



## CHILDREN'S AND YOUTH MINISTRIES ASSESSMENT REPORT

*Building Sustainable Ministries . . . One Church at a Time*  
[www.ministryarchitects.com](http://www.ministryarchitects.com)

*Christ the King Episcopal Church  
of Santa Rosa Beach, Florida*

**August 25, 2018**

By Leslie Manning, Lead Consultant  
[leslie.manning@ministryarchitects.com](mailto:leslie.manning@ministryarchitects.com)

### **BACKGROUND**

Christ the King Episcopal Church members describe their church family as “welcoming,” “beautiful,” and “peaceful.” Christ the King is located near the Gulf Coast of Florida in an area known as the “Emerald Coast.” Christ the King is celebrating 20 years as a parish in 2018. The church will commemorate this exciting occasion with a weekend of festivities in September.

The membership of the church is 297 and on an average week, 178 people attend one of the church’s two worship services (8:00 AM and 10:30 AM). The church is led by the Reverend Richard Proctor, the church’s third rector.

Christ the King also owns and operates a successful Montessori school for young children, The Treehouse Episcopal Montessori School, on its campus. Christ the King is located in Walton County which is known as the fastest growing county in the state of Florida according to the US Census. Due to the exponential growth in the area, and the successful partner school, Christ the King has welcomed more and more families over

---

#### **MINISTRY ARCHITECTS EXISTS TO:**

**DESIGN** sustainable, deep-impact ministries, one church at a time  
**BUILD** the competence, joy, and longevity of ministry professionals  
**CONSTRUCT** bridges to the best ministry resources available today

the last few years. What once started as a parish for retirees in the area, the church is now welcoming more and young people.

Regarding the children's ministry: The children's ministry is overseen by Beth Brendlinger, a 12 hour/week part-time Children's Minister tasked with focusing on Sunday School, Children's Chapel, and Vacation Bible School. Currently, there are 42 children, 0 – 5<sup>th</sup> grade, on the rolls of the church. During a typical week, 11 of them participate in either Sunday school at 9:15 AM or Children's Chapel during the 10:30 AM service. During the year, the church also hosts a robust Vacation Bible School for 65 children, a Trunk or Treat program with the Tree House school, an Easter Egg Hunt, and a recent addition of a Backpack Blessing. The children's ministry is described by some children and parents as a "growing" and "hopeful" place, while others say it is a "weak," "inconsistent" ministry.

For the year 2018, the children's ministry has a budget in the neighborhood of \$26,220 including the program budget and the salaries/benefits for the staff, consisting of the Interim Children's Ministry Director. There are 2 adult volunteers involved each week in one of the major children's programs. Others help out at special events or behind the scenes throughout the year.

At this time, there is no dedicated space for children's ministry. The church gave its education wing to The Tree House school, therefore has lost space dedicated to children. There is shared space available from the school: a classroom is used for childcare (offered during the 10:30 AM service) and another during Sunday school at 9:15 AM. Children's chapel takes place in Sandefur Hall, the church's large fellowship hall.

Regarding youth ministry: Currently, there are 16 6<sup>th</sup> through 12<sup>th</sup> graders on the rolls of the church. During a typical week, about 10 of them participate in either Sunday school or worship. There is an active acolyte ministry with 19 students trained to be Sunday morning acolytes. Other youth programs offered periodically are a before-school small group with Father Proctor and Confirmation for students at least 16 years of age. The youth ministry is described by some youth and parents as a "struggling" and "smaller" place, while others say it is "not supported by the church."

Youth Ministry at Christ the King is currently looking for its identity. The Rev. Richard Proctor has pulled together a group of adults to participate in the Smaller Church Youth Ministry Cohort sponsored by the Episcopal Diocese of the Central Gulf Coast in partnership with Ministry Architects. The cohort group is participating in training and learning by reading Sustainable Youth Ministry by Mark DeVries. This dedicated group of 5 church members have been discerning what to do with youth ministry at Christ the King and helping to host the assessment.

---

**MINISTRY ARCHITECTS EXISTS TO:**

**DESIGN** sustainable, deep-impact ministries, one church at a time  
**BUILD** the competence, joy, and longevity of ministry professionals  
**CONSTRUCT** bridges to the best ministry resources available today

The church has a 2018 budget of \$617,600 of which approximately \$9,360 is dedicated to the youth ministry. This budget line item is set aside for salary for a part-time youth staff person although no one has been hired at the time of the assessment. Currently there is no program budget for expenses for the youth ministry. There are typically 2 adult volunteers involved each week in one of the youth programs. Others help out at special events or behind the scenes throughout the year. Much like the children's ministry, there is no dedicated youth space at this time.

Ministry Architects was invited to assess the children's and youth ministries to help Christ the King make intentional decisions about what sort of programming to offer and how to staff appropriately all while moving strategically forward. Ministry Architects met with 48 individuals in 9 focus groups or one-on-one meetings. What follows are the findings gleaned from those conversations along with recommendations and a proposed timeline for the future.

### **CHILDREN'S AND YOUTH MINISTRIES IN CONTEXT**

One lens Ministry Architects likes to use for understanding children's and youth ministries is the idea of the "three rents." Children's and youth ministries that "pay these rents" tend to have much greater freedom to be creative, take risks, and experiment with innovative ideas. Those children's and youth ministries that fail to pay these rents often find themselves mired in distrust, second-guessing, and discouragement.

It has been Ministry Architects' experience that though these three rents, in and of themselves, do not ensure an effective or faithful ministry, they are often the most immediate evaluation tools used by children, youth, parents, staff, and the congregation at large.

**Rent #1: NUMBERS**—A significant percentage of children and youth need to be participating visibly in some aspect of the church's ministry. It is important for this target number to be clearly agreed on by the church leaders and the staff. Ironically, when target numbers are not established, the children's and youth ministries is typically *more likely* to be judged by numbers than if the target numbers are clearly established.

The consensus is that this rent is not being paid mainly because target numbers haven't been set (but will be in the follow-up work with the church).

**Rent #2: PROGRAMS**—In order to "earn the right" to experiment with changes, the children's and youth leadership needs to provide the church with a few visible, effective children's and youth programs that give both children, youth, and parents "something to talk about."

This rent appears to be not paid at this time. Consistent and impactful programming has been missing over the last few years. While there is a desire for more, at this time, regular programming needs to gain strength and direction. It should be noted that

---

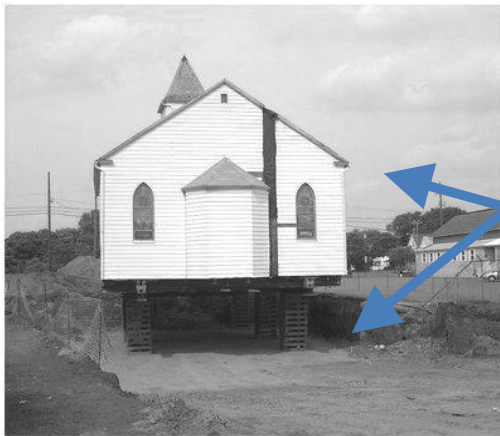
#### **MINISTRY ARCHITECTS EXISTS TO:**

**DESIGN** sustainable, deep-impact ministries, one church at a time  
**BUILD** the competence, joy, and longevity of ministry professionals  
**CONSTRUCT** bridges to the best ministry resources available today

special events like Vacation Bible School for children or the Spring book study with Father Proctor have seen success in recent history.

**Rent #3: ENTHUSIASM**—The joyful enthusiasm and positive attitude of the children’s and youth staff, volunteers, and the children and youth themselves are essential to building trust with the leadership of the church and with the parents. This rent appears to be paid. With the strong turnout at the listening sessions, the recent hire of a children’s ministry staff person, and the creation of the youth ministry cohort, the church is exhibiting renewed energy. There is still a bit of anxiety from parents and youth that desire more so building trust will still be incredibly important in the next season. As the leadership of the children’s and youth ministries develops its long-range vision, it will need, at the same time, to be attentive to these “three rents.” In this sense, the children’s and youth ministries faces parallel challenges.

