenges of *"this present age."* **The question is: Will St. James be a part of what God is doing? Can St. James claim the promise of Isaiah 43:16: "Cease to dwell in the days gone by...for I am doing a new thing in your midst."? Can St. James 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.
2. Jesus Christ is Lord.
3. They are culturally relevant.
4. They exist to make disciples.
5. They are lay led.
6. They are a trusting community.

Consulting with more than 500 churches has taught me that strategic action requires identifying and focusing on the points. A leverage point is the one thing that, if changed, makes it easier to change everything else. A leverage point is the number one priority on everyone's agenda. The following leverage points should be taken in the order in which they are listed. I am sharing them with you simply as a teaching tool. The recommendations are to follow in the next section

### **Leverage points**

A. A Solid Community consists of:

1. Leaders who know the Bible and have a prayer life and are growing daily in their devotional life.
  - a. Is the pastor a spiritual and strategic leader?
  - b. Does this describe the attitude of your key leaders: *"I have become all things to all people so that by all possible means I might win some."* I Cor. 9:22
  - c. How many spiritual giants do you have among the key leadership?
  - d. Are most of your leaders respected throughout the congregation?
2. The church has a solid plan for discipling people from where they are to their potential.
3. The church is a community that functions around trust rather than rules or policies.
4. The absence of major and/or ongoing conflict.
  - a. If conflict exists, this is always the place to start BEFORE trying anything else. Eliminating the conflict and or the ones causing it is essential first. If

the leadership is not biblically based, then you could work on this while doing one of the following.

- b. Churches are like rivers and estuaries, remove the pollutants and the river rebounds because all things are tied together.
5. Several good resources could guide you here.
- a. Community

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

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

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

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

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

- b. See the FAQs section under the Free Resources on our website [www.easumbandy.com](http://www.easumbandy.com), then go to Resources, then Faqs, then Mission statements
- c. Ken Blanchard's *Managing By Values*
- d. Laurie Beth Jones *The Path*

### C. Indigenous Worship

1. In the language, technology, and culture of the people the church is trying to reach.
2. Worship is a relevant, safe place to hear a dangerous gospel. It does no good to equip people to bring their friends, relatives, associates, and neighbors to church if worship is boring or irrelevant to their lives.
3. Several good resources could guide you here.
  - a. "Worship For People Of The Heart", Bill Easum [www.easumbandy.com](http://www.easumbandy.com) .
  - b. See the section on worship in *Growing Spiritual Redwoods* by Easum and Bandy.
  - c. *Worship Evangelism* by Sally Morgenthaler.
  - d. See the FAQ's section of our website for a long list of worship helps.
  - e. Tex Sample's *The Spectacle of Worship in a Wired World*
  - f. *The Wired Church*, Len Wilson
  - g. *Out On The Edge*, by Michael Slaughter
  - h. Tex Sample's *The Spectacle of Worship in a Wired World*
  - i. The Power of Teams, Video from Ginghamburg UMC [www.ginghamburg.org](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.
5. Several good resources can guide you here.
  - a. "The Equipping Church Guidebook" is one of the best resources for lay ministries. Contact Leadership Network - 800-765-5323
  - b. *The New Reformation*, Greg Ogden
  - c. See our website, Recommended Resources under Laity
  - d. See the FAQs section of our website for subjects such as Lay Pastors, Lay Ministries, and Permission Giving
  - e. *Witnessing Without Fear*, by Bill Bright
  - f. *Becoming a Contagious Christian*, Bill Hybels
  - g. *The Master's Plan for Making Disciples*, Charles Arn and Win Arn
  - h. *The Lay Driven Church*, Steinborn
  - i. *Doing Church As A Team*, Wayne Cordeiro
  - j. *The Purpose Driven Church*, Rick Warren

#### E. Redemptive Missional Opportunities

1. Mission is always redemptive, never just social. Churches are not service organizations and what they do should not be seen as a "service to the community." This is what happened to the church in Canada. What the church does is mission, not service. The mission is to transform people, not

offer them a service or meet their need. The only reason to meet their need is to offer them Christ. Any group can meet their need; only the church can offer them Christ. "Our preschool is a service to the community."

2. Ministry, outreach, and mission are all seen as the same. However, the primary mission is now in the backyard rather than overseas.
3. The mistake most churches make is that they try to involve people before they disciple them. They skip Lay Mobilization and go directly to this one with new members. This turns them into "doers of good" works who often have no idea why they are doing good works. It has led to churches filled with biblically and spiritually bankrupt good people.
4. Several good ministries are available.
  - a. Week Day Children's Ministries such as Logos, Kids Club, Pioneer Club. See The FAQs section of our website for addresses of these and much more.
  - b. Servant Evangelism, see [www.kindness.com](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 DNA

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

4. Some good resources are:
  - a. Christian Chaos, Tom Bandy
  - b. How To Reach Baby Boomers, Wm. Easum, Chapter Four
  - c. Books on Organizational Theory

Sacred Cows Make Gourmet Burgers, Wm. Easum  
Images of Organization, Gareth Morgan  
Christian Chaos, Tom Bandy

#### G. Staffing

1. The goal is to hire equippers and mentors, not professionals.
2. Staffing issues are always related to something else.
3. The two most important staff positions, other than the pastor, are the worship leader (old music director) and the Lay Mobilizer.
4. Some good resources are:
  - a. Multiple Staff and the Large Church, Lyle Schaller
  - b. The Role of the Senior (Lead) Pastor and Staffing A Church, by Bill Easum on our website by download
  - c. See our website [www.easumbandy.com](http://www.easumbandy.com)

#### H. Logistical Issues

1. Parking
  - a. This is only a logistical issue always related to something else in one of the first five leverage points.
  - b. Parking never helps a church grow, but it can hinder the growth of a church. Uncommitted people will seldom walk more than 600 feet to the door of a church.
  - c. The optimum goal is one parking space for every two people on the premise at the peak hour.

- d. Another issue is the friendliness of the parking for non-Christians or unchurched people.
- e. A good resource here is Growth Principle Thirteen in *The Complete Ministry Audit* by William Easum.

## 2. Facilities

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

## I. Finances

1. Finances are seldom an issue in the growth of a church.
  2. Finances are always an issue in the growth of people. If the people are growing, the church usually has the needed money.
  3. Goal: either 4% of the total average household giving or tithing.
  4. A logistical issue always related to one of the first five leverage points.
  5. Several good resources can guide you here.
    - a. See the FAQs section of our website for Bonds or Loans, Budgeting Around The Mission Statement, Finances, Grant Proposals, Money, Offering Plates, and Stewardship and Tithing.
    - b. The Missing Piece Stewardship workbook by Bill Easum [www.easumbandy.com](http://www.easumbandy.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 TWO

### PRIORITY COMMENTS

Keep in mind that the issue before you is not church health or 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 St. James is doing everything that it can to win people for Jesus Christ. A faithful church is one that is intentionally seeking to be salt, light, and leaven in the world, both at home and abroad.

