

Church Health



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Leader's Guide

How to use "Church Health" by BUILDING CHURCH LEADERS in your regularly scheduled meetings.

BUILDING CHURCH LEADERS is not another program. You don't have to build a program from scratch or take another night to be out. BUILDING CHURCH LEADERS works when you want it to, where you want it to, the way you want it to. It's completely flexible and designed to be easy to use.

You probably already have regularly scheduled meetings with board members or with other committees or groups of leaders. BUILDING CHURCH LEADERS fits easily into what you're already doing. Here's how to use BUILDING CHURCH LEADERS at the beginning of a board meeting or committee meeting:

1. Select a learning tool. In this theme of "Church Health," you'll find multiple types of handouts from which to choose:

- ◆ an interview
- ◆ case studies
- ◆ how-to articles
- ◆ assessment tools
- ◆ devotionals

2. Select a handout. You could select one of the four assessments in this theme: "What's at Our Core?" (p. 5), "Becoming a Truly Honest Church" (p. 6), "5 Signals That Change is Needed" (p.7), or "Marks of Church Health" (p. 8). From these options, select the one that best fits what you want to accomplish.

3. Photocopy the handout. Let's say you selected "Turning Conversion Into Commitment." Photocopy as many copies as you need—you do not need to ask for permission to photocopy any material from BUILDING CHURCH LEADERS (as long as you are using the material in a church or educational setting and are not charging for it).

4. Prepare for the discussion. We recommend you read the Scripture passages and identify key discussion questions. How will you apply the principles to specific decisions your church is making?

5. Lead the discussion. Most handouts can be read within 5 minutes. After you have allowed time for reading, begin the discussion by asking one of the provided questions. Be ready to move the discussion to specific issues your church is facing.

Most BUILDING CHURCH LEADERS handouts can be discussed in 15 or 20 minutes. Your board, committee, or team will still have plenty of time to discuss its agenda.

Need more material, or something on a specific topic? See our website at www.BuildingChurchLeaders.com.

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Comprehensive Health Plan

Recognizing the difference between growth and health.

Ephesians 4:11-16; 1 Corinthians 3:7-13

*Rick Warren, pastor of Saddleback Community Church and author of *The Purpose-Driven Church* (Zondervan), gives leaders a scorecard to assess church vitality.*

Why do you say health should replace growth as the focal point for church leaders?

Rick Warren: Because size is not the issue. You can be big and healthy, or big and flabby. You can be small and healthy, or small and wimpy. Big isn't better; small isn't better. Healthy is better.

There is no correlation between the size and strength of a church. If churches are healthy, growth will naturally happen.

I don't have to command my kids to grow. If I provide them with a healthy environment, growth is automatic. If growth is not happening, that means something's wrong, because the nature of living organisms is to grow.

But kids reach a point where they stop growing physically.

Absolutely. That's why I began trying to change the terminology from church growth to church health about ten years ago; church growth automatically means numerical growth to most people. That's just one kind of growth God wants in his church.

If numerical growth is an unreliable indicator of health, how can you tell if your church is healthy?

It's not unreliable, just inadequate. There are five ways to measure growth. A church needs to grow warmer through fellowship, deeper through discipleship, stronger through worship, broader through ministry, and larger through evangelism.

You don't judge an army's strength by how many people sit in the mess hall. You judge an army on the basis of how many people are trained and active on the front line. The percentage of members being mobilized for ministry and missions is a more reliable indicator of health than how many people attend services.

How do leaders cultivate health in a church?

Health is the result of balance. Balance occurs when you have a strategy and a structure to fulfill every one of what I believe are the five New Testament purposes for the church—worship, evangelism, fellowship, discipleship, and ministry.

When a church emphasizes any one purpose to the neglect of others, that produces imbalance—unhealth. That causes a lot of churches to remain stunted.

How do you keep things balanced?

Four things must happen. You've got to move people into membership, build them up to maturity, train them for ministry, and send them out on their mission. We use a little baseball diamond to illustrate that.

We've got a scorecard to evaluate progress. Just like when you go to a doctor and he checks all kinds of vital signs, the health of a church is quantifiable. For example, I can measure how many more people are involved in ministry this month than last month.

How you accomplish those four objectives doesn't matter.



Rick Warren

*“There is
no correlation
between the size and
strength of a church”*



Comprehensive Health Plan *continued*

But wasn't Saddleback's unique style a big reason for your rapid growth?

