



# Turning Visitors into Attenders Assessment Pack



CONGREGATION & VISITORS



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This resource, “Turning Visitors into Attenders,” is part of *The Growing Church* Training Track—Level One. This Assessment Pack is a collection of tools to use with your leadership team. Each tool has been designed to help you and your team measure some dimension of ministry.

Here’s how to use your Building Church Leaders assessments with your board, committees, or staff:

- ◆ Print and photocopy the assessment tool you’d like to use (you have permission to photocopy for church or educational use)
- ◆ Hand it to your team to complete
- ◆ Lead a discussion based on the team’s answers.

For more assessment packs, complete training themes, or other training tools for church leadership, see our website at [www.BuildingChurchLeaders.com](http://www.BuildingChurchLeaders.com).

# Closing the Back Door

How does your church rate on the vital ratios identified by church growth experts?

Acts 2:46–47

Ratios are crucial when it comes to creating community—staff cannot be stretched too thin, believers need meaningful relationships to be tied to the church, and small groups need to pursue a healthy balance in congregational life.

Church growth experts Win and Charles Arn determined the following seven ratios of healthy churches. Rate your church on them; after each description, place a check in the box that best describes your church. Then, use the discussion questions to chart a course forward.

	This completely describes us	This somewhat describes us	This does not describe us
<b>Crucial Ratios</b>			
<i>1. Friendship ratio—1:7</i>			
➤ Each new person should be able to identify at least seven friends in the church within the first six months.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>2. Role/Task Ratio—60:100</i>			
➤ At least 60 roles and tasks should be available for every 100 members in a church.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>3. Group Ratio—7:100</i>			
➤ At least seven relational groups—places where friendships are built—should be available in a church for every 100 members.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>4. New-Group Ratio—1:5</i>			
➤ Of every five relational groups in a church, one should have been started in the past two years.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>5. Committee Member Ratio—1:5</i>			
➤ One of every five committee members should have joined the church within the last two years.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>6. Staff ratio—1:150</i>			
➤ A church should have one full-time staff member for every 150 persons in worship.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>7. Visitor Ratio—3:10</i>			
➤ Of the first-time visitors who live in the church’s ministry area, three of every ten should be actively involved within a year.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

—WIN AND CHARLES ARN; Dr. Win Arn founded Church Growth, Inc., which his son Charles now leads; adapted from *The Magnetic Fellowship*, © 1988 Christianity Today.

## Discuss

1. In what areas are our ratios most like the ones the authors recommend? In what areas are our ratios least like the ones the authors recommend?
2. How would our church be different if we pursued some of the ratios recommended here?
3. Choose one area of weakness. How can we address it in the next month, quarter, and year?

# Visitors Who Stick

Best practices on how to make people stick to your church.

Acts 2:42–46

Church consultant Lyle Schaller estimates that in many medium- and large-sized congregations, a third of new and active church attenders drop out within two years of becoming involved. These aren't people who move away; they just stop coming. Here are the methods some churches have used to retain members.

Read each best practice. Then, in the space provided, rate how well you carry out that principle and list several more ways you could carry out that principle.

## Assign Responsibility to Leaders

Trinity Presbyterian Church in Anchorage, Alaska, assigns a deacon to a person or family who attends worship for several Sundays. At Berean Baptist in Burnsville, Minnesota, the people responsible are called “enfoldment coordinators.” They link visitors with a “first friend,” who visits the new persons at their home. The “first friend” learns the visitors’ interests and refers their names to the appropriate ministry area.

➤ How well do we assign leaders the responsibility of plugging in new visitors?

We do this well

We do this adequately

We do not do this

## Close the Loop

Moorpark Presbyterian Church in California, the church I serve, uses an “Integration Czar.” When a person expresses interest in a program or ministry, the czar assigns a specific leader to extend an invitation to the newcomer. The czar then follows up with the leader, asking about the newcomer’s response. This ensures all invitations get made.