Ministry Architects pictures the parallel challenge this way:



Laying the Foundation: Building a foundation and infrastructure that will ensure the children’s and youth ministries’ *future* effectiveness, and at the same time,

Continuing to Do Ministry: Maintaining the *current* children’s and youth ministries in a way that builds the enthusiasm of children, their families, the staff and the church at large.

As the children’s ministry leadership steps into this parallel process, four rules of thumb –“children’s ministry norms” – will be helpful to keep in mind. These are not necessarily targets for success; they are simply what an average church typically experiences:

**1) 15% of the Worshipping Congregation**—In a typical church, the size of the children’s ministry tends to settle at a number that is around 15% of the worshipping congregation. A church with an average worship attendance of 178 could expect an average weekly attendance of around 26 children per week. The current weekly attendance of 11 children is below what could be expected from the ministry.

**2) \$1,000 per Child**—With a budget of approximately \$26,220 (including program budget, staff, and benefits but not paid nursery workers) dedicated to the children’s ministry, Christ the King has the capacity to effectively reach and maintain a weekly participation level of somewhere in the neighborhood of 26 children in some aspect of

---

**MINISTRY ARCHITECTS EXISTS TO:**

**DESIGN** sustainable, deep-impact ministries, one church at a time  
**BUILD** the competence, joy, and longevity of ministry professionals  
**CONSTRUCT** bridges to the best ministry resources available today

the church's life. With 11 currently participating every week, the ministry is well-funded for continued growth.

**3) 1 Full-Time Staff Person for Every 75 Children**—Considering all the positions giving time to the children's ministry (12 hour per week interim employee), the church has the capacity to sustain the engagement of about 18 children on a weekly basis. The current staff configuration is aligned well to the current needs of the ministry, however, does not allow room for much more growth. In order to see the kind of growth the church is excited about; more staffing may be needed.

**4) 1 Adult for Every 5 Children**—Ministry Architects likes to think in terms of "spans of care," recognizing that, realistically, most volunteers cannot effectively oversee the church's Christian nurture of more than about five children on an ongoing basis. With 2 weekly volunteers, Christ the King Episcopal Church is currently at a ratio of 1 adult leader to every 5 children, giving the ministry a capacity for 10 children weekly. The current volunteer team seems to be barely the right size for the current ministry of 11 children. However, if the church wants to expand its impact, it will need to consider recruiting more volunteers.

Ministry Architects has also observed the following youth ministry norms:

**1) 10% of the Worshiping Congregation**—In a typical church, the size of the youth ministry tends to settle at a number that is around 10% of the worshiping congregation. A church with an average worship attendance of 178 could expect an average weekly attendance of around 17 youth per week. The current weekly attendance of 10 youth is below what could be expected.

**2) \$1,000 per Youth**—With a budget of approximately \$9,360 dedicated to the youth ministry, Christ the King has the capacity to effectively reach and maintain a weekly participation level of somewhere in the neighborhood of 9 youth in some aspect of the church's life. With 10 currently participating every week in worship, the ministry is funded to retain the current youth attending worship. In order to attain any growth at all and meet the target goal of 17 per week, the budget will need to increase. Additionally, in three years, it would be wise for the church to begin working towards \$1,500 a head to build a robust and fully-funded program.

**3) 1 Full-Time Staff Person for Every 50 Youth**—Currently the church has the equivalent of 0 full time staff person. The current staff configuration is inadequate to sustain the needs of the ministry, unless there was a significant adult volunteering the number of weekly hours needed, which there isn't. Adding in a part-time staff person to support youth would create a more sustainable staffing structure.

**4) 1 Adult for Every 5 Youth**—Ministry Architects likes to think in terms of "spans of care," recognizing that, realistically, most volunteers cannot effectively oversee the

---

**MINISTRY ARCHITECTS EXISTS TO:**

**DESIGN** sustainable, deep-impact ministries, one church at a time  
**BUILD** the competence, joy, and longevity of ministry professionals  
**CONSTRUCT** bridges to the best ministry resources available today

church's Christian nurture of more than about five youth on an ongoing basis. With 0 regular weekly volunteers, the church is currently at a ratio of 0 adult leaders to every 5 youth, giving the ministry a capacity for 0 youth weekly. If the church wants to expand its impact, it will need to recruit more volunteers.

## **BUILDING A SUSTAINABLE STAFF**

When a ministry is based solely on the giftedness of a single staff person, instability is a predictable result. Ministry Architects has found that the most stable approach to staffing a ministry, particularly in the early stages of a rebuild, is to build a staff of three *different* kinds of people:

- **The Architect:** A person or organization that designs the building plan and ensures that building is done in compliance with the agreed-upon plan.
- **The General Contractor:** A person or team who manages the flow and sequencing of work, manages the building process according to the agreed-upon blueprint, and ensures that the appropriate number of "laborers" is in place for each stage of the project.
- **The Laborers:** Those people charged with specific gifts and responsibilities for particular aspects of the work. In children's and youth ministries, a laborer might have particular skills in relating to children or youth, in planning and managing events, or in teaching.

Currently at Christ the King Episcopal Church, there is no designated architect. The Rector has to fulfill the General Contractor role, and there are paid laborers as well as volunteer laborers.

Each of these roles is important as Christ the King pursues a more sustainable model of children's and youth ministries. As the church moves forward, the following observations will be helpful to keep in mind:

- In many churches, there is no person or group playing the role of the architect. The ministry simply moves from one event to the next without a clear vision or stated outcomes.
- Sometimes paid staff are not given the time or training to do their important work as the "general contractor" of a complex ministry.
- The staff is often expected to serve in all three of these roles. This is a recipe for congregational dissatisfaction and staff burnout.
- Some churches hire a laborer who is skilled at leading singing, playing games or teaching a Bible lesson. These laborers often mature into an architect or a general contractor, but only if they are given permission, time, and training.

---

### **MINISTRY ARCHITECTS EXISTS TO:**

**DESIGN** sustainable, deep-impact ministries, one church at a time  
**BUILD** the competence, joy, and longevity of ministry professionals  
**CONSTRUCT** bridges to the best ministry resources available today

## **ASSETS**

### ***Strengths to protect in the current children's and youth ministries***

#### **Father Proctor**

The Rev. Richard Proctor joined the staff three years ago as the church's third and youngest rector. Father Proctor is much beloved. Many listening participants noted his enthusiasm and energy as a real gift to the congregation. Students and adults alike have made connections with him and he was highly praised. Father Proctor and his family have connected with the church and the school especially now that their oldest child attends The Tree House. Father Proctor has been a tireless cheerleader for children and youth at Christ the King. Parishioners noted at various listening sessions that they "love Father Proc" (a common nickname from the youth!) and another participant said, "We love Father Richard and his leadership."

#### **Winds of Change**

Christ the King is in an exciting season. More and more young families are joining the church and the Vestry has put an extra emphasis on family ministries by investing in Ministry Architects and beginning to allocate funding for staff. Overall, participants commented that they are "hopeful" and "excited about a burgeoning program." Additionally, the almost 50 listening session participants speaks volumes about the energy and enthusiasm that parishioners, young and old, have toward tending to the children and youth of Christ the King. A participant noted, "It is time for a change and we are excited to see what this weekend brings."

#### **Vacation Bible School**

Vacation Bible School (VBS) came up in every single listening session as something that Christ the King does well. Participants noted that they "love VBS" and "it is always well-attended." People talked about the intergenerational aspects of the event and what a wonderful opportunity for the whole church to come together to serve. With 65 participants in summer 2018, Vacation Bible School is the most well-attended event sponsored by the children's ministry department. Additionally, there were 36 volunteers this past summer! One parent noted, "My child still sings the songs and talks about VBS." Christ the King has an opportunity to lean into this successful event and work toward retaining attendees as potential church members and building off of its strong attendance.