People always overemphasize style because it's the first thing they notice. The only important issue regarding style is that it matches the people God has called you to reach. We've planted 26 daughter churches, and we gave those pastors total freedom in matters of worship style and the materials they use.

As long as you are bringing people to Christ, into the fellowship of his family, building them up to maturity, training them for ministry, and sending them out in mission, I like the way you are doing ministry.

In today's society, how do you stay healthy when you bring in a lot of unhealthy people?

Health doesn't mean perfection. My kids are healthy, not perfect. There will never be a perfect church this side of heaven, because every church is filled with pagans, carnal Christians, and immature believers.

I've read books that emphasize, "You've got to reinforce the purity of the church." But Jesus said, "Let the tares and the wheat grow together, and one day I'll sort them out." We're not in the sorting business. We're in the harvesting business.

We do get a lot of unhealthy people at church, because society is getting sicker. But Jesus demonstrated that ministering to hurting people was more important than maintaining purity. When you fish with a big net, you catch all kinds of fish.

To Discuss

1. When we think about how we are doing as a church, do we think more in terms of growth or health?
2. How would you assess our church health in the five critical areas of fellowship, discipleship, worship, ministry, and evangelism? For our church to be more balanced, what areas need more emphasis?
3. According to Warren's "scorecard," how are we doing? Are we moving a good number of people into membership? Are we building to maturity the people who get involved in our church? Are we adequately training volunteers for ministry? Are we sending people out to their mission field?
4. Do you think the "style" of our church matches the people we are trying to reach?



What's at Our Core?

Measuring our church on the fundamentals.

Ephesians 2:19-22; Matthew 28: 19-20

For each question, circle the number that best applies to your church—with 1 meaning, “We haven't thought about it yet,” and 5 meaning, “We are in excellent shape in this area.”

- | | |
|---|-----------|
| 1. Do we have a clear and common vision? | 1 2 3 4 5 |
| 2. Does our public worship glorify God? | 1 2 3 4 5 |
| 3. Is the Word of God seen as the basis of authority? | 1 2 3 4 5 |
| 4. Do our public celebrations inspire true worship? | 1 2 3 4 5 |
| 5. Does our church present a positive gospel message? | 1 2 3 4 5 |
| 6. Is there a balance between evangelism and edification? | 1 2 3 4 5 |
| 7. Does corporate prayer saturate the life of our church? | 1 2 3 4 5 |
| 8. Is there a concerted effort to bring individuals to maturity? | 1 2 3 4 5 |
| 9. Do we reach out to people who visit? | 1 2 3 4 5 |
| 10. Is our church aware of the world at its door? | 1 2 3 4 5 |
| 11. Are we actively pursuing fulfillment of the Great Commission? | 1 2 3 4 5 |
| 12. Do we develop leaders? | 1 2 3 4 5 |
| 13. Do our leaders take their responsibilities seriously? | 1 2 3 4 5 |
| 14. Does our church have appropriate structures and exercise wise administration? | 1 2 3 4 5 |
| 15. Do our congregants have a sense of community? | 1 2 3 4 5 |
| 16. Do we practice accountability and exercise integrity? | 1 2 3 4 5 |
| 17. Do we practice redemptive love? | 1 2 3 4 5 |
| 18. Is confession openly practiced? | 1 2 3 4 5 |
| 19. Do we network with other congregations? | 1 2 3 4 5 |
| 20. Do we live as people of hope? | 1 2 3 4 5 |

Scoring: Total your circled numbers.

- | | |
|-----------------|--|
| 85-100 | You are a healthy church. |
| 70-84 | You are on the road to health. |
| 55-69 | Don't stop now; you have things working for you. |
| 40-54 | You need some work, but you've begun—what will be your next step? |
| Below 40 | Yours is not a very healthy church. But don't give in to despair. It's time for the leaders to humble themselves before God and seek renewed direction. |



Becoming a Truly Honest Church

What does our church really communicate?

Ephesians 4:25; 2 Corinthians 1:8-11

Most churches don't intend to be dishonest, but here is how a church can create unrealistic expectations:

1. By what isn't talked about. A young woman who visited our church described to me the three worlds of her early life: The first world was her home, where she was sexually abused. The second was a public-school room, where she was respected for her mind. The third was her church, which portrayed God as one who knew nothing of, and who made little difference in, her first two worlds.