**St. James is one of the largest and strongest churches in United Methodism. You are blessed with many wonderful ministries such as:**

- St. James is a healthy congregation
- A strong missional culture
  - national and international missions
- A strong core of deeply committed, spiritual Adults
- All of the scores show compatible and positive relationships
- Age of the congregation is young- only 20% was born before 1942
- Financial giving is excellent
- Low debt is low for a church this size
- Spring Fling, Relay for Life, You
- A variety of experiences offered
- Preschool and midweek children ministries
- Permission giving culture
- Men’s ministry
- Women’s Ministry is growing
- Both worship venues are excellent and lots of the Word
- You worship attendance has momentum
- Generous church supportive of the community
- Friday Nite Light
- The golf cart man
- 14% of worshipping congregation are visitors
- Samaritans Purse
- Prison Ministry
- The Holy Spirit lives here
- Open to new people and new ideas
- Stephen Ministries
- Growing group of young adults
- Music Ministry
- 56% are in small groups
- 49% serving

## **However, there are some areas that need improvement such as:**

- Located off the beaten path
- Parking
- 156 spaces short now
- No sign across 6th street
- Nursery space
- Overcrowded
- Poor security
- Not enough acreage
- Understaffed by three program people and one in the office
- Lobby space says “Go home”
- Routing signs are needed throughout the main building
- Too many parents are focusing on children rather than worshipping
- Sunday School has been stagnate the last ten years
- No consistent visitors packet
- Visitor parking spaces are hard to find
- No parking lot team
- New members are down
- A very complicated Sunday morning schedule
- The Children’s Department
  - Hallways are chaos
  - Children’s bulletin boards are mostly empty
  - Children’s music have less people than in the past
  - The number of children in Sunday School
  - They don’t take anything home with them
  - Rotating teachers but changing
- Adult S.S. classes don’t follow up on visitors
- Disciple Bible is down in numbers
- Don’t have a master plan for the property
- Small church mindset
- You’re larger than 99.6% of all U.S. churches
- Visitors parking is hidden
- UMW is growing old and declining
- Big projectors in Connexion are minimal

## **The Importance of Worship**

Over the past ten years your worship attendance has more than doubled and it continues to climb. Over the next ten years St. James has the potential to double in size again if it makes some wise choices today.

This growth in worship is significant because everything that happens in a church depends on what is happening in worship. As goes worship, so goes the church. Worship attendance is your bread and butter. It is the leverage for everything else you

do. As worship increases so do your many ministries.

Parking is one of the key ingredients of worship in a suburban church.

Therefore, you will hear me keep coming back to the worship issue over and over. Based on past performance you could be totally out of worship space in the next two to three years. This is good news if you act now. It is bad news if you procrastinate and do focus on the issue now. **Any new money you spend should be on securing more parking space and staffing to disciple more people. This needs to be your number one focus.**

### **Order of Spending Money**

There is a hierarchy of how money is spent in thriving churches.

- Worship space
  - Parking space
  - Lobby space
- Children's space
- Adult formation
- Youth formation

In other words you should take care of every need of worship before directing money in any other direction. That way you have a better change to have the leverage to do the other ministries. For instance:

- Ask yourself “what isn't getting done for worship and what needs to be added to make worship the best possible experience?”
- Is our hospitality the best we can make it? Are there always two people at the information booth?
- Do we make sure visitor information packets are always printed and on display on Sunday morning?
- Do we have enough lobby space that says “Stay awhile and meet some new friends.”
- Do we have enough worship space?  
Do we have enough parking spaces?
- Do we have a parking lot team and does it function properly every Sunday?
- Does our Nursery have room to grow and stay below the 80% capacity mark?
- Are we maximizing all of our worship hours?

Clearly, St. James is several issues that must be addressed or St. James will lose its momentum and run the risk of becoming a warehouse of church members failing to reach their potential in Christ.

### **Four challenges to your future:**

- Space. You can do something about this negative.
- Understaffed. You can do something about this negative.
- Children's space. You can do something about this negative.
- Organizational structure. You can do something about this negative.

St. James is out of room and over the 80% maximum capacity in many areas of ministry. Parking, Nursery, children, and lobby space are the key areas that need attention. As you address these issues keep in mind that worship is the primary bread and butter. Educational space never pays for itself, but worship not only pays for itself but also for everything else. There is an old axiom, "If you can't park them, you can't preach to them."

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

The number of pastoral/program staff is consistent with a church of around 650 to 700 in worship. Staffing is a relational issue. One staff person can know and relate to about 100 people at a time. That means of the 900 who should up on Sunday your staff only knows about 650-700 of them. When you consider that in a church with your worship size you have between 1500 and 1800 different people in worship over a four week period. That's because very few people attend now every Sunday. You really have more than thousand people that your staff doesn't know. If they don't know them, the odds are they don't know six or seven people in the church. If they don't know that many people with 90 days the odds are they become inactive even though they have been through the membership class.

Your children's ministry is way too small for a church your size. One of the reasons is it is chaos on Sunday morning due to the small hallways and the configuration of the facilities.

You are one of the few UMCs that still have the old form of organization – Church Council and Administrative Board. This structure ties up too many key lay people with attending meetings rather than being in ministry. People have just so much time to give.

**Several myths circulate through St. James that needs to be dispelled in order to focus St. James on the critical issues.** Let me list the one's I heard while I was with you.

- *It's important that we not get so big that we don't all know each other's name.* Folks, you haven't known everyone's name in more than a decade. Besides, which is more important- that everyone know everyone's name or everyone in Greenville knows Christ? Well, you know the correct answer. The church exists for

one primary reason – to “make disciples of all people groups” (Matt. 28:18). The real issue is does everyone in St. James have a place where everyone knows their name. That’s why small groups and ministry teams are so important.

- *It’s not good that we have two separate churches, one traditional and one praise. We need to all come together in one big service.* Folks, the early church met in homes spread throughout the city and was considered one church. What binds the people of your four primary worship services together is the mission of the church, not where they worship. You don’t worship to meet your friends; you worship to meet God.
- *Our debt is too big.* Not so. A church with your budget can afford a debt two to three times the budget.
- *It’s important for our staff to be located in one place.* Where staff is located has nothing to do with the health or growth of a church. In fact separation may result in more work getting done especially with the advent of email, in house networks, twitter, IM, and skype. Spending money on offices when you are short on worship space is a fatal mistake.
- *Our church is a family and families shouldn’t get too big.* The church is less a family than it is a community of faith and as such size is irrelevant.