#### **Beautiful Worship**

Over and over the beauty of the Sunday morning liturgy came up. Whether participants were referencing the more contemplative 8:00 AM service with classical guitar accompaniment or the music at the 10:00 AM. The traditional Rite II liturgies keep

---

#### **MINISTRY ARCHITECTS EXISTS TO:**

**DESIGN** sustainable, deep-impact ministries, one church at a time  
**BUILD** the competence, joy, and longevity of ministry professionals  
**CONSTRUCT** bridges to the best ministry resources available today

bringing people back. “Our music is spectacular,” noted one person. Another parishioner commented, “Coming onto our peaceful campus and participating in worship is the highlight of my week.” A participant shared, “Having children in church is the best.” Worship is certainly a place where the people of Christ the King come together. Recently, with the addition of youth acolytes, Children’s Chapel, nursery during the 10:30 AM Sunday service, and a few youth ushers, the last few years have also brought a new boost for families.

### **Special Events and More**

The parishioners involved in the focus groups were quick to name special events as their favorite parts of youth and children’s ministry. Their comments reflect their obvious enthusiasm:

- “We loved the Family Game Night.”
- “Blessing of the Backpacks was so wonderful!”
- “We wished we had more special events where we could meet people and get to know church members.”

The youth and parents were unanimous in their request for more special events. Additionally, the youth expressed a desire for more events like a “lock-in” or “a bonfire on the beach.”

## **CHALLENGES**

### ***Obstacles to moving the children’s and youth ministries strategically forward***

#### **Physical Space**

A constant refrain at the listening sessions is the current challenge of space. While the church is grateful to own such a wonderful and successful school, it ultimately means that the church does not have access to the classrooms or much educational space.

Listening session participants offered this feedback:

- “I would invite more people to come to our programs, but we do not have enough space.”
- “I wish we had a designated place for the youth to hang out and meet.”
- “It makes me feel like the church doesn’t care about our young people because we don’t have any rooms just for them.”
- “Everything is very formal around here; we don’t have a good space for children or youth to just hang out and feel comfortable.”

Plans are underway to build a new school space which could potentially open up more space in the former education wing. It will be important for the church’s leadership to pay attention to the needs of the young people and plan accordingly, not only because it speaks volumes about where the church’s priorities lie, but also to create safe space for the youngest members of the church.

---

#### **MINISTRY ARCHITECTS EXISTS TO:**

**DESIGN** sustainable, deep-impact ministries, one church at a time  
**BUILD** the competence, joy, and longevity of ministry professionals  
**CONSTRUCT** bridges to the best ministry resources available today



## **Volunteer Culture**

There does not seem to be anyone whose priority is building and nurturing a cohesive, well-trained team of volunteers. Until that team is developed, the ministries will not be able to handle its current load of young people, much less be prepared for the inevitable future growth.

Until someone is building and nurturing the teams, leaders who are willing to volunteer will find their roles frustrating and be more susceptible to burnout. One listening participant noted, "We do not have any training for the volunteer work we do." Another said, "It would be nice to have some volunteer appreciation events" and "I'm not always sure how and when help is needed. I'd be happy to help if I just knew how." Others noted, "it is the same people volunteering over and over. Sometimes I am afraid to make myself available!"

## **Consistency**

When the groups were asked when does Sunday school take place, there was a variety of answers but mostly confusion. Most participants said similar sentiments to what one person said, "Wait, are we having Sunday school for children now?" Additionally, there seemed to be confusion about what was offered and when. Often times when leadership and programming changes from year to year, it makes it harder for families to keep up with what is going on making it easier for them to opt out or choose to go somewhere else. It also makes non-families even more disconnected. One active member without children or youth in the program commented, "I don't actually know when our children and youth programs meet. It's like a series of fits and starts."

For young children, routine is so important. Knowing what to expect and when will be key. Additionally, the economy of time is so important to remember in today's culture. The church will need to make smart decisions about how and when to offer programming and then stick with it. Communication, finding volunteers, sharing opportunities with guests and newcomers, and so much more will become easier with consistency and sustained continuation of programming.

## **Missing Milestones**

When asking youth and parents to name some milestones or significant memory makers most often the parishioners came up short. Church members were not able to recall when young people are eligible to become acolytes and when young people can be confirmed. Although they knew these things were available to their young people, overall participants did not know when they are offered. Raising the pivotal moments in a young person's spiritual journey is important for their own growth and also offers an opportunity for the whole church to be involved in their journey. As one person commented, "I wish it was a bigger deal when you became an acolyte, so it felt more like a ministry and less like a job." Additionally, another person shared, "I want my child to look back and have significant memories of their church family and experience here."

---

### **MINISTRY ARCHITECTS EXISTS TO:**

**DESIGN** sustainable, deep-impact ministries, one church at a time  
**BUILD** the competence, joy, and longevity of ministry professionals  
**CONSTRUCT** bridges to the best ministry resources available today

## Let's Make a Plan

Listening session attendees repeatedly shared that it is time for a plan. More than one person, young and old, wished the church had a game plan for youth ministry or a clearer vision for children's ministry. Questions were raised regarding what should the church do as participants mused over options such as:

- "Do we recreate what other churches are doing in town?"
- "Do we offer Sunday school for youth or not?"
- "What's the best use of our time with children on Sunday mornings?"

The church is hungry for vision, clarity, realistic expectations, and a thoughtful strategy for moving forward towards growth and vitality. Not only is a plan needed in the short-term, particularly for youth ministry, but also a long-range vision for cradle to college.

## Childcare, Please!

It is difficult for growing congregations to plan and ensure that childcare is offered. It can be time-consuming to line up nursery workers and a real budget strain. Although there are times when volunteers can watch the children (3 years and younger), there are also times (like Sunday mornings) when having paid childcare would be a huge help. One parent said, "I would come to more stuff if I knew there is childcare." Another noted, "Sometimes I wonder if the church actually wants for us to attend when there isn't childcare." A few participants noted that it would be helpful to have childcare at the early service. Additionally, the program that was tested earlier in the year, "snack and play" during coffee hour, would be far more effective if childcare workers were recruited. The church will need to review the current programming, and adult education/formation opportunities, and map out when and how childcare is offered moving forward. This takes the church and its ministry to the next level of caring for families and supporting volunteers and ensuring strong adult formation as well.

## Come Together

Christ the King is poised and ready to offer intergenerational opportunities that are beneficial to the older parishioners as well as the children and youth. Since the church is young, and most parishioners have chosen to live in the area and do not live close to extended family, the church can step in and provide a unique and sacred web of support through offering times for people of all ages to come together to grow in love and faith. The recent Backpack Blessing and new prayer partner program is a wonderful example of this type of intergenerational program. One younger mother said, "I love when older congregants speak to us and care for my children at a church event." Another youth said, "I love Mr. Butler and he is always so helpful when we acolyte." Heard from a young person, "I do not need someone to be young and cool to hang out with us; we just want someone who can connect with us, regardless of their age." Another shared, "I love my church and everyone is always so nice to me at coffee hour and seems so excited to

---

### MINISTRY ARCHITECTS EXISTS TO:

**DESIGN** sustainable, deep-impact ministries, one church at a time  
**BUILD** the competence, joy, and longevity of ministry professionals  
**CONSTRUCT** bridges to the best ministry resources available today

see me. I think that's cool." As Christ the King members live further into their Baptismal covenant, the whole congregation can take ownership over building relationships with young people, in both formal and informal ways.