➤ How well do we make sure that people who want to serve get plugged in?

We do this well

We do this adequately

We do not do this

## Enfold into Networks

Hillcrest Christian Reformed Church in Hudsonville, Michigan, assigns a mentor family to each new person or family. The church attempts to match the backgrounds and interests of its mentor family with those of the newcomers. To gauge the effectiveness of the mentor program and to identify needs, a committee tracks people’s attendance in worship, involvement in service, and giving habits.

➤ How well do we connect families and individuals on a relational level?

We do this well

We do this adequately

We do not do this

## Create a Culture of Accountability

Bethel Baptist Church in Cleveland Heights, Ohio, puts its people on notice: “If we don’t see you, we’ll call you.” In its tracking of attenders, Bethel focuses on changes in a person’s attendance pattern. A call or visit is made when someone’s pattern changes.

➤ How well do we follow up with members whose attendance is faltering?

We do this well

We do this adequately

We do not do this

—DAVE WILKINSON is pastor of Moorpark Presbyterian Church in Moorpark, CA; adapted from our sister publication *Leadership Journal*, © 1998, updated 2015 Christianity Today. For more articles like this, visit [www.LeadershipJournal.net](http://www.LeadershipJournal.net).

## Discuss

1. Describe a time when follow-up made the difference between an average experience and a great one.
2. Pick your strongest idea from each category and share with the group how to strengthen each area.
3. Pick one best practice you would like to pursue in your church. How could success in that area affect your ministry as a whole?

# Connecting Your Congregation

One pastor's best practices for reaching and retaining newcomers.

1 Thessalonians 1:2–3

*Incoming members are the heart and life of my congregation. If my church disregards the new residents of its community, it will dry up and die—this is especially true because, in my town, the average resident moves out after about three years. Here are the methods and standards I've found effective for retaining members.*

*In each category, rate how well your church carries out that type of ministry. Rate yourself on a scale of 1 (We do this well) to 5 (We do not do this).*

**Applicable teaching.** Life's transitions are among the most teachable moments. During these times, dormant needs—such as marital problems, financial concerns, and parenting issues—become active.

- *Our church offers teaching and preaching that directly connects with our congregation's needs.* 1 2 3 4 5

**Team building.** We strive to have co-teachers in each Sunday school and Bible study class, and co-leaders for each committee or ministry team. This eases the load for the teachers and leaders and guarantees a ministry won't miss a beat if a leader steps down.

- *We build teams to cultivate teachers and leaders, and to maintain ministry excellence even in times of transition.* 1 2 3 4 5

**The "two-hat" policy.** We prevent burnout and encourage more people to serve in our church by limiting involvement to two responsibilities per person.

- *Our church encourages involvement by spreading volunteer opportunities across a large group of people.* 1 2 3 4 5

**Involve people quickly.** We plug newcomers into service as quickly as possible. At our church, if we don't involve people in ministry within 13 weeks, we may lose them.

- *We provide service opportunities, even for people who are relatively new.* 1 2 3 4 5

**Open many doors.** We offer many entry points into the life of our church: softball and basketball leagues, men's and women's fellowships, picnics, concerts, and more.

- *We provide a variety of opportunities for people to become involved in church life.* 1 2 3 4 5

**Respond to change.** Especially in urban and suburban environments, congregations are constantly changing. And with a changing congregation comes changing needs.

- *We regularly assess the needs of our congregation and update curriculum and sermons to respond to those needs.* 1 2 3 4 5

**Repeat. Repeat. Repeat.** I preach an annual vision sermon. Every quarter I bring together our church leaders to a leadership summit. I teach a new members' class. Each meeting I reinforce our vision, our philosophy, our strategy, and why we do church this way.

- *We communicate our vision regularly, so that even newcomers will understand the identity of our church.* 1 2 3 4 5

—WILLIAM RICHARD EZELL is pastor of Naperville Baptist Church in Naperville, Illinois; adapted from our sister publication *Leadership Journal*, © 1997 Christianity Today. For more articles like this, visit [www.LeadershipJournal.net](http://www.LeadershipJournal.net).