## **The Good and Not So Good News**

The good news is that St. James is so healthy it does not need radical surgery. The bad news is that it does need fine tuning which usually costs more than radical surgery. Most of the issues facing you will require money.

## **The Barrier Facing St. James**

Your worship attendance is approaching a natural growth barrier – 1,000 in worship. Even though this is an arbitrary barrier nevertheless history has shown that to go through it there are certain things that always occur and certain actions that are essential.

All churches over 1,000 in worship are faced with the same issue for the rest of their growing life:

- Space issues
- Staff issues
- A wide back door

The following words suggest the actions needed to break the 1,000 barrier

- Systematic
- Multiplication
- Equipping
- Redundancy

- Intentionality
- Accountability
- Excellence
- Ongoing learning

## SECTION THREE

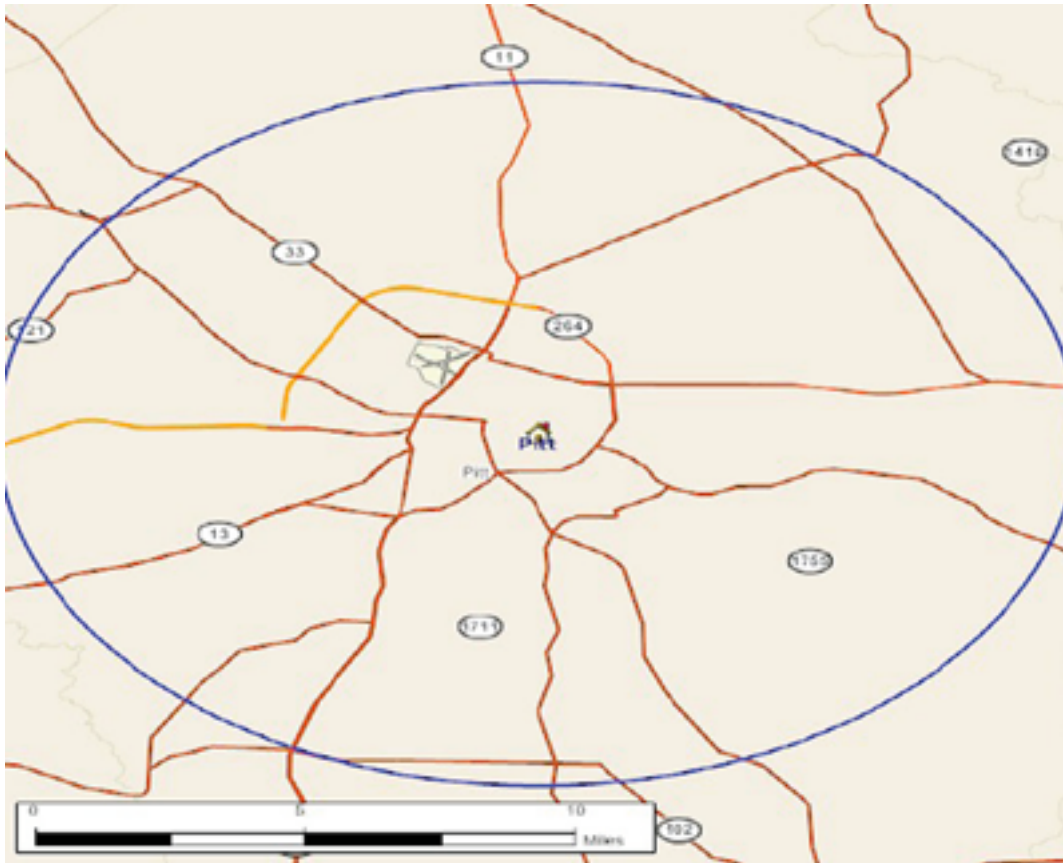
### CONSIDERATIONS IN DEVELOPING A STRATEGY

The following items are extracted from the 20 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 Four.

1. 20% of the worshipping congregation was born before 1942
2. St. James has just initiated Christ Care.\*
3. St. James has both Council on Ministries and Admin. Board.\*
4. There is a pre-school with 129 children and 59 in a grade school.
5. 175 adults in Sunday School.
6. St. James has a membership class and uses spiritual gifts in it.
7. The membership is growing
8. Small groups do not equal one for every ten people in worship.
9. Giving to missions is more than outstanding.+
10. Dennis and Johnny alternate preaching at different services.
11. St. James has four morning services 8:45 (104), 9:00 (313), 11:00 (314), and 11:11 (103).
12. St. James has a Sunday evening worship service.
13. St. James has worship twice on Wednesday.
14. The worship attendance averages 911.
15. The average attendance at worship over the last ten years has more than doubled.
16. The pastors only receive two weeks of vacation a year.\*
17. The 11:00 service is at 80 capacity mark\*
18. The 11:00 choir loft is full.\*
19. The Nursery is beyond the 80% mark.\*
20. Education space is at 80% mark.\*
21. All classrooms are used and almost all of them are over 80% mark.\*
22. The choir only sings 75% of the year. \*
23. St. James has five Christmas Eve services, but not one at 9:00pm.\* Praise is on the 23 at 7 pm and the 24 at 5:00.\*
24. The present pastor is in his second year.
25. The program staff, including the pastor, equals only 6 1/3 people.\*
26. Only 30% of the budget is for staff.
27. Staff meetings are monthly.\*
28. St. James is larger than 99.6% of all Protestant churches.
29. The scores on the laity are exceptional.
30. All most all the church school classes over the 80% capacity.\*
31. Sunday school is virtually stagnate the last ten years.\*
32. The number of children, youth, and adults is about 1/3 of what I would expect in a church this size and age.
33. Every classroom is full.

34. St. James has only 6-7 acres of land.\*
35. St. James is 156 paved off-street parking spaces short.\*
36. There is debt of slightly over 1 million dollars which is not much for this size church.
37. The last building program was in 1999
38. The number of new members is dropping considerably. At church this size needs around 250 new members a year to grow.\* Last year you had 58 new members.
39. Members drive 15.4 minutes to work.
40. The public schools are full.
41. 10 first time family's visit each week--15% join.
42. Lay people do the visiting of the new members.\*
43. No one spends 20 hours a week with the unchurched.\*
44. No visitor parking.
45. Visitors' packets are intermittent.
46. The budget is \$1,786,911, virtually equal to 2006 budget and lower than the 2007 budget.
47. The sanctuary is very dark and this is hard on older people.
48. The average pledge is \$3457.
49. The number of pledges is down almost 20% since 2007
50. The average person in worship gives \$1793 a year.
51. The last capital fund drive was 2002.
52. There is a mission statement but it is long, impersonal, and uncertain.
53. There is a Joel team.
54. The average age of the person filling out the Ministry Audit is 53.5.\*
55. The average length of membership of the persons filling out the Ministry Audit is 13.9 years.
56. The number of people asked to fill out the congregational questionnaire was 55. 45 returned the questionnaire making this a very reliable survey.