## RECOMMENDATIONS

1. Reframe the next 18 months as a time of building long-term infrastructure for the children's and youth ministries. Understanding that significant and immediate momentum will be built throughout the process of renovating the children's and youth ministries, target February 2020 as the date when the children's and youth ministries renovation will be complete.
2. Establish a Prayer Team to frame this renovation process.
3. Present this report to the Vestry, requesting that they endorse an 18-month strategic design process for the children's and youth ministry.
4. Form a Ministry Renovation Team, made up of at least three non-anxious, goal-oriented volunteers who will work closely with the Youth Ministry Cohort and Ministry Architects to ensure that the outcomes of this assessment are achieved. These recommendations include two overarching responsibilities:
  - I. **Addressing the immediate pressure points** facing the ministries as they transition toward thriving, sustainable children's and youth ministries (e.g., keeping the trains running on time)
  - II. **Implementing the strategic, long-term** recommendations of this report (e.g., building a new railway system)
5. Partner with Ministry Architects to take responsibility for
  - I. Managing the renovation process, working with the staff and volunteers to ensure the achievement of the outcomes outlined in this report's timeline
  - II. Assisting the children's and youth ministries in overcoming the obstacles that are certain to arise in the process of renovating the children's and youth ministries.
  - III. Assisting the Renovation Team and Personnel Committee with the search process to fill a new full-time staff person role that will be tasked to care for children, youth, parents, and intergenerational opportunities at the church.
6. Address the current pressure points facing the children's and youth ministries:

### Pressure Point #1: Let's Make a Plan

- Create a 12-month calendar for Youth Ministry.
  - Determine a cadence for regular programming offerings

---

#### MINISTRY ARCHITECTS EXISTS TO:

**DESIGN** sustainable, deep-impact ministries, one church at a time  
**BUILD** the competence, joy, and longevity of ministry professionals  
**CONSTRUCT** bridges to the best ministry resources available today

- Suggestion, every other Monday Bible studies in people's homes (serve a snack, play some games, and then do a short study together).
  - Plan quarterly special events.
  - Discern what youth Sunday school hour may look like.
- Create a 12-month calendar for Children's Ministry.
  - Schedule and promote all 2018-2019 school year (and summer!) major events
  - Schedule a parenting workshop in Winter 2019
  - Schedule 2 Parents-Night-Out events
- Clearly communicate the weekly and monthly offerings to the congregation and community.

### **Pressure Point #2: Volunteer Recruitment & Equipping**

- Recruit & empower volunteers that meet the needs of the proposed calendar
  - Create a list of volunteer needs based off of the new calendar.
    - Also determine a list of NEW volunteer roles
      - Acolyte Masters (trained and equipped to not only serve in a logistical role but also in a way of mentoring and shepherding).
      - Others that come from the calendar (i.e. small group leaders for students).
      - Major Event coordinators for special events for youth and children
  - Using the church directory create a list ("a fishing pond") of 65 potential volunteers for children and youth.
  - Determine how each individual's gifts may be used and plug them in for specific roles (i.e. a 6-week Sr. High Bible Study or Co-chair of VBS for one year).
  - Divide up this list of potential volunteers and begin calling them personally to invite them into specific roles.
  - Go back to step one until all positions have been filled.
  - Prepare curriculum and offer trainings for all volunteers.
  - Work volunteer celebration and appreciation events into the calendar.

### **Pressure Point #3: Staff Structure & Search**

- Create an interim staffing plan for youth ministry choosing between these options or some combination thereof,

---

#### **MINISTRY ARCHITECTS EXISTS TO:**

**DESIGN** sustainable, deep-impact ministries, one church at a time  
**BUILD** the competence, joy, and longevity of ministry professionals  
**CONSTRUCT** bridges to the best ministry resources available today

- Ministry Architects serves as the “off-site” Youth Minister and will quarterback the program and help align volunteers to do the “boots on the ground” work
  - Hire a part-time intern to coordinate youth ministry and offer consistent relational presence along with volunteers
  - Part-time Interim Youth Programs Coordinator (parishioner) to serve as the General Contractor & volunteers are recruited
- Fine-tune Children’s Minister’s job description to prioritize and highlight current needs
- Craft a plan for working a new full-time Family Minister into the budget and sequence out the search process
  - Family Minister would oversee children’s ministry, youth ministry, intergenerational opportunities, making connections with The Tree House families, and most importantly, recruiting high-capacity volunteers to serve in a variety of roles.
- Document Preparation: Job description, posting, marketing letter
  - Posting: Prepare posting list, post position at children’s/youth ministry, denominational and college/university/seminary job boards
  - Utilize several Ministry Architects social networking options
  - Search resume banks for potential candidates
  - Send job announcement to Ministry Architects contacts
  - Phone calls to Family ministry leaders, professors and pastoral contacts
  - Orientation for Search Team and Chair as well as ongoing coaching throughout the search
  - Equip the search team to source their personal networks
  - Receive resumes and correspond with all candidates
  - Create a Dropbox folder in which all resumes are logged, screened and evaluated
  - Conduct up to 10 preliminary interviews with stronger candidates
  - Conduct in-depth interviews with top 5 strong candidates
  - Prepare customized scorecards for resume and interview evaluations
  - Prepare interview questions and coach the Search Team for interviews
  - Conduct 3 reference calls for top 5 candidates
  - Provide Quick Start-Up Orientation for new staff

7. Build the long-term infrastructure required for long-term, sustainable children’s and youth ministries.

- **Host a “Quick Start” Summit:** Invite the Cohort team to join the new Renovation Team members, key volunteers, and children’s and youth staff to participate in a Quick Start Summit in which the renovation process is launched and the pressure points outlined in the Assessment

---

**MINISTRY ARCHITECTS EXISTS TO:**

**DESIGN** sustainable, deep-impact ministries, one church at a time  
**BUILD** the competence, joy, and longevity of ministry professionals  
**CONSTRUCT** bridges to the best ministry resources available today

Report are addressed. The Summit tackles the items that need to be done first and builds momentum for the children's and youth ministries renovation process.

- Identify any progress in implementing the recommendations of this report.
- Orient the Renovation Team to their specific responsibilities.
- Assign Renovation Team members responsibility for implementing the recommendations of the report.
- Calendar the dates involving Renovation Team.
- Create a plan for communication between the Renovation Team and staff to ensure that all parties feel they're "in the know."
  - Reasonable participation goals are established for all children's and youth ministry events and weekly programs through August 2016 and clear lines of responsibility for filling those events are established.
- **Visioning:** Invite parents and leaders to participate in a multi-session, on-campus process of visioning a new future for the children's and youth ministries with Ministry Architects, resulting in the following documents which will direct the ministry over the coming years:
  - A ministry mission statement
  - A statement of values
  - A set of three-year revolving measurable goals
  - An organizational structure for the ministry moving forward
- **Control Document Development:** Complete and publish a 12-month calendar, create major event notebooks to help event planners succeed, and generate a preventative maintenance calendar that schedules behind-the-scenes activities for each month (like "September: nail down dates for next summer's VBS and recruit co-chairs).
- **Compliance Documents:** Ensure that copyright licensing for music and videos has been obtained, an application and screening process for every volunteer is in place, and all adults working with any children and youth affirm a sexual abuse/child protection policy.
- **Attendance:** Track attendance for all children's and youth activities.
- **Communication:** Establish normative processes for effective and timely communication with parents, children, youth, and leaders utilizing as many forms of communication as possible including updating the children's and youth pages of the church's website, Facebook, mass texting, mail, e-mail, etc.
- **Children's and Youth Ministries Manual:** Develop a Children's and Youth Ministries Manual, including the most recent children's and youth directories, a 12-18-Month calendar, results-based job descriptions for staff and volunteers, compliance documents, budgets, game plans, a preventative maintenance calendar, and notes for every major children's and youth ministries event.

---

**MINISTRY ARCHITECTS EXISTS TO:**

**DESIGN** sustainable, deep-impact ministries, one church at a time  
**BUILD** the competence, joy, and longevity of ministry professionals  
**CONSTRUCT** bridges to the best ministry resources available today

- **Enlist an Experienced, Professional Coach:** Invite Ministry Architects to play the “coach” role during this renovation period. Ministry Architects would offer experienced direction for the building of an infrastructure for the children’s and youth ministries and provide ongoing coaching for the interim children’s and youth ministries staff members as well as the Renovation Teams.