## Discuss

1. What priority do we currently place on retaining new members? How is that reflected in our programs?
2. Besides Sunday morning services, what are some "doors" into our church?
3. In the last several years, what are some ways we have adapted to the changing needs of our community?

**TURNING VISITORS INTO ATTENDERS**

**Ready to Grow**

*Is your church a place visitors feel comfortable?*

Acts 28:31

Try viewing your church from the perspective of a visitor. Then evaluate it according to these seven characteristics on a scale of 1 (We do this very well) to 5 (We do not do this).

	We do this very well			We do not do this	
	1	2	3	4	5
➤ <b>Is God's presence evident here?</b> People expect God to come to church. It's hard to define what exactly people are looking for. It's like beauty—you know it when you see it, even though you can't put it into words. Experiencing the supernatural is a high priority in today's culture.	1	2	3	4	5
➤ <b>Are we others-centered?</b> An others-centered church is immediately interested in new people, what they need, and how the church can help. The others-centered church talks little about its programs or its people unless that is truly helpful to the newcomer.	1	2	3	4	5
➤ <b>Do we use familiar language?</b> Healthy churches tend to speak in terms that everyone can understand. They make an effort to translate religious terminology into everyday language.	1	2	3	4	5
➤ <b>Are familiar people here?</b> As soon as most of us enter a room, we look around to see what everyone looks like. Our level of comfort can be high or low, depending on how quickly we find someone else who looks like us. In a room full of women, a man thinks, <i>I'm in the wrong place</i> . In a church where all the people up front are men, women wonder if they are welcome.	1	2	3	4	5
➤ <b>Are we accessible?</b> Wheelchair ramps and parking spaces are only the beginning of accessibility. Is there openness to getting questions answered, meeting new people, talking to church leaders, becoming members, joining a small group, resolving complaints, and signing up to serve?	1	2	3	4	5
➤ <b>Do we have high expectations?</b> Most healthy churches are permeated with high expectations of God's blessing for the future.	1	2	3	4	5
➤ <b>Are we prepared to grow?</b> In order to grow, a church must be staffed to grow and ready to function at a higher level of ministry. When a church invites people to be a part of its life, it must keep its promises. For example, have a quality children's program in place before you advertise yourself as a "family church."	1	2	3	4	5

—LEITH ANDERSON is senior pastor of Wooddale Church in Eden Prairie, Minnesota; adapted from *The Church Leader's Answer Book*, © 2006 Christianity Today.

**Discuss**

1. What are some other ways churches communicate at atmosphere of openness?
2. How do we prepare to grow while still functioning in our current reality?
3. On which of these did we score the lowest? How could we address that issue immediately? How could we work to improve in that area long-term?

# Characteristics for Acceptance

Six characteristics of a church that retains its members.

Romans 15:7

Here are six church characteristics that contribute to growth. These are the elements common to growing churches regardless of their specific programs. For each characteristic, if you believe it is present in your church, check "Agree." If you believe it isn't present, check "Disagree."

## 1. A Positive Atmosphere

Growing churches emphasize what God *can* do, not what we *cannot* do; what is best in people, not what is worst; how we can build each other up, not tear each other down.

➤ *Our church exemplifies this positive attitude.*

Agree

Disagree

## 2. Trust

You don't command trust; you earn it. And there is no magic to trustworthiness. For church leaders, it means "going by the book"—presenting proposals through the proper channels, spending money responsibly, and being able to lose graciously.

➤ *Our congregation and church embody trust.*

## 3. Excellence

Excellence requires each of us, individually and congregationally, to do our best with the resources and limitations we have. For several years, our church hosted a concert by the Chicago Staff Band of the Salvation Army. This outstanding band is built on excellence, fine music, and clear testimony. We didn't increase our advertising, but year after year attendance increased. People came to know this band would always be at its best.