## Demographics of a Ten Mile Radius 2008-2013



1. The population is 117,000.
2. The population is projected to grow by 6% whereas the state is projected to grow by 7%. This amount is much lower than the past 20 years.
3. The average age is 34.
4. 6% of the area is a candidate for preschool and is projected to grow.
5. Ages 20-29 represents 19.4% of the area.
6. Families and Empty Nesters 35-54 represent 1/3 of the area
7. Approximately 42% of the area is under the age of 29.
8. Only 42% of the area is married compared to the national average of 58%.
9. Average income is \$51,600.
10. 62% of the area is white.
11. 32% is black.

### The Top Mosaic Lifestyles

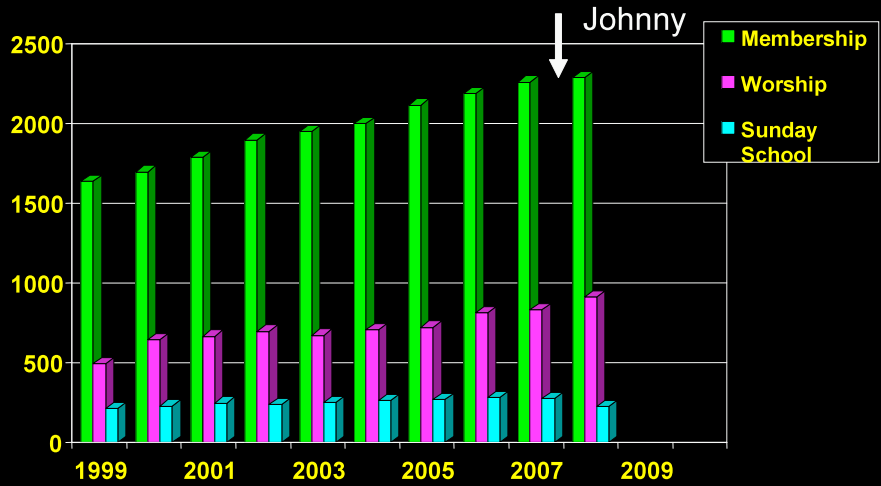
1. I03: Comfy Country Living 7,285 14.0% Older, empty-nester college-educated, retirees, quiet small-towns.

2. G02: Rural Southern Living 6,265 12.0% Low income, blue-collar families, mobile homes across the South.
3. H01: Young Cosmopolitans 5,981 11.5% Young, single, college educated, upper-middle-class, professionals.
4. J04: College Town Communities 4,378 8.4% Young, single, college educated and students, around college communities.
5. K04: Urban Diversity 3,105 6.0% Young and mobile multi-ethnic singles and single-parent families, inter-city
6. K05: New Generation Activists 2,971 5.7% Less educated, young, low income minorities, in the nation's inner cities.
7. C05: Mid-market Enterprise 2,727 5.2% Small town New England, middle-aged/middle-income singles and couples

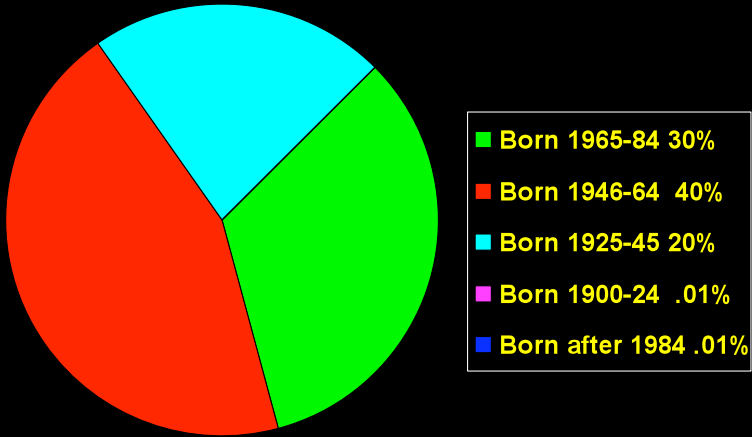
**Your target audience is white, middle class, 35-54 year old with or without children followed closely by singles 20-35**

# Attendance

## St. James UMC



# Age of Worshipers St. James



## SECTION FOUR

### WHAT MUST WE DO NOW TO ACHIEVE THIS VISION? 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, St. James 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.

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 St. James 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.

You may disagree with some of the recommendations. That is to be expected. Just keep in mind they are based on twenty years of consulting with churches. 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 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.

My prayers and the prayers of all God's people are with you as you entertain the following recommendations.

**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., Inc. offers the following observations and recommendations.

**I. Within the next three months decide how you are going to solve your space issues.**

You must not procrastinate on this issue. If you begin now it will be two to three years before you have any kind of adequate solution to many of your space issues.

You would do well to charge your Joel Team to begin work on this report NOW. Somewhere along the way have a couple of Town Hall Meetings where you share the Joel Teams response to this Report and by the end of August have a vote on whichever recommendations the come out of the Joel Team. Every month you delay deciding just puts you that much further behind.

**A. The fall of 2009, hire a church construction/design firm to develop a master plan.**

Design firms are preferred over an architect because they are familiar with working with churches and understand their needs which most architects don't. You will save money and have a better master plan going this way.

1. January 2010 hire a capital fund consultant. We never do a capital fund drive without an outside consultant. We highly recommend Horizons Stewardship.
2. Conduct a capital fund drive Sept 2010. In a normal economy you can usually raise two to three times you budget over a three year period. You do not have to wait to build until you have all of the funds on hand.

**B. Over the next two years add 250 spaces as you are able.**

You are 156 spaces short now. Keep in mind that each space is worth \$3586 annually. And from what I gathered while with you your last parking lot cost you about \$1,000 a space. I arrive at this amount by dividing your average worship attendance into your budget and multiplying it by two because most people come to your church two per car.

The national average used in planning parking for major malls is 1.75 people per car. As we move further into the 21st century, more people will come to church one person per car.