## DEVELOPING AND NURTURING STAFF AND VOLUNTEERS

- **Strategic Staffing:** Propose a clear, appropriate long-term staffing plan, including the professional and volunteer components, for the children’s and youth ministries that will provide the church with significant capacity to sustain a thriving ministry to its targeted number of children and youth.
- **Staff Development:** Provide mechanisms for on-going education and coaching for the children’s and youth ministries staff including coaching, reading and seminars.
- **Sustainable Pace:** Help each children’s and youth ministries staff member develop a “rhythmic week” including a Sabbath and “balcony” time (that is, time to look at the big picture and make strategic plans).
- **Leadership Development:** Complete results-based, written job descriptions for all volunteer positions in the children’s and youth ministries and create a structure for the ongoing training of all volunteers at least quarterly.
- **Volunteer Recruitment:** Build a fortified volunteer leadership team, some of who will do relational ministry with children and youth while others work behind the scenes. Create a clear and complete list of the volunteer needs. Create a “fishing pond” list of at least 65 possible volunteers to call on for weekly volunteer positions.
- **Broaden Volunteer Definition and Opportunities:** Create additional, non-threatening opportunities for adult involvement in the program. Encourage volunteer involvement in both visible and behind-the-scenes opportunities.
- **Leadership Launch:** Schedule and implement an inspiring leadership-training event for all volunteer children’s and youth workers at the beginning of each school year.
- **Student Leadership Development:** Develop a written game plan for combining the church’s current student leadership opportunities into a system that gives increasing load-bearing responsibility for mentoring and ministry leadership to children and youth (involvement in Sunday morning liturgy, outreach opportunities, Lay readers, Vestry liaison, VBS volunteers, Snack and Play helpers, etc.)

---

### MINISTRY ARCHITECTS EXISTS TO:

**DESIGN** sustainable, deep-impact ministries, one church at a time  
**BUILD** the competence, joy, and longevity of ministry professionals  
**CONSTRUCT** bridges to the best ministry resources available today

## DEVELOPING CLEAR STRATEGIES AND NEW INITIATIVES

- **The Tree House Episcopal School Connections:** Develop specific communication strategies (beyond email) for inviting the families of The Tree House Episcopal School to Christ the King as well as children's and youth ministries activities. Seek opportunities to build exposure and welcome the families into Christ the King community.
- **Measurable Markers of Effectiveness:** Determine reasonable participation goals for all children's and youth ministries events and weekly programs through Summer 2020 and take responsibility for filling those events.
- **Magnetic Missions:** Build on the desire expressed by many children and youth to make a difference in the world as well as their local community by providing a well-publicized calendar of mission initiatives for children, youth, and families. Invite all age-appropriate visitors and first-timers to participate in these initiatives, recognizing that the outreach and missional nature of Christ the King parishioners (and some students need for service hours!) may be the most natural plug-in point for many outsiders.
- **Personal Connection Plan:** Develop a system for ensuring that every family in the current children's and youth directories are contacted personally at least once a year in order to make a connection, express support, and clarify if there are any parents requesting that their sons and/or daughters be removed from the church's directory.
- **Children's and Youth Contact:** Develop and implement processes for ensuring that each child, youth, or parent in the church receives a contact from someone on the children's or youth ministries leadership team at least once a month
- **First-Timer Process:** Develop a process for welcoming new families, children, youth, and guests to the church so that they feel warmly welcomed. Document a timely follow up plan to ensure their return to the church.
- **Retention Plans for the Youth Ministry:** Create game plans for
  - Keeping youth involved in the youth programs after Confirmation
  - For continuing to engage youth who have gotten their drivers' license.
  - For intentionally reaching out to missing-in-action (MIA) youth and reconnecting them with the life of Christ the King.
- **Facilities:** A short-term team is recruited and worked with the appropriate church committees to explore the possibilities for a renovation or redesign of the current school space when the school is relocated to a new space to better serve the children and youth of Christ the King. Proposal sent to the Vestry for consideration.

---

### MINISTRY ARCHITECTS EXISTS TO:

**DESIGN** sustainable, deep-impact ministries, one church at a time  
**BUILD** the competence, joy, and longevity of ministry professionals  
**CONSTRUCT** bridges to the best ministry resources available today



- **Ownership:** Foster a culture that all adults, regardless of their station in life, feel passionate about raising and supporting children and youth in their Christian faith.
- **Family Ministry:** Plan two family events throughout the year focused on building family relationships and fun fellowship.
- **Rites of Passage (or Milestones):** Develop a written plan for the processes, events, and privileges that includes:
  - **Welcome to Worship**
    - Purpose: intentionally extends the welcome mat to children and their parents. It also introduces children, and the adults who care for them, to worship and worship space.
  - **Anniversary of Baptism**
    - Purpose: Reminds those who have been baptized during the past year, their families, and the congregation of the promises made to everyone at baptism. It is an opportunity to remind everyone that living our baptism is a lifelong journey—and one needs to be prepared to live and walk wet.
  - **Kindergarten children invited to Children’s Church**
    - Purpose: To invite younger children into the special worship experience of elementary age children.
  - **Bibles to 8 year olds**
    - Purpose: To invite children into the community’s practice of reading scripture together.
  - **Acolyte Invitation to 5<sup>th</sup> graders**
    - Purpose: To recognize leadership abilities of children in worship.
  - **5<sup>th</sup> graders moving into the middle school ministry**
    - Purpose: To welcome the rising 6<sup>th</sup> graders and their parents into the middle school ministry. Additionally, opportunities for parents are offered to help them transition into parenting middle school students.
  - **Blessing of the Backpacks**
    - Purpose: To mark the passage of summer and to help children, youth, and adults transition back into the fall schedule, reminding the children and youth that Jesus is always with us.
  - **8<sup>th</sup> graders moving into the high school ministry**
    - Purpose: To welcome the new 9<sup>th</sup> graders and their parents into the high school ministry.
  - **12<sup>th</sup> graders graduating from the youth ministry**
    - Purpose: To launch the church’s high school graduates from the youth ministry, confident that they are surrounded by a supporting church family and committed to live out their faith as adults.

---

**MINISTRY ARCHITECTS EXISTS TO:**

**DESIGN** sustainable, deep-impact ministries, one church at a time  
**BUILD** the competence, joy, and longevity of ministry professionals  
**CONSTRUCT** bridges to the best ministry resources available today

- Gifts from each area of ministry are offered to graduating seniors (Altar guild, Acolyte Masters, Flower Guild, Youth Renovation Team, Men's Bible Study, etc.)

---

**MINISTRY ARCHITECTS EXISTS TO:**

**DESIGN** sustainable, deep-impact ministries, one church at a time

**BUILD** the competence, joy, and longevity of ministry professionals

**CONSTRUCT** bridges to the best ministry resources available today

## PROPOSED TIMELINE

### AND OPTIONAL CONSULTING PROPOSAL

*The following provides Christ the King Episcopal Church with a timeline that can serve as a blueprint for the strategic launch of sustainable, long-term children's and youth ministries.*

*Many churches choose to use the services of Ministry Architects to provide coaching and experienced troubleshooting through this infrastructure-building process. If the church would like Ministry Architects to provide more specialized consulting in certain areas, particularly for the 18-month transition, we are available to help.*

#### September 2018

##### Focus: Starting Right and Work Begins

##### Outcomes:

- This report has been presented to the Vestry for the strategic renovation of the children's and youth ministries and the Vestry has given full support of this plan.
- A Quick Start Summit has been scheduled for October.
- The new Renovation Team for children and youth has been recruited and the first meeting has been scheduled to take place during the Quick Start Summit.
- A prayer team has been recruited and charged with praying for the children's and youth ministries. They have received a copy of the assessment report and timeline.
- Curriculum has been distributed to all teachers/volunteers and they have been trained to implement the curriculum.
- Work on the major event calendar for the Children's Ministry and Youth Ministry has begun.
- Review of the search process and sequencing of timing has been reviewed.
- Interim staffing decisions for Youth Ministry have been reviewed and determined for the next 6 months.
- The church has partnered with Ministry Architects to serve as the architect for the entire renovation process.