➤ *Our church is committed to excellence.*

## 4. Oriented to Outreach

*Ingrown* never equals *growing* (or its corollary: retaining). An inward focus is an easy path to follow, but it will not produce growth. The mentality of a growing church is continually one of reaching out to others. Of course, this is easier said than done. But every step we take to facilitate ministry to those outside our congregation causes us to move past our own comfort.

➤ *Our church is outward-focused.*

## 5. Flexibility and Adaptation

The willingness to experiment, to innovate, and even to fail, are part of flexibility. As times and cultures change, outreach attempts need to change. When flexibility and adaptation mark a church, it is possible to reach non-Christians and appeal to newcomers in a vital way.

➤ *Our church is flexible and adaptable.*

## 6. A Serving Spirit

The serving spirit is a summary of a growth climate. In church we often ask ourselves *if* people want to serve. Put that way, many choose not to. A better way is to begin with the assumption that God's people *will* serve. The question is not *if*, but *where* and *how*.

➤ *Our church possesses a serving spirit.*

—DONALD GERIG was a pastor for over 40 years before his death in 2010; adapted from *The Magnetic Fellowship*, ©1988, updated 2015 Christianity Today.

## Discuss

1. Which of these characteristics does your church embody best? Which does it embody worst? Why?
2. What are some programs that you are excellent in? What has contributed to the strength of those programs?
3. Describe a recent adaptation, or even a failure, that demonstrates your church's ability to be flexible.

# An Attractive Atmosphere

How well does your church welcome, identify, and integrate newcomers?

Matthew 25:34–36

*Atmosphere plays critical role in holding newcomers. Some churches exude an atmosphere that says, “Visitors are welcome here.” It doesn’t derive from handouts or slogans. It’s not particularly what happens up front, though that helps. It’s an air that permeates the whole congregation, an intangible that says to first-timers, “We’ve been expecting you, and we’re glad you’ve come.”*

*These qualities create an atmosphere of acceptance; rate your church on each item for a picture of what you are doing well and what you could improve. Assess your success from the pulpit and from the pew on a scale of 1 (We do this very well) to 5 (We do not do this).*

	We do this very well			We do not do this	
	1	2	3	4	5
➤ We have created an environment that is designed with the newcomer’s experience in mind.	1	2	3	4	5
➤ Our leaders lead with a warm, personable style.	1	2	3	4	5
➤ We make newcomers feel welcome by explaining elements of our worship that could be confusing.	1	2	3	4	5
➤ We have greeters that welcome people as they enter on Sunday mornings.	1	2	3	4	5
➤ We have hosts that are specifically trained to answer questions and provide information about our church.	1	2	3	4	5
➤ We have a time during our Sunday services when people can greet one another.	1	2	3	4	5
➤ We have a Sunday school class for newcomers that introduces them to our church, what we believe, and how our church functions.	1	2	3	4	5
➤ We try to obtain contact information for our newcomers and pursue follow up with them.	1	2	3	4	5
➤ Pastors are directly involved in welcoming newcomers.	1	2	3	4	5
➤ Volunteers, especially small-group leaders, are involved in integrating newcomers into church life.	1	2	3	4	5
➤ Our pastors and lay leaders regularly highlight ministries and offer opportunities for involvement.	1	2	3	4	5

—CALVIN RATZ served as a pastor for over 30 years and is currently International Coordinator for East Africa for OneHope, an international nonprofit organization that seeks to affect the destiny of children and youth around the world by giving them the hope found in God’s Word; adapted from *Mastering Outreach & Evangelism*, © 1990, updated 2015 Christianity Today.

## Discuss

4. Taken as a whole, is our atmosphere accepting and welcoming? Why or why not?
5. How do we currently build relationships with newcomers? How could we do that even better?
6. What methods do we use to retain members that are not mentioned here?