This church hadn't intended to be dishonest, but by not talking about real issues of life, it gave an inaccurate impression.

2. By what is said. Some testimonies can give an inflated view of Christian experience. Some people giving testimonies often feel pressure to shore up what was, in many cases, a lackluster encounter with God. Inflated testimonies encourage others to lie subtly, promoting a dishonest church.

3. By what is promised. Churches can promise too much. For example, some paint an idealistic view of the first-century church.

One person said to me, "We are looking for a New Testament church, where people really love each other and where there is no carnality or hypocrisy."

"Which New Testament church do you have in mind?" I replied. "Ephesus, with its racism and abandonment of Paul? Corinth, with its drunkenness, fornication, and divisiveness? Or maybe the church in Galatia, with its legalism?"

The reality is that the church has always been a work-in-process.

4. By what is attempted. This happens when a church attempts to meet people's every need and to make them happy.

I called on a family that had gone through a series of devastating hardships. When I asked how they felt about the congregation's support, I got an earful of complaints. The family felt grossly neglected. When I inquired further, I discovered that families had been bringing food to this couple regularly, friends in their small group had been listening faithfully, elders had called. Yet in the mind of this family, the church had not responded. I wonder if that was because their pain had not gone away.

God does not always take away our pain, so we must be careful not to give the impression that God or our church will.

—JIM ABRAHAMSON

To Discuss

1. Do our public testimonies cover the gamut of Christian experience, or is there pressure to tell only the triumphs? What is a recent example of someone who talked about the difficulties of the Christian life?
2. In our church, what common challenges of life will someone not likely hear talked about?
3. What does the gospel actually promise those who follow Christ?



5 Signals That Change Is Needed

Symptoms of underlying issues.

Colossians 1:10; 1 Peter 2:9-10

Here are five, frequent, presenting symptoms in a church that often point to a more serious disease:

- 1. Inordinate self-interest.** Most new churches are open to newcomers and then weaken into self-interest.
- 2. Negative self-image.** Complaining about the church's health may not seem bad, but the negative discussion rarely leads to positive, practical action for improvement.
- 3. Communication breakdown.** People often ask, "How can we improve communication between staff and lay leadership, or between pastor and staff?" Leaders may get together and talk about their communication problems, but if that discussion does not address the real disease, church problems will persist.
- 4. Open conflict.** We have watched churches fight over everything from budget allocations to youth programs.
- 5. Plateau or decline.** The majority of churches today are plateaued or declining. The previous four symptoms certainly contribute to plateaus.

What is the fundamental problem? Most often, the real disease turns out to be a lack of vision. The church has no clearly defined direction.

Four things contribute to a healthy church.

1. The church has a purpose and vision that is understood and supported by its members.
2. The ministry has a strategy for reaching its community for Christ, employing its God-given strengths.
3. Both staff and church members clearly understand how their involvement contributes to the purpose of the church, and they are accountable for the accomplishment of their assignments.
4. The church knows how to party. They look for small successes and actively celebrate them.

—DONALD GERIG AND GARY LITWILLER

To Discuss

1. What is the purpose and vision of our church?
2. How would you describe our strategy for reaching our community for Christ?
3. How well do our long-time attenders understand our purpose and vision? What is one way we could communicate our church vision in a clearer way?



Marks of Church Health

4 questions to probe our church's fitness.

James 3:1-12; 2 Timothy 3:16-17

What makes an “excellent” church? Here are four important yardsticks:

1. How well do we communicate? In a healthy church, people give the right information at the right time to the right people, and decisions are made in an open and orderly manner. Members don't do business furtively in the church parking lot after worship. Pastors aren't talked about behind their backs. Feedback is allowed—even encouraged—whether positive or negative.

The healthier the organization, the more open people are to feedback.

2. What is our energy level? In the healthy church, things are happening. Congregational life is full, and the members reach out to others. For instance, the church monitors and calls on those beginning to drop out of church life.

Excellent churches have high levels of input and output. Output means the congregation reaches beyond itself, going beyond the church walls to care for and evangelize those not yet part of God's church. Input means people are connected into the life of the church.

3. Do we have the right goals? A healthy church has clear goals that stretch the organization. It stages operations to arrive at its goals on schedule. When it meets these goals, it makes new ones.

In other words, the healthy church has vision and can articulate that vision in concrete goals.