Many churches make the mistake of relying on a nearby vacant lot or store parking lot for member parking spaces. I know of one church that had virtually no off-street parking of their own, but had all the parking they needed across the

street at a large Sears store. They never dreamed it would go out of business, but it did. Now the church does not have access to the lot, and the church is in decline.

1. Consider using the grassy area in front of the sanctuary for the physically challenged and perhaps visitors. I know the grass looks nice but it is a long walk from your handicapped spaces to the sanctuary.
2. Ask all your paid staff to park on the funeral parking lot year round. Keep in mind that it is never good to rely on parking on someone else's property without some kind of a written agreement. I would talk with the Funeral home and see if you can get such an agreement or a first right of purchase in case they decide to move or sell out to someone else who may not be your friend.
3. By Sept, 2009, put a parking lot sign across 6th street
4. Before October, 2009 add ten visible first time visitors' parking spaces with directional signs.
5. By August 2009, develop a parking lot team with walki-talkies.

**C. Jan. 2011 build a children's wing designed around newer models of childhood learning.**

Children's ministries are essential today. In many growing churches, children constitute one-half or more of the people on Sunday. A children's ministry is often the "front door" to the church. Your children's ministry is very small. I would expect to see 200-250 children in a growing church your size.

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

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

Education has changed to interactive and participatory learning for children with increasing awareness of the many ways children learn today. Audio and video

tapes as well as interactive learning games are important. The way children are learning has dramatically changed. Today if you don't include music, video, and story-telling children tend not to absorb the Good News.

You need a large room where all of the elementary children can meet for a large session and then break off into smaller groups for debriefing what they heard. You will do well to go to NorthPointe in Atlanta, Willow Creek, or Christ UMC in Coral Gables, South Carolina and see the kind of children's ministry that disciples children these days.

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

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

This program is so basic that it is worth designing the building program around, keeping in mind that you will need to use these facilities 20 years from now for weekday elder care ministries.

You may wish to begin the youth club, kid's club, or Logos approach to weekday ministries to children. **See Resource Section -- Children.**

1. Include a Nursery in this building. You may want to keep the present Nursery for people who go to the traditional service.

2. Should you decide to expand the preschool it could help pay for the building.
3. Your second best option is to see if you can knock out some walls in the children's area to make room for a larger venue.
4. Third best option seal off the old sanctuary

**D. Beginning next week begin bringing your Nursery up to standards so it is appealing to children and parents.**

The Nursery is the most important room in the church next to worship. This is because: (1) parents today are having fewer children; (2) parents are waiting longer to have children; (3) parents have a lot of guilt about leaving their children attended by other people for so many hours of the week; (4) non-custodial parents have been known to kidnap their children; (5) children are accustomed to having quality care at day care centers during the week.

Young adults will often check out the nursery before looking at anything else. With a quick glance, they can tell if the church values small people, and whether the church is prepared to take care of their child. If the verdict is negative, the church will probably never hear from the young adults. They will simply move down the street and keep looking for a church that is ready to meet their needs.

1. Before Sept 2009, separate the crib and crawlers from the walkers. I heard more complaints about this issue than I did the lack of parking.
2. Next week seal the Nursery door/s leading to the outside. You can't afford letting people you don't know come into the children's area without signing in.
3. I don't remember if you have pagers or not, but fast growing churches with many visitors may want to provide pagers so parents can be reached if needed. These same churches may want to ask the parent who leaves the child to also leave a drivers license for identification when returning. Another spouse should not be able to pick up the child because of the possibility of non-custodial kidnapping
4. Add enough cribs for every infant who is held. I didn't see one crib in the Nursery. No wonder parents bring their little ones to worship.
5. Before Sept 2009, develop a sign-in method to insure the right person picks up the child. There are many software programs to help you do this. See the Nursery workbook I attached to this report.

One of the problems with the configuration of the children's area is you have three different entry points making it difficult to control parents coming and going. You will need three computers that are wirelessly linked together.

#### **E. Solving your worship space over the long term will be a challenge.**

Based on the present number of services you can grow some 550 in worship without adding any services- if you can park that many people.

- 150 at 8:45
- 100 at 9:00
- 300 at 11:11

To park this many additional people you will need a total of some 450 parking spaces. Your Master Plan must include at least this many off-street parking spaces.

1. Sept. 2009, develop a choir for 8:45 worship. I know you have a small ensemble at this service but that is not the same as a full choir that produces as good music as the eleven o'clock service. Adding this choir will help you increase that service and will alleviate the crowded 11:00 choir because some will switch to that service.
2. By Sept. 2009 put two portable coffee carts on the outside of the Christian Ministry Center to say "stay awhile and meet some friends."
3. By Sept. have an off-duty policeman for 6th street. This will not only help both parents with children and the elderly it will also say to the public that something is happening at St. James and even if it is crowded we are making it safe for people.
4. By Sept. place signs throughout the building showing worship and Nursery. Depending on where you enter the building it is impossible to know where the Nursery is located.
5. At every service make sure people know how to become part of the family of faith at St. James as well as to register a decision for Christ.
6. Welcome your guests in a prominent position in your bulletin, but do not single out visitors in worship. Design your bulletin so it is directed at first-time visitors rather than the members who already know their way around. The bulletin should offer a wide range of information to help first-time visitors get to know the church.
7. Consider changing you Sunday morning schedule.

At the moment you are building the schedule around 175 people in S.S. I

wonder if this is the best way to schedule since worship is the bread and butter of everything else. Your schedule is even more questionable because the adult classes have around 30-40 minutes of class time. Also when a visitor arrives at 9:00 and worships and then tries to find a class the class is almost over.

I showed you the complicated schedule one of the nights. The copy is too blurred to put in this report but your office has a very clear copy of it.

You may want to go to one of the following two schedules.

8:30	9:45	11:00	11:11
	<b>S.S.</b>		
8:30	9:45	11:00	11:11
	<b>S.S.</b>	<b>S.S</b>	-----

## **F. Improve the 9:00 service.**

This service is very good at the moment. But to go to the next level it needs to be improved.

1. Stop referring to 9:00 as “Praise service” because it is beyond praise and will give the wrong impression to people who are in the know. Just call it “connexion service.”
2. By Easter, put the children’s faces during children’s moments on screen. This will allow people to see them and will increase the importance of the time for both the children and the congregation.
3. Alan needs to play during children coming up and leaving. Doing so will take away the dead feeling during that time which is one of the deadliest sins of this type of service.
4. Build or purchase a real information booth for visitors and no one was behind the one you have. There should be two people at all times until at least 15 minutes into the service.
5. Put the sermon points on the screen. It’s not good in a service like Connexion for the screens to ever be blank. That’s like your TV going black.
6. It would be good to emphasize registration by being a bit more intentional and giving them a little longer to fill it out. I’m not sure when you would do this but it needs more time and emphasis than you gave it.
7. Improve the ending by asking people to do something with the message or bring a friend or receive Christ. After a moving service a mere benediction left me feeling incomplete.
8. By Sept 2010 develop four Connexion worship teams so that no one group needs to sing more than once a quarter for a month.
9. I was not able to neither understand nor hear a word in the opening song. As the service progressed the mixture of words and music got much better and I could hear. This improvement of sound suggests whoever is doing the sound needs to work out the settings prior to the service.