# A Warm Reception

Does your church offer visitors a warm, genuine welcome?

Hebrews 13:2

Retention starts with the first visit. It takes only a few seconds, maybe minutes, for a guest to assess whether yours is a welcoming your congregation. Here are the methods several pastors use to assess their church on the welcome they provide. Answer each question with “We do this well,” “We do this adequately,” or “We do not do this.”

	We do this well	We do this adequately	We do not do this
<b>Parking.</b> We reserve parking spaces specifically for first-time guests.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Lobby.</b> When guests enter our church, they come into user-friendly, non-threatening space.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Hospitality time.</b> We host a hospitality time in which greeters specifically seek out visitors.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Welcome the guests.</b> We call newcomers guests, not visitors, to emphasize our congregational responsibility to welcome them.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Nametags.</b> We don’t single out guests to wear nametags; either everyone wears them or no one wears them.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Conversation starters.</b> When we ask people to greet one another, we give them topics to discuss. (For example, during a recent series on the gospel, we used: “Greet the person next to you and tell him or her some good news you received in the past few days.”)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Offering time.</b> We ask guests to pass the offering plate without giving any money.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Response cards.</b> We try to get information from our visitors in a non-threatening way.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Quick follow-up.</b> We call our guests and thank them for attending soon after their visit.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>More follow-up.</b> We send our guests a packet of materials that describe our church and its ministries.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Proactive small groups.</b> If a guest expresses interest in a small group, we have a small group leader make contact with that guest and invite her to the group.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Meet and greet.</b> Periodically, we host a time for visitors to meet with our pastors and staff (such as a dessert or picnic).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

—GENE APPEL, JAMES APPLEBY, MERLE MEES, WAYNE OGIMACHI, AND JIM TOMBERLIN; adapted from our sister publication *Leadership Journal*, © 1998 Christianity Today. For more articles like this, visit [www.LeadershipJournal.net](http://www.LeadershipJournal.net).

## Discuss

1. What are our greatest strengths on the list above? What are our greatest weaknesses?
2. What are some other ways we can (or do) create a welcoming experience for our first-time guests?
3. Describe a place that you like to visit, such as a restaurant or a store. How does that place create an environment that you want to return to?

# Worship That Draws People

Does your church create services with structures and attitudes that keep people coming back?

Psalm 84:1–2

Here are the traits that one pastor sees as essential to creating a credible, accessible worship experience. For each characteristic, rate your church as “proficient,” “mediocre,” or “needs work.” Then, in the space provided, identify a few examples of how that characteristic works (or could work) in your church.

	proficient	mediocre	needs work
<b>1. Let the people do some talking.</b> We regularly take time to allow a layperson to share what God is doing in his or her life.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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<b>2. Practice what you preach.</b> The values we promote from the pulpit and in the classroom are part of the essential ministry of our church.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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<b>3. Accept people as they are.</b> We accept newcomers as they are, not requiring them to clean up their lives, dress, and actions before we will show them our love.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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<b>4. Keep the playing field level.</b> We discourage self-righteousness by regularly communicating our common (and desperate) need for God’s grace and forgiveness.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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<b>5. Don't pretend to play God.</b> We don’t act like we know the answers to questions that are beyond human capacity.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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<b>6. Use the culture to introduce good news.</b> We acknowledge the influence of the surrounding culture, and we interact with current events, media, music, and entertainment in our worship services.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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<b>7. Explode stereotypes.</b> We recognize the many misconceptions people hold about Christians, and we are willing to break those misconceptions to remind people of the core message of the gospel.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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—DON COUSINS served as associate pastor at Willow Creek Community Church for 17 years and is currently a teacher, writer, consultant and coach on Christian leadership topics; adapted from *Growing Your Church Through Outreach and Evangelism*, © 1995 Christianity Today.

## Discuss

1. How are these values especially important with regard to retaining church members?
2. What other values would you add to this list to help make your worship services attractive?
3. Pick one value you would like to focus on improving in the next six months? What are some likely outcomes of becoming stronger in that area?