---

#### MINISTRY ARCHITECTS EXISTS TO:

**DESIGN** sustainable, deep-impact ministries, one church at a time  
**BUILD** the competence, joy, and longevity of ministry professionals  
**CONSTRUCT** bridges to the best ministry resources available today

- Mechanisms for on-going education and coaching for the children's and youth ministries staff and key volunteers have been provided.
- *Search timeline will be dropped in once that is engaged and a sequence is determined.*

## October 2018

### Focus: Renovation Underway, Quick Start Summit, Visioning Scheduled, Budget

#### Outcomes:

- A Visioning Summit has been scheduled for February and a "save the date" email/postcard has been sent to all families.
- A Quick Start Summit has taken place in which the renovation process was launched and pressure points outlined in the Assessment Report. The Summit tackled the items that needed to be done first to initiate the children's and youth ministries renovation process. Additionally, the group is oriented to Google Drive and shared working folders are created.
- A 12-month Youth Ministry calendar has been drafted.
- A 12-month Children's Ministry calendar has been drafted.
- One or two family-events have been calendared for the upcoming year. They have focused on building family relationships and fun fellowship.
- Reviewing both calendars (as well as the master church calendar), a list of dates where childcare is needed is created.
- Calendars are shared with the Parish Administrator and a communications rollout plan has been created for these calendars and program offerings.
- The Finance Committee and Rector has received a copy of the childcare needs and money has been budgeted for all dates or if not all dates, a clear amount is set aside of the bulk of the dates so that childcare can be advertised.
- A detailed 2019 budget for the children's and youth ministries has been completed and submitted to the appropriate group.
- Reasonable participation goals have been established for all children's and youth ministries events and weekly programs through Summer 2020 and there are clear lines of responsibility for filling those events.

## November 2018

### Focus: Database, Visioning Promotion, Volunteers

#### Outcomes:

---

#### MINISTRY ARCHITECTS EXISTS TO:

**DESIGN** sustainable, deep-impact ministries, one church at a time  
**BUILD** the competence, joy, and longevity of ministry professionals  
**CONSTRUCT** bridges to the best ministry resources available today

- A fishing pond of 65 potential volunteers in the children's and youth ministries has been created.
- Results-based job descriptions have been written and distributed to the appropriate volunteers for the children's and youth ministries. Job descriptions are drafted for new asks as well or at least has been created of needs.
- A team of Acolyte leaders called "Acolyte Masters" have been recruited and asked to serve on Sundays as the point people for acolytes. Acolyte Masters are scheduled through Ministry Scheduler. A quick training by Father Proctor has taken place.
- Work on the children's and youth database has begun, collecting the most recent information for families, youth, and children. All are categorized in a manner that will follow up on MIA families, youth, and children. Each child and teen has been classified in the following categories:

**Active Children and Youth** are the ones whose families are members and have attended at least once in the past year – plus visitors who have become a regular part of the group. They should show up in your printed children's and youth ministries directory.

**Member Inactive (MIA)** are still a part of the flock. You may not need to send them a Facebook message every time the group gets together, but you'll want to regularly pursue these children & their families, whether they ever show up or not.

**Visitor Active** are those who regularly attend weekly programs and/or activities but are not an official member of the church.

**Visitor Inactive** are the ones who may have visited, but you are confident they will never become a regular part of the group. This group requires no follow up. But you'll want to keep their information for the occasional big event to which you'll want to invite everyone you know.

**First Timers** refer to visitors who have attended a program for the first time. You'll want to have a process for capturing their information on their first visit and follow up with them within one week of their visit.

- Promotion of the Visioning Summit in February has begun.

## December 2018

### Focus: Pressure Points, Communication, Calendar

#### Outcomes:

- Work has continued on the summer calendar.
- VBS co-chairs have been recruited for summer 2020.

---

#### MINISTRY ARCHITECTS EXISTS TO:

**DESIGN** sustainable, deep-impact ministries, one church at a time  
**BUILD** the competence, joy, and longevity of ministry professionals  
**CONSTRUCT** bridges to the best ministry resources available today

- A comprehensive list of volunteer needs has been created in Google Sheets based off of the new calendar.
- Using the church directory create a list (“a fishing pond”) of 65 potential volunteers for children and youth.
  - Determine how each individual’s gifts may be used and plug them in for specific roles (i.e. a 6-week Sr. High Bible Study or Co-chair of VBS for one year).
  - Divide up this list of potential volunteers among the Renovation Team and begin calling them personally to invite them into specific roles (if not already invited).
  - Go back to step one until all positions have been filled.
  - Staff and Ministry Architects: prepare curriculum and offer trainings for all volunteers.
  - Make sure volunteer celebration and appreciation events are on the calendar for the upcoming year.
- Work has begun on a VBS Major Event manual.
- All pressure points have been addressed or a game plan exists for moving the needle on all points of pain.
- Communication norms have been determined and those best practices are being implemented.
- Visioning Summit is promoted for February.

## January 2019

### Focus: Summer Calendar, Compliance, MIA Youth

#### Outcomes:

- A game plan has been written and implementation has begun to
  - Keep youth involved in the youth programs after Confirmation
  - Engage MIA youth who have gotten their drivers’ license.
  - Intentionally reach out to missing-in-action (MIA) youth and reconnecting them with the life of Christ the King.
  - A short volunteer application, an application process and a screening process for all weekly hands-on volunteers has been drafted.
- Background checks have been done for all weekly or overnight hands-on volunteers.

---

#### MINISTRY ARCHITECTS EXISTS TO:

**DESIGN** sustainable, deep-impact ministries, one church at a time  
**BUILD** the competence, joy, and longevity of ministry professionals  
**CONSTRUCT** bridges to the best ministry resources available today

- A short-term team has met with the appropriate church committees to explore the possibilities for a renovation or redesign of the school space when the school relocated to a new space to better serve the children and youth of Christ the King. Proposal sent to the Vestry for consideration.
- A game plan for welcoming new families, children, youth, and guests to the church so that they feel warmly welcomed has been implemented. The plan has included a timely follow up plan to ensure their return to the church.
- Mid-year volunteer check-in has taken place.
- Permission slips for each offsite event in addition to standard medical release forms for the entire year have been created.
  - All programs have adhered to the Safeguarding God's Children policy as laid out by the church.
  - Work has begun on the 2019-2020 children's and youth ministries calendar.
  - The summer 2019 calendar for the children's and youth ministries has been completed and distributed.

## February 2019

### Focus: Volunteer Training, Recruitment, Calendar, Visioning

#### Outcomes:

- A Visioning Summit with all major stakeholders has occurred producing visioning documents for the children's and youth ministries (mission statement, core values, goals and structure).
  - One-year benchmarks have been assigned to each three-year, revolving goal developed in the visioning process.
  - A game plan for reaching those one-year benchmarks has been drafted.
- The Renovation Team has completed a 6-month mid-course evaluation of the renovation process and made any adjustments necessary to improve the work being done.
- The Renovation Team has met monthly and decided how often they will meet for the remainder of the 18 months.
- Summer Trip and Events Volunteer Training is scheduled.
- Continuing education opportunities have been explored and calendared for the children's and youth ministries staff.
- Building on the desire expressed by many children and youth to make a difference in the world and their community, a calendar of mission

---

#### MINISTRY ARCHITECTS EXISTS TO:

**DESIGN** sustainable, deep-impact ministries, one church at a time  
**BUILD** the competence, joy, and longevity of ministry professionals  
**CONSTRUCT** bridges to the best ministry resources available today

initiatives for children, youth, and families has been well publicized. A plan to invite all age-appropriate visitors and first-timers to participate in these initiatives has been put in place, recognizing that outreach and mission may be the easiest way for some families to plug in.