4. Do we present all facets of the gospel? The healthy church supplies its members with a rich and full theological diet. Although the sermons are consistent in theology, they vary in the kinds of topics covered. Difficult topics aren't skipped, because the church has the energy and health to tackle them.

—JOHN S. SAVAGE

To Discuss

1. Do we have a process for listening to people, especially those outside the leadership circle? What do we do with this input?
2. When was the last time we got excited about our church and told someone else about it?
3. On a scale from 1 to 10 (high), how would you evaluate our church in the areas listed above?



What's the Big Picture?

Recognizing God at work can help overcome low morale.

1 Thessalonians 5:16-18; Isaiah 6:1-8

The Case It was a year of losing members—an energetic young couple because of a job transfer, several families because of theological disputes, and another family because, frankly, they didn't get their way about several issues. Trying to answer the congregation's endless questions of “Why don't we see So-and-so here anymore,” the church board was feeling weary, put-upon, and defeated.

As they entered the new year, something had to be done to improve morale and instill again a sense of hope.

The person in charge of leading the board meeting with a time of worship wanted to begin to change the defeatist attitude. Now all he had to do was figure out how.

What Would You Do?

- ◆ What portions of Scripture and what songs would you choose if you were leading this time of devotion?
- ◆ How would you gain enough hope and faith within yourself to inspire the board?

What Happened

The worship leader decided to have a service of thanksgiving. Reading from Isaiah 6:1-8, he reminded the group they could be thankful that in spite of everything that had happened, God was still on his throne. They could thank the Lord he had appointed them leaders in spite of their sins and weaknesses.

Next, reading Paul's words in Ephesians 1:16, “I have not stopped giving thanks for you, remembering you in my prayers,” he passed out a list of the members the church still had and led the group in a time of prayer, praising God for each member.

Finally, he read another list of the programs and ministries the church was running, as well as fellowship activities that had taken place during the previous year. They read the congregation's mission statement, and the leader pointed out the church was still doing its best to fulfill it.

Most board members realized they had been focusing so much on what was going wrong, that they had blinded themselves to what was right. While the board will still have to wrestle with discouragement, many turned a corner that night.

—STEVE BIERLY

To Discuss

1. Is negative news handled appropriately in our church? Do we have an agreed-upon way to filter negative communication?
2. How is it possible to be realistic and still remain positive?
3. Is weariness and discouragement always a warning sign that one's faith in God is weak or that one isn't looking at things the way God does? Why or why not?



Everything to Some People

Should a church try to please everyone?

Philippians 2:1-2; Romans 12:9-10

The Case Michael Barker, pastor of Eastside Church, could see Ted was uncomfortable with what he was about to say. “I’m grateful for this church,” Ted finally said. “If you hadn’t targeted un-churched people like me and my family, we would never have come to Christ.”

Where’s this conversation headed? Michael wondered. Since Ted and Sally started attending four years before and soon made a commitment to follow Christ, Ted had become an integral part of the church. He had grown quickly as a young believer and had just been appointed to serve on the church council.

“The problem is Sally and I have different needs now than we did when we started out as seekers. With our church’s strong focus on unbelievers, we’re just not getting fed any more. So we’re thinking of attending Springfield Bible Chapel.”

Michael’s first thought was to defend himself. He could not imagine how Eastside could abandon its central purpose, which was to bring God’s timeless truths to the culture in relevant, life-changing ways.

- What Would You Do?**
- ♦ What are the normal defense mechanisms that kick in when someone questions our church style or philosophy of ministry?
 - ♦ How can you determine whether Ted’s leaving signals a weakness (a lack in a certain area) or a strength (a focused and clear objective) in the church?
 - ♦ If you were Ted, what would you want to hear from Michael?

What Happened Ted and Sally didn’t stay at Eastside; they had already made up their minds by the time Ted talked to Michael.

Their comments and actions, however, combined with similar comments from other sources, sparked animated discussions among the staff and governing council of Eastside. The ministry team began to reconsider the church’s purpose statement.

In the end the leaders decided to keep their purpose statement and, in fact, reinforce Eastside’s unique mission and call.

They did, however, adjust church programming to include more sensitivity to believers’ needs. The staff expanded ministries to keep pace with the growth of new converts, offering more advanced discipleship courses over time. They adjusted Sunday messages to include applications for both believers and unbelievers.