# The Magnetic Sunday School

Do your church's classes have the characteristics that draw people to them?

Ephesians 4:21–24

*The Sunday school class that my wife and I taught was slowly, almost imperceptibly, losing attendance. In a year's time our average attendance had dropped from 25 to 20. Our pastor diagnosed the problem: "Growth occurs on the edges, and you're not taking in new people." We began to revamp our class in order to keep people coming back. Here's what worked for us.*

Rate yourself on each principle used by the author on a scale of 1 (We do this very well) to 5 (We do not do this).

	We do this very well		We do not do this		
<b>Know your purpose.</b>					
➤ We have defined the goal, purpose, and target audience for our class.	1	2	3	4	5
<b>Perfect the logistics.</b>					
➤ Our format does not require that a person have a lot of background knowledge of our church.	1	2	3	4	5
➤ We create a welcoming environment that encourages interaction and safety and discourages cliques.	1	2	3	4	5
➤ Our lessons don't require week-to-week attendance in order to be understood.	1	2	3	4	5
➤ We provide Bibles and help people locate passages by giving page numbers.	1	2	3	4	5
➤ We ask questions that seek out personal experience and opinion—so that everyone can participate.	1	2	3	4	5
➤ We make interpersonal relationships easy by providing topics for people to discuss in small groups.	1	2	3	4	5
➤ We discourage natural group selection, in order to keep old friends from clustering together at the expense of newer members.	1	2	3	4	5
➤ We talk about being a class that welcomes newcomers and established members.	1	2	3	4	5
<b>Help people go deeper.</b>					
➤ We offer resources for people who want to go deeper—supplemental Bible studies and prayer groups, for example.	1	2	3	4	5
➤ We involve people in the class by delegating the responsibilities of set up, refreshments, leading Bible studies, and leading prayer groups.	1	2	3	4	5

—DON MICHAEL MCDONALD; adapted from *The Magnetic Fellowship*, ©1988 Christianity Today.

## Discuss

1. Why is Sunday school an important aspect of retaining church members?
2. Why is it important for classes to have a defined focus and audience?
3. Come up with three more methods for helping your classes be more magnetic.

## Further Exploration

*Books, downloads, and resources to equip your church to attract and retain members.*

 [BuildingChurchLeaders.com](http://BuildingChurchLeaders.com): Leadership training resources from Christianity Today.

 [LeadershipJournal.net](http://LeadershipJournal.net): Our sister website offers practical advice and articles for church leaders.

**CATCH: A Churchwide Program for Invitational Evangelism** by *Debi Williams Nixon with Adam Hamilton*. This newly revised and updated resource shows you how to attract visitors to your church, connect them with your faith community, and help them learn to know, love, and serve God. (Abingdon Press, 2015; ISBN 9781426743474)

**Fusion: Turning First-Time Guests into Fully-Engaged Members of Your Church** by *Nelson Searcy and Jennifer Henson*. This innovative, practical guide is full of how-to information, testimonials from the recently assimilated and from participating church leaders, examples of the assimilation materials used, and check points to make sure newcomers are fully integrated into the life of your church community. (Gospel Light, 2008; ISBN 978-0830745319)

**Sticky Church** by *Larry Osborne*. A compelling case for using small, sermon-based groups to aid in retention and growth of new members. (Zondervan, 2008; ISBN 978-0310285083)

**The Externally Focused Quest: Becoming the Best Church for the Community** by *Rick Rusaw and Eric Swanson*. This book presents a view of ministry that turns the church outward toward community transformation. (Jossey-Bass, 2010; ISBN 978-0470500781)

**High Expectations: The Remarkable Secret for Keeping People in Your Church** by *Thom Rainer*. Explains how involvement is the key to keeping members coming back to church. (Broadman & Holman, 1999; ISBN 0805412662)