## March 2019

### Focus: Attendance Tracking, Participation Goals, Database, More Recruitment

#### Outcomes:

- A process for tracking and recording attendance in *all* children's and youth ministries programs has been created and implemented.
- Reasonable participation goals have been determined for all children's and youth ministries events and weekly programs through the following school year and steps to accomplish those targets have begun to be implemented. A review of participation goals and actual numbers has been done as well.
- Report of progress has been given to the Vestry.
- Volunteer recruiting season has opened for following school year.
  - Volunteer job descriptions have been reviewed and updated as needed.
  - Names of potential volunteers have been added to the fishing pond.
  - All volunteer needs have been determined for the 2019-2020 school year.
  - The volunteer needs list and the potential volunteers list has been merged.
  - Current volunteers have been asked to evaluate and possibly renew their commitment to the children's and youth ministries.
  - Recruitment has begun for hands-on weekly volunteers, event coordinators and behind-the-scenes volunteers for 2019-2020
- A game plan to encourage a culture where everyone feels valued and equally regarded has been implemented. A culture has been fostered that all adults, regardless of their place in life, feel passionate about raising and supporting children and youth in their Christian faith. Educational opportunities have been explored to continue to shape that culture.
- A database (in Realm) of all children, youth, and their families has been compiled and each person is "tagged" with a category.
- Additionally, all volunteers are logged in ACS Realm tagging them their responsibility and any notes/background checks/etc.

---

#### MINISTRY ARCHITECTS EXISTS TO:

**DESIGN** sustainable, deep-impact ministries, one church at a time  
**BUILD** the competence, joy, and longevity of ministry professionals  
**CONSTRUCT** bridges to the best ministry resources available today



- A process has been implemented to ensure that each child, youth, or parent in the church receives a contact from someone on the children's or youth ministries leadership team at least once a month
- A plan for the **Rites of Passage** processes, events, and privileges has been launched that includes:
  - **Welcome to Worship**
    - Has intentionally extended the welcome mat to children and their parents especially as they “age out” of Children’s Chapel (currently, 5<sup>th</sup> grade). It has also introduced children, and the adults who care for them, to worship and the worship space. Age-appropriate books, prayer books, Deep Blue Bibles, and crossword puzzles have been added to Sunday mornings.
  - **Anniversary of Baptism**
    - Has reminded those who have been baptized during the past year, their families, and the congregation of the promises made to everyone at baptism. It was an opportunity to remind everyone that living our baptism is a lifelong journey—and it is indeed worth celebrating as a parish family!
  - **Kindergarten children invited to Children’s Church**
    - Has invited younger children into the special worship experience of elementary age children. Older students are paired with them as “chapel buddies” and additionally, each child is assigned a prayer partner who is an older member of the congregation (if they do not already have one through school!).
  - **Bibles to 8 year olds**
    - Has invited children into the community’s practice of reading scripture together.
  - **Acolyte Invitation to older elementary children**
    - Has recognized leadership abilities of children in worship & celebrate their opportunity to serve through training and a special lunch with the Acolyte Masters.
  - **5<sup>th</sup> graders moving into the middle school ministry**
    - Has welcomed the rising 6<sup>th</sup> graders into the Jr. High ministry.
  - **Blessing of the Backpacks**
    - Has marked the passage of summer and helped children, youth and adults transition back into the fall schedule and has served as a reminder that Jesus is always with us.
  - **8<sup>th</sup> graders moving into the high school ministry**
    - Has welcomed the new 9<sup>th</sup> graders and their parents into the youth ministry
  - **12<sup>th</sup> graders graduating from the youth ministry**

---

**MINISTRY ARCHITECTS EXISTS TO:**

**DESIGN** sustainable, deep-impact ministries, one church at a time  
**BUILD** the competence, joy, and longevity of ministry professionals  
**CONSTRUCT** bridges to the best ministry resources available today

- Has launched the church's high school graduates from the youth ministry, confident that they have been surrounded by a supporting church family and committed to live out their faith as adults.

## April 2019

### Focus: Major Event Notebooks, Marketing, Communication

#### Outcomes:

- Work has begun on major event notebooks – creating a template for the notebooks and collecting information on each children's event.
- Clear, internal marketing processes have been established that allow all church members to be exposed to the successes and good news surrounding the children's and youth ministries.
- Communication methods currently being used to promote the children's and youth ministries and share the successes with the congregation have been evaluated and added to if necessary.
- Volunteer recruitment has continued. Summer Volunteers have a training date on the calendar for early June.
- A comprehensive strategy has been drafted and approved by the Rector and Head of School that highlights ways to connect The Tree House School and Christ the King. Part of this strategy includes the game plan for communication between children and youth ministries at Christ the King and how families at The Tree House may be invited and involved.

## May 2019

### Focus: MIA, Volunteer Thank You, Fall Kick-off, Manual

#### Outcomes:

- A volunteer thank-you event has been scheduled for the end of the year and promotional materials have gone out to all children's and youth volunteers.
- A Fall Kick-off team has been recruited to begin planning for the start of the fall children's and youth ministries programs.
- MIA children and youth have been systematically contacted.
- Continuing education opportunities have been explored for the children's and youth ministries staff.
- The Children's and Youth Ministries Manuals (both hard copy and digital)

---

#### MINISTRY ARCHITECTS EXISTS TO:

**DESIGN** sustainable, deep-impact ministries, one church at a time  
**BUILD** the competence, joy, and longevity of ministry professionals  
**CONSTRUCT** bridges to the best ministry resources available today

have been completed, including

- o Visioning documents
  - o 3 year goals/one-year benchmarks
  - o Organizational chart
  - o Core Values and Mission Statement
- o Directories
- o Volunteer directory
- o Volunteer training agendas and notes
- o Attendance records
- o Annual calendar
- o Results-based job descriptions for volunteers and staff
- o Game plans and new initiatives
- o Meeting agendas and minutes for Renovation Team.
- o Budget and other financial documents
- o Recruiting template, with a record of all the volunteer needs for the year
- o Compliance documents
- o Major Event Notebooks (VBS, etc.)

## June 2019

### Focus: Benchmarks, Volunteers, Database

#### Outcomes:

- The collection of updated information from each child, youth, and family has been completed and the database for children's and youth ministries has been updated with that new information.
- 50% of the one-year benchmarks have been accomplished.
- All volunteer needs for the 2019-2020 school year for children's and youth ministries have been filled.
- Training & meeting has taken place to launch all summer volunteers (chaperones, coordinators, etc.)

## July 2019

### Focus: Volunteer Thank You, Major Event Notebooks, Directory, Curriculum

#### Outcomes:

- With the most recent information on children, youth, and their families, a directory of all families and a directory of all volunteers have been created to be distributed at the Fall Kick-off.
- VBS volunteers have met to celebrate their time and debrief VBS capturing any notes for next year in the Major Event notebook.

---

#### MINISTRY ARCHITECTS EXISTS TO:

**DESIGN** sustainable, deep-impact ministries, one church at a time  
**BUILD** the competence, joy, and longevity of ministry professionals  
**CONSTRUCT** bridges to the best ministry resources available today

- All major event notebooks have been updated by the event coordinators and given back to the children's staff to pass along to the next year's coordinator.
- The effectiveness of this past year's curriculum has been reviewed and decisions have been made for any necessary changes for the upcoming school year.
- A game plan has been created to develop student leadership in the children's and youth ministries. The children and youth have been given charge of creating a welcoming environment.
- Search update or onboarding of new staff has taken place.

## August 2019

### Focus: Leadership Launch, Compliance, Major Event Notebooks

#### Outcomes:

- All volunteers have experienced a Leadership Launch, lasting 2-4 hours that clarified their roles, inspired them to grow in their own faith and equipped them to serve. The Safeguarding God's Children Policy was reviewed and adopted by all volunteers.
- All paperwork for hands on, weekly volunteers has been updated and is in compliance with the safe church policy. Background checks have been completed on each volunteer.
- Childcare is lined up for all 2019-2010 offerings where families or guests might need it. Childcare is advertised as part of the fall communications.
- All children's and youth programs have adhered to the Safeguarding God's Children policy.
- Major event notebooks for each major event for the children's and youth ministries have been updated and handed out to this year's event coordinators.
- Fall-kickoff is finalized, program year materials ready, volunteers contacted, and promotions are underway for the launch. School families are invited to the Kickoff especially for the Blessing of the Backpacks portion.
  - A volunteer thank-you has taken place for all summer children & youth volunteers during a Sunday morning service (kickoff or the Sunday prior).