—RICHARD DOEBLER

- To Discuss**
1. How often should a church’s vision or purpose statement be re-evaluated?
 2. Are our church leaders generally receptive to ideas that challenge or stretch their methods and philosophies? Why or why not?
 3. How can a healthy balance be struck between opposing or divergent needs within a congregation? Is balance even the right word?
 4. Which is healthier: to expect unsatisfied members to leave to attend another church, or to adapt to satisfy their needs? Is there another way?



Leaving the Results to God

Our responsibility is to do the will of the Father.

Jeremiah 26:20, 23

Read *Now Uriah son of Shemaiah from Kiriath Jearim was another man who prophesied in the name of the Lord; he prophesied the same things against this city and this land as Jeremiah did.... They brought Uriah out of Egypt and took him to King Jehoiakim, who had him struck down with a sword and his body thrown into the burial place of the common people (Jer. 26:20, 23).*

Comprehend Consider a tale of two prophets.

Both spoke in the name of the Lord and both brought hard messages of judgment to the people. Yet God promised one, Jeremiah, that the people of the land wouldn't prevail against him. And so, although Jeremiah was in some tough spots during his ministry, "he was not handed over to the people to be put to death" (Jer. 26:24). However, the other prophet, Uriah, was marked for death, he had to become a fugitive, and ultimately he lost his life (Jer. 26:20-23).

Which of the two prophets was more faithful to his calling? Which one was the "true prophet"?

The Bible gives no indication the Lord preferred Jeremiah over Uriah or that one was better than the other. They both carried out their ministries. God chose to rescue one and not the other. Why? The Bible is silent. The answer simply rests in the will of God. Period.

If a few churches in an area grow rapidly while others remain stagnant, that may not be a sure sign the Lord is blessing some and judging the others. Each congregation is called to be faithful to the Word. The results are in the hands of the Lord. It is impossible for leaders to judge accurately their congregation by comparing it with others. There may be factors for success or failure hidden within the will of God.

—STEVE BIERLY

- Discuss**
1. If everything is in God's hands, why should we throw ourselves into developing as a congregation?
 2. How do we keep the refrain, "Not much is happening, but at least we're being faithful," from becoming an excuse for apathy and laziness?
 3. Think of a church that is growing rapidly in our community. How do we talk about them? Are we cheering on their success?
 4. What role does faith play during hard times in a church family?



What God Thinks

Only his opinion counts.

Revelation 2:4

Read *Yet I hold this against you: You have forsaken your first love (Rev. 2:4).*

Comprehend Imagine moving to a new area and looking for a church by scanning the ads and articles in the religion page of the local newspaper. Suppose you ran across an ad for a church that promoted itself this way: “We’re hard workers for the Lord and never give up, even when the going gets rough. We stand firm for God’s truth, even to the point of openly opposing those who have departed from the Word. And we’re not winding down, we’re just getting started!”

Would you consider visiting that congregation? Perhaps, yet Jesus might say to that church, “You have forsaken your first love” (Rev. 2:1-7).

Or what about a group that bills itself as “the liveliest church in town?” Jesus might warn that group, “[Y]ou are dead. Wake up!” (Rev. 3:1-6).

Suppose you read another church ad: “We’re located in a poor community. We don’t have a lot of resources for ministry or a lot of avenues for outreach because we are so persecuted by everyone around us. We’re trying to hold on, but don’t know how much longer we can last.”

Would you visit that church?

Most likely many of us wouldn’t. Yet Jesus commends such a church in Revelation 2:8-11. Jesus promises that group of believers “the crown of life.”

Obviously, the Lord judges “church health” differently than we do. Things we value may leave him cold. Likewise, things we may look down on, pity, or even secretly despise may be precious in his sight. It’s infinitely more important to have the attention of God than it is to be respected by our community.

While we attempt to make baby boomers, baby busters, Generation X-ers, and other target groups at home in the church, let us make sure Jesus is at home there too.

—STEVE BIERLY

- Discuss**
1. If Jesus were writing a letter to our congregation today, what might he commend us for? Would he admonish us for anything?
 2. What does it mean for a church to have “forsaken your first love”? What was our first love?
 3. What is our church truly passionate about?
 4. What criteria should we use to measure the success of our church? Attendance? New buildings? Changed lives? Something else?



Leaning into the Future

How to redirect a church.

