



CHILDREN'S AND YOUTH MINISTRIES ASSESSMENT REPORT

*Building Sustainable Ministries . . .
One Church at a Time*

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Home Moravian Church Winston-Salem, NC September 20, 2017

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BACKGROUND

Home Moravian Church (HMC) is a historic church located in the heart of “Old Salem” in Winston-Salem, North Carolina. Established in 1771, the church has served as a cornerstone for the community for over 240 years and annually welcomes over 10,000 local and traveling visitors who are given the chance to experience the Moravian celebrations of Candle Tea, Easter Sunrise, and Christmas Eve Lovefeast. Church members describe their church family as “classic,” “thoughtful,” and “faithful.”

The sanctuary building itself, with its distinctive belfry, was constructed in 1800, to which the Rondthaler Building (named for a prominent bishop) was added years later. The sanctuary underwent a major renovation in 1913. A Christian education and