## **G. Improve the 11:00 service.**

The 11:00 service is an excellent traditional service. But like all services if you

are going to go to the next level there are some improvements that can be made.

1. There were two bad dead spots during the service. One when the children were coming up and the other when the choir was spreading out. It would be good for the organist to play while this is happening.
2. The sanctuary is very dark and could use some better lighting especially for those who are beginning to have trouble seeing clearly.
3. If you don't pave the grassy area, put a sidewalk across the grass to 6th street. I saw several elderly couples walking across the grass to save steps and were having a hard time.
4. The back pews don't have book or card racks.
5. The choir is excellent but I couldn't understand a word. It may have been that I was setting in the back. The sound was beautiful but the words weren't clear.
6. Consider remodeling the sanctuary to put the choir in the center where they can be seen and heard. The altar is beautiful but it gives the church a cold impression. Having the choir up front would give it a warmer feeling and would allow the choir to have an even better sound.

## **II. Over the Next Two Years, Add the Equivalent of Two Full-time Program Staff and One Support Staff**

The scores on your lead pastor are basically good. Your leadership feels as if you have a good match. This is crucial in a church this size.

The rule of thumb for the appropriate number of program staff in a traditional program based church like St. James is the equivalent of one program staff for every one hundred to one hundred twenty-five people in worship. **For more information see, Bill Easum, *The Church Growth Handbook*, Abingdon.**

You also have some of the basic staff in place even though you are short on program staff. By basic I mean a full time worship leader and a discipleship person. However, you are spending only 30% of your budget on staff. Most churches your size spends between 40 and 50% on staff.

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 100-125 people in worship including children who aren't in worship. You have 6 1/3 full time program people. Based on those figures there are some 700 to 1100 people every month who no one on your staff knows.

We have seen many churches where the ratio is between 200-400 people for program staff. When we see that and see the church developing disciples we also see a very strong small group system in place where all of the pastoral care is accomplished and relationships built. At the moment St. James doesn't have a strong small group system. You have recently taken a stab at it by initiating the Christ Care ministry. Christ Care will work ONLY if you put a strong emphasis on the multiplication part of the ministry when training the leaders.

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. The role of staff is the transformation of people, not the taking care of people.

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. See *The Com21st Century Strategies, Inc.ck Church* by Randy Frazee. The team evaluates itself. I would not be surprised in time to see churches paying teams rather than individuals. The team would then decide who receives what remuneration based on their contribution to the team mission.

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

A. By January 2010, hire a fulltime Business Manager.

This person is responsible for Finance, Trustees, Maintenance, and Office Personnel. This means that Johnny is freed up from going to these meetings or supervising any of these personnel. For this arrangement to work the Business Manager and the Lead Pastor must be very close, able to work with one another on a trust basis.

B. By January 2010, hire a one half to full time person to do nothing direct the small group ministry, including Christ Care with the goal of 70% of the congregation being in a home based small group by Easter of 2013. This person would do well to read my book *Going Big with Small Groups* to compliment the Christ Care ministry (some of which I actually helped write).

St. James needs to establish an intentional ministry that nurtures and equips laity to minister to one another and to the visitors. Keep in mind that the major change of our time is that people come to church now without any Christian memory.

Many have grown up with little or no introduction to Jesus Christ and the Judeo-Christian value system. To disciple many of these new members will be far more complicated today than at any other time since the first century.

What is needed for this to happen?

1. A data system in place that is used daily;
2. A person doing nothing overseeing the system and equipping the staff and key leaders;
3. Staff and leaders need to think people more than program;
4. Evaluate performance not on programs, but on the number of people equipped.

St. James needs to give careful attention to the small group model for three reasons: (1) there is limited space for new Sunday school classes as well as limited parking space. Small groups meet at home and can, over time, become a substitute for Sunday School for adults; (2) small groups are one of the best ways to disciple people as well as to introduce new people to the faith. (3) Even with the addition of two full time program people by Easter 2010 you will still be two full time people short even if you don't grow any between now and then.

- C. By Sept. 2011, hire a full-time person in the field of evangelism to insure that 15 first time families are present each Sunday and that 75% of them join each year.

The number of new members is dropping considerably. At church this size needs around 250 new members a year to grow.\* Last year you had only 58 new members. If this level continues you will begin to see decline set in.

This person is responsible for:

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- Doing the marketing; providing regular fishing pools where unchurched and church members mingle and form friendships.
- Overseeing the visitation of first time folks so that each family is personally called with 24-48 hours of signing in with the hope of getting into the family's home for a visit. First time visitors who sign in need to be contacted three to four times the first week after joining. The first contact should be within 24 hours from the lead pastor until the church reaches 600 in worship and then it should still be a paid staff member under the age of 50. The second contact should be in the form of a letter from the church explaining the mission, vision, and values of the church and how to join or participate without joining. The rest of the contacts could be from someone in the children or youth area because the family has a child or a

youth. The final contact should be an email or letter inviting them to join a small group.

- Making sure the hospitality is the best possible.
- Connecting new people with regular members.
- Ensuring there is a parking lot team every week and that it has what it needs to do the ministry.
- Redo your website so that it is interactive and people can sign up for things like small groups.
- Overseeing the gift ministry where laity delivers a plant, bread, or other gift made or grown by the congregation to first-time families within two hours of their visit. To do this, you will need color-coded registration cards, one for members and one for visitors. Take up the cards during worship, sort them during worship, and have the gift, a map, and the gift card ready to be picked up by volunteers after worship. They can deliver it on their way home. They are requested not to go inside. Most cities have vendors that provide "key" maps, which are 8-½" 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.

D. You may be asking "How do we pay for all of this?"

You have money in the bank you could use immediately for parking. From what I gathered you have enough in the bank to do 100 parking spaces. Keep in mind you are going to continue growing so you will have more people to help pay for things along the way. In a normal economy a church with your budget can borrow between 2 and 3 million and you can raise between 2 and 3 million over three years. However, in today's economy I would be wise to limit yourself to only 2.5 more million bringing your debt to no more than 3.5 million.