Philippians 3:12-14; Nehemiah 2

“I may be old,” said Supreme Court Justice Oliver Wendell Holmes at the end of his long life, “but I haven’t stopped growing.”

If an elderly man can have that perspective about reading law and philosophy, church leaders should have all the more such passion for the church of Jesus Christ, for we believe God is leading his people into the future. Here are four ways churches can keep growing:

1. Present needs, not past success. What causes a church to settle into past-directed thinking is not so much present difficulty as past success. A church lifts the burden of past success when it focuses instead on present needs: What do the people in this community and world need? How can we provide that?

2. A few people of vision. Most are not persons of vision. But a church needs only a few—ideally, a pastor and a few lay people. If they are leaders, others will follow.

3. A leader who looks out the window. A few years ago a magazine ad pictured a man standing in his office looking out the window. The caption read: “Why would a company pay this man \$100,000 a year to look out a window?”

The point: Every organization needs someone who looks out the window, outside the organization, to the world and to the future. A pastor helps the congregation by doing so.

4. Specific strategies. It is not enough to look ahead only in a general sense. Vision must translate into specific strategies:

- ◆ Have people think next year, not this year. Planning ahead releases ministry, and that moves a congregation forward.
- ◆ Spend time as a cultural anthropologist. In an increasingly pluralistic society, it’s wise to offer options. By studying culture—through seminars, books, and conversations—we can provide those options.
- ◆ Plan for opportunities rather than problems. Once when our congregation was ready to add a staff member, the choice narrowed to either a minister for counseling or a pastor of singles. The church couldn’t afford both. Which position would most directly fulfill Wooddale’s mission?

When we looked at projections for the area’s singles population, we were stunned. The number of singles was going to increase rapidly. We said, “Many Christian counselors exist in the region, but who is going to seize this opportunity for singles?”

- ◆ Emphasize ministry rather than structure. The purpose of any structure is ministry. As we emphasize ministry, people are better able to let go of ineffective structures and move ahead.

—LEITH ANDERSON

To Discuss

1. What are the high points of our church’s past? How might they prevent us from building a great future? How can we honor the past without being chained to it?
2. How can you personally grow in your capacity for vision?
3. Are we ministering in a relevant way to our culture? What features of our culture should we take into account as we plan for the future?



Filling in the Cracks

How to ensure newcomers don't fall through.

Philemon 17-21; Luke 15:8-10

One measure of a healthy church is how well new people connect into its network. Here are several ways to make that happen:

1. Identify newcomers. We ask visitors to fill out information cards in the service. In addition, pastors and hosts working in the foyer carry cards that they fill in on the spot with names and addresses. Counselors fill in response cards for those who respond to an altar call. Occasionally, our bookkeeper will alert us to newcomers who haven't completed a visitor card but are using offering envelopes.

2. Make midweek contact. On Monday morning, we send a letter of welcome to every visitor—including out-of-towners (we learned that some were actually in the process of moving to our area). A staff member makes an initial phone call, welcoming the people to our church and asking if they would like someone from the church to visit them at home. We attempt to gain further information, such as the approximate age of the adults and ages of children. A family-information form is completed by the visiting pastor, and the information is passed on to appropriate church leaders.

3. Maintain a newcomers directory. We keep records for all newcomers in a separate directory for six months. This list is reviewed at staff meetings, and pastors report on people's progress. After six months on the list, we review the status of different families.

4. Offer a "Welcome to the Family Class." Newcomers are attracted to a class led by someone with a high profile in the worship service. The class lasts six to eight weeks and focuses on the basic teachings and practices of the church.

After someone has attended this class (held during Sunday school hour) about two months, this person is introduced to the leadership of the appropriate adult fellowship group, who take on responsibility for integrating the newcomer into that network of relationships.

5. Let them serve. Newcomers need to feel needed, not just wanted. Though critical recruiting is done individually, from time to time we encourage the congregation to fill in a ministry-opportunity sheet. While of little value for long-time members, these sheets give newcomers an opportunity to express their interests.

—CALVIN C. RATZ

To Discuss

1. What is our system for integrating newcomers?
2. Where do newcomers often fall through the cracks? After they've attended two or three times? After six months?
3. Most newcomers don't stick around if they don't begin to connect into the life of the church. How can our church create multiple networks that newcomers can hook into?
4. What is our policy for letting newcomers serve?