## September 2019

### Focus: Fall Kick-off, Curriculum

---

#### MINISTRY ARCHITECTS EXISTS TO:

**DESIGN** sustainable, deep-impact ministries, one church at a time  
**BUILD** the competence, joy, and longevity of ministry professionals  
**CONSTRUCT** bridges to the best ministry resources available today

### Outcomes:

- Curriculum has been distributed to all teachers/volunteers and they have been trained to implement the curriculum.
- A Fall Kick-off has taken place that welcomed children, youth, and parents into a program they can get excited about, introduced parents to a format and structure they can feel confident about and provided a forum for receiving information from families. All participants feel energized and enthusiastic about the coming year's programs.
- Each children's and youth ministries staff member has created a Rhythmic Week including balcony time and has begun to live into their Rhythmic Week.
- Vacation Bible School has been debriefed, celebrated and new co-chairs have been recruited and plans are underway for 2020.
- 2 Youth are asked to share during church or during Sunday school about their summer mission experiences.

### October 2019

#### Focus: Reflection and Re-Assessment, Christian Formation Summit, Budget

### Outcomes:

- Interested staff, volunteers, and parents have gathered to discuss the learning objectives of each age level and how these might be accomplished utilizing available curriculum, milestones, and special programming. At the Summit, the team
  - Evaluated the upcoming curriculum to ensure its effectiveness
  - Developed a long-range scope and sequence as well as a set of core competencies for the children's and youth ministries programming.
  - Develop a clear plan for milestones and special events to shape the faith formation through the ages and stages. Determined how the curriculum selected will be communicated to volunteers.
  - Decided what level of training will be required prior to full implementation.
- A detailed 2020 budget for the children's and youth ministries has been completed and submitted to the appropriate group.
- A review of the renovation process has been completed.
- An online diagnostic has been completed to re-assess the children's and youth ministries.
- Current pressure points have been named.

### November 2019

#### Focus: Preventative Maintenance Calendar, Participation Goals

---

#### MINISTRY ARCHITECTS EXISTS TO:

**DESIGN** sustainable, deep-impact ministries, one church at a time  
**BUILD** the competence, joy, and longevity of ministry professionals  
**CONSTRUCT** bridges to the best ministry resources available today

**Outcomes:**

- A preventative maintenance calendar has been created for the children's and youth ministries that will help regularly deal with on-going "behind the scenes" ministry maintenance.
- All game plans that have been launched in last 12 months have been evaluated and tweaked as necessary for impact and sustainability.
- Reasonable participation goals have been determined for all children's and youth ministries events and weekly programs through August 2020 and steps to accomplish those targets have begun to be implemented.

**December 2019**

**Focus: Calendar, Strategic Staffing**

**Outcomes:**

- Work has begun on the summer calendar for 2019.
- With the changes in the children's and youth ministries, the volunteer structure & long-term staffing plan has been updated to meet the size and scope of the children's and youth ministries.

**January 2020**

**Focus: Benchmarks, Calendars, Mid-Year Training**

**Outcomes:**

- All one-year benchmarks have been achieved. Goals have been re-upped and new one-year benchmarks have been established.
- The summer 2020 major events/trip calendar for the children's and youth ministries has been completed and distributed.
- A mid-year training event has taken place in which all volunteers received support and training in their specific roles. A "check-in" with each volunteer has taken place to evaluate how the volunteer has been doing in their role and addressed any concerns.

**February 2020**

**Focus: Sustainability, Calendars, Volunteer Recruitment**

**Outcomes:**

- A timeline for the next 12 months has been created that included game plans for the current pressure points and items from the online diagnostic.

---

**MINISTRY ARCHITECTS EXISTS TO:**

**DESIGN** sustainable, deep-impact ministries, one church at a time  
**BUILD** the competence, joy, and longevity of ministry professionals  
**CONSTRUCT** bridges to the best ministry resources available today

- Game plans have been put in place to sustain the processes and procedures during the renovation
- Ongoing coaching has been secured and a sustainability plan has been put in place.
- The staff and Renovation Team have celebrated what God has done with their 18-month investment.
- The Renovation Team has transitioned their role to providing support and accountability to the children's and youth volunteers and focusing on strategic issues such as three-year goals and one-year benchmarks, curriculum selection, calendars, and volunteer recruitment.
- Volunteer recruiting season has opened.

---

**MINISTRY ARCHITECTS EXISTS TO:**

**DESIGN** sustainable, deep-impact ministries, one church at a time  
**BUILD** the competence, joy, and longevity of ministry professionals  
**CONSTRUCT** bridges to the best ministry resources available today

## The *Ministry Architects* Team Serving Christ the King Episcopal Church (Santa Rosa Beach, Florida)

### LESLIE MANNING – LEAD CONSULTANT

[leslie.manning@ministryarchitects.com](mailto:leslie.manning@ministryarchitects.com)

205-470-9482 (direct number)



Leslie first became truly engaged in youth ministry while attending Auburn University to study Sociology. She worked as the Youth Minister at Holy Trinity Episcopal Church for four years. Prior to her experience at Holy Trinity, Leslie had been a camp counselor at Camp Beckwith and a volunteer for Young Life. After leaving Holy Trinity, Leslie followed a call to Christ Church Cathedral in Nashville where she served as the Youth Ministry Coordinator. Leslie was first introduced to Ministry Architects while serving at the Cathedral. After serving at the Cathedral, Leslie served on the Diocesan staff for the Episcopal Diocese of Alabama for nearly ten years. In that role, she coordinated youth events, supported full-time and volunteer youth ministry in and around the Diocese. Additionally, she was the Executive Director of the Episcopal non-profit, *Sawyer*, a free summer program & free academic summer program that takes place in one of the most impoverished counties in Alabama. Leslie spent a lot of her time not only coordinating and overseeing this free summer program (and the legions of volunteers and interns needed) but also fund raising and garnering awareness and support. Currently, Leslie works full-time for Ministry Architects partnering with churches all over the country. Leslie is married to the Rev. Bentley Manning, an Episcopal priest, and together they have two young daughters, Mary Bentley and Alice.



### Stephanie Caro – SENIOR CONSULTANT

[stephanie.caro@ministryarchitects.com](mailto:stephanie.caro@ministryarchitects.com)

Stephanie Caro has been involved in ministry to children, youth, and adults in the local church since...a long time. Her humorous, straightforward style keeps her busy presenting and coaching at conferences, training events, camps, mission trips, retreats, churches, etc. She is Senior Consultant for Ministry Architects, which allows her to help churches assess, vision, and formulate their ministry game plan. Her books, *Thriving Youth Ministry in Smaller Churches* and *99 Thoughts for the Smaller Church Youth Worker*, were published by Group/Simply Youth Ministry. Her latest book, *Smaller Church Youth Ministry: No Staff, No Money, No Problem*, was published by Cokesbury in the fall of 2016. Her next book, *Ten Solutions (to Ten Common Mistakes in Small Churches)*, comes out early 2018. Stephanie is a contributing author to several ministry resources like YouthWorker Journal in addition to her regular column "Smaller Church Youth Ministry" in Group Magazine. Check out Stephanie's blog, part of the #1 read youth ministry blog network, [youthministry.com](http://youthministry.com) from Simply Youth Ministry/Group Publishing. She also blogs for [youthspecialties.com](http://youthspecialties.com), Princeton Theological Seminary, and others. Stephanie and her husband, Steve, live in Houston, Texas. Their seven children are all grown.

---

#### MINISTRY ARCHITECTS EXISTS TO:

**DESIGN** sustainable, deep-impact ministries, one church at a time  
**BUILD** the competence, joy, and longevity of ministry professionals  
**CONSTRUCT** bridges to the best ministry resources available today