### **III. In the Fall 2009, Begin Training Staff to Function as Scouts Rather Than Doers.**

At the moment you have some 1400 or more people who come to church each month and there is no way your staff can know more than 700 of them. That's because you are so understaffed. This puts a lot of pressure on the staff because they have to keep so many ministries going and don't have time to recruit and train volunteers.

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.

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?”

This shift is one of the hardest shifts to make and it is rare for all staff to be able to make the shift. You have a hard working staff. They do wonders with so few of them. The problem is going to be learning to hand off ministry while trying to keep so many plates in the air. The problem is made worse by the fact that the staff only gets two weeks a year off. They need four weeks a year and two weeks of training. Johnny needs to visit three or four churches a year that are twice your size to experience worship and spend an hour or so with the lead pastor.

The key question here is “What if your staff raised up 15-25 new leaders every year who worked alongside of them doing most of the ministry? Would that change your church? You know it would. Staff must ask, “Who will I mentor today instead of What will I do today?”

Staff should spend time discussing and praying for those who are visiting the church and tracking each new visitor. They should seek out ways to connect and involve new people in the first 90 days

Four broad components are found in some form in every effective lay ministry system - Assimilation, Discovery, Deployment, and Coaching. This system can be used as the framework for any of the discipleship ministries listed in this recommendation.

- Assimilation: Helping new members understand the church and existing members to extend their involvement beyond Sunday morning attendance or to find more meaningful ministry opportunities. Helping members understand scripture and come to trust that God has gifted and called them to ministry, and helping members to grow spiritually as they use their gifts in service.
- Discovery: An interview and/or assessment process to help members learn more about the unique gifts, talents, temperament, and experiences God has given them, and allow them to share their needs for ministry and support from the congregation.
- Deployment: Identifying ministry opportunities where members' unique abilities are needed within the church or community. Matching also involves connecting members with others interested in exploring new ministry outreach. The actual connection of the member with the ministry opportunity involves meeting with the ministry leader and other co-workers, reviewing the ministry description,

receiving preparation and training for service, and initiating a regular pattern of service. Placement includes the opportunity to explore other options for service if the initial placement proves to be inappropriate for any reason.

- Coaching: The ongoing provision of training, nurturing, support, supervision, additional gift discovery, and new placement, as well as opportunities to learn from and through the ministry experience. The celebration of service and the opportunity to reflect on the meaning of ministry for a Christian. Recognition includes exit interviews for those leaving a particular ministry, opportunities for development for new areas of service, as well as preparation for leadership.

I refer you to the six steps of scouting on the PowerPoint slides I gave you.

Some books that might help are John Maxwell's 17 Indisputable Laws of Teamwork and 17 essential qualities of a team player and Wayne Cordeiros Doing Church as a Team.

Should you find that you need some training in this area I would be glad to come back for a day or two and do some training.

#### **IV. Restructure by January 2010.**

I seldom see a UMC that has both Council on Ministries and Administrative Board. Most churches have combined them by now. The 1996 Discipline allows you to do that and greatly reduce the number of committees and the amount of times they have to meet each month. I encourage you to read the section of the Discipline that spells this out and restructure so you don't spend as much time in meetings. At your size you spend a lot of money and time in meetings.

Your organizational structure is too overbearing, takes too many people to administer and moves too slowly to stay ahead of today's fast paced world. Your present organizational structure is a holdover from the past. The Discipline allows you much more freedom today in how your structure and make decisions.

At present, there are several layers of organization which one has to go through to get permission to implement a new idea. Any one of these layers can stop the project before it gets to the board for approval. You will do well to begin removing some of the organizational layers and allow more flexibility in programming and decision-making. The leaders of St. James wear too many different hats. You are about to burn some of them out.

Across the country, even in United Methodist Churches, the larger the church the smaller the board. Many churches are using the Carver model of governance. A small board sets out what staff cannot do and allows them the freedom to act as long as they don't do what they are forbidden to do by the Board. As long as the

staff stays within the boundaries the Board keeps a hands-off policy and does not micro manage the day to day ministry.

There are 90 million people volunteering at non-profit organizations across America. That is one out of every two people. Oddly enough, most churches have trouble getting volunteers. Four reasons for this are: (1) the church does not know what it needs volunteers to do; (2) the church does not give volunteers significant ministries to do; (3) the church treats volunteers as "helpers" instead of "unpaid staff" or "partners." If you want quality volunteers, you need to give them quality work and expect quality work from them; (4) the laity are asked to attend too many meetings.

When it comes to the size of the board you have two choices. You can have a very small board of less than 11 people. This size board can strategize and make timely decisions. Or you can have a large board like you have now and about all it can do is rubber stamp ideas or vote them down. It is too large to do anything strategic or timely.

You might want to get any one of John Carver's books on church governance to see one of the most powerful options.

#### **V. Once You Have Added the Staffed Consider Becoming a Multi-site Church.**

Multisite churches are one church in more than one location – same board, same budget, and same staff. They will most likely become a norm over the next 25 years because it allows a church like yours to keep all your options open. You can be a church in more than one location or you can cut the new location loose and let it become a stand-alone church, or in time you can totally move to the new location.

Those members living in the area could move to the new location if they choose to do so. Doing this will allow you to continue to reach and change Greenville and stay on this property without hanging out no vacancy sign when you totally fill up this property.

#### **VI. Before the end of the year redo your Mission Statement.**

A Mission Statement is very short. As Peter Drucker said, "If you can get your Mission Statement on a T-shirt, it probably is a good one."

A. Your mission statement is too long, too uncertain and formal. Let me explain. Your mission statement is *St James seeks to develop a spiritual fellowship which is committed to sharing the Good News through our gifts and talents.* Instead of St. James, "we" would be more personal. Instead of "seeks to develop" why not, "We exist to develop a spiritual fellowship committed to sharing the Good News." If you feel it is necessary add "through our gifts and talents." The goal is to both

shorten it so a six year old can remember it but also to make it more personal and positive. Keep in mind the above is just an example of how I would change the wording without changing the meaning.

- B. My suggestion is you change it to “Committed to Sharing the Good News.”

Should you decide to totally redo the mission statement, my book *Unfreezing Moves* can give you guidance on how to achieve this in a timely manner.

## **VII.Assorted but Important Recommendations**

- A. Allow the youth to have a room totally their own. Although they youth didn't say they needed this it usually is important to a youth ministry.
- B. Sunday School classes need to get the phone number or email of all first time visitors and respond to them that week .
- C. Develop a % of monthly giving over a three year period. 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.
- D. Discontinue mailing the newsletter every week. Instead email it weekly and maybe print it monthly

## **SECTION FIVE**

## **CONCLUSION**

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

## **SECTION SIX**

### **A WORD OF APPRECIATION**

Many members of St. James 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. Everyone cooperated extremely well. The pastor was exceptionally helpful. I want to thank each of you who filled out forms, answered questions, attended the meetings, and agreed to be part of the on-site interview process. 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, Inc.

## 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 has 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 interviews the candidate as possible. I would start the interview at 8:00 a.m. with the Senior Pastor asking the above questions. Then, at thirty minute intervals, have the paid staff individually interview the candidate. They will ask questions based on their role within the team. Give each of them a sheet of paper that asks of them three things: Would you hire them, yes or no? Could you work with this person? What further questions would you like asked of them by the Personnel Committee at the end of the interviews?

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

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

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

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

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

## For Churches Considering Building

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

1. Consultant planning .....
2. Decision to move forward.....
3. Building and program committee selection....
4. Select and approve architect.....
5. Select and approve fund-raiser.....
6. Preliminary drawings.....
7. Put sign out for passers by.....
8. Completed drawings .....
9. Building fund campaign.....
10. Building fund celebration.....
11. Completed bids.....
12. Authorization of construction.....
13. Ground breaking.....  
As you begin building, put a sign in front telling the community what you are doing and when it is scheduled to be finished.
14. Community outreach.....  
When the facilities are completed, have an opening celebration and invite the community to attend. Send out invitations to the homes in the area asking them to join you for this great moment in the life of St. James. Plan it so that those who do show up are encouraged to give you their name, address and phone number. Follow up on them. You will not have that many, but the ones who do show up will be excellent potential new members or converts.
15. First Sunday celebration.....  
Ask the Mayor or community equivalent to attend the celebration and take a small part. Use the entire following year to celebrate this momentous event in the life of the church.
16. Celebration year.....

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

1. What ministries will occur in this facility?
2. Will the people walk or drive to this facility?
3. What are the accessibility needs of this facility?
  - a. What is the average age of the person using the facility now and 40 years from now?
  - b. Will we include ministries for those with mobility and hearing difficulties?
4. Will the number of people using this facility fluctuate throughout the year?

5. Is the entrance to the facility large enough to encourage people to enter and join in fellowship?
6. Do the hallways encourage conversation?
7. Is the nursery accessible?
  - a. It should be on the same level as the sanctuary and as close as possible.
  - b. Is the area safe from someone entering from a door to the outside of the building?
  - c. Is there a dutch door separating the parents from the children?
  - d. Is there separate space for crib, crawl, and walk?
  - e. Is there 30 sq. ft. per child in each of the areas?
  - f. Are there sinks and changing tables in each room?
  - g. Can the nursery be restricted to nursery use only?
8. The following questions apply to a sanctuary.
  - a. Is the seating based on 22 to 24 inches per person?
  - b. Is there a parking space for every 2 people?
  - c. Can the entrance be seen from the street?
  - d. Is the sanctuary set back from the corner, and does the parking wrap around the sanctuary or at least exist in front of the sanctuary and not just behind it?
  - e. Is the sanctuary capacity twice as large as the educational facility if the sanctuary is used three times on Sunday?
  - f. Can the sanctuary be used while Sunday school is taking place?
  - g. Do the exits encourage everyone to exit into a large lobby that is also a fellowship area?
  - h. Is there a place in the lobby for a book table or bookstore?
  - i. Will the sanctuary be designed primarily for preaching or for the administration of the sacraments?
  - j. Has the use of visual media been taken into consideration?
  - k. Is there a good sound system and are there enough electrical outlets?
  - l. Is there room on stage for drama and an orchestra?
  - m. What role do we want the choir or choirs to play?
  - n. What will this sanctuary look like when it is half full?
  - o. Can additions be made to this sanctuary in the future without it looking as if it has been altered?
  - p. Is there a registration area in the lobby?
  - q. Have parking spaces for visitors been considered?
  - r. Have parking spaces for single parents been considered?
  - s. Will the people we are targeting prefer pews or padded theater seats?
  - t. Are the pews too long?
9. Is the pastor's office accessible from both inside and outside of the building?

10. The following questions apply to educational facilities:
    - a. Is everyone aware that educational facilities never pay for themselves?
    - b. Have we considered two sessions of Sunday school or alternate sights for classes or small groups augmenting Sunday school?
    - c. Are the classrooms designed to be attractive meeting rooms first, and classrooms second?
    - d. Is each room going to be without sound overflow from other rooms?
    - e. Have we considered including audio visuals in the construction?
    - f. Will the first unit include one large room that can be used as a large lecture type class led by the pastor?
    - g. Is the lighting bright and cheerful?
    - h. Do the classrooms vary in size?
  
  11. The following questions apply to the office area:
    - a. Is the office a self-contained unit in terms of heating, cooling, security, and restrooms?
    - b. Is the staff space designed for growth?
    - c. Does the staff have its own private conference room?
    - d. Is the area designed for computer networking?
    - e. Is there a large space for office volunteers to work during the week?
    - f. Have you overdone the office area in terms of cost, compared to the amount of money spent on the nursery, parking, or parlor?
    - g. Has some member from the business world looked over the plans for the office?
    - h. Has "flow" been considered?
  
  12. What will be the first impression of the people passing by?
    - a. Is the primary sign readable to those passing by?
    - b. Have we considered using flower beds for color?
    - c. Does a person standing in the parking lot know where to find the sanctuary or a place for information?
  
  13. Have we considered the number of appropriate restrooms and do they include changing areas for infants?
  
  14. Is there a room for choir rehearsal where the choir cannot be heard in the sanctuary?
  
  15. Have energy costs been considered?
  
  16. Has air-conditioning been included so we can be a year-round church?
- The following questions will be helpful in choosing a new site for a church:

1. Is there drainage and storm water control?

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

The following questions are helpful when choosing an architect:

1. Does this person exhibit creativity in design and process?
2. How flexible is this person? Will he/she work with us to build what we want or what he/she wants?
3. Will this be someone we will want to work with in the future?
4. What is the integrity of earlier projects both structurally and functionally?
5. How accurate has the person been in estimating the actual bids on recent projects?
6. Does this person have access to a computer so you can see three-dimensional pictures of his/her designs?
7. How good is the person in executing the design?
8. Is the person capable of meeting your time deadlines?
9. Will this person be the principle person working on your project, or will a junior person be responsible?
10. Is this person able to work with other consultants, or is he/she a loner?
11. Does this person have access to good sound architects or consultants?
12. Is there respect and clear communication between this person and the person from the church assigned to supervise this project?
13. What is the fee structure?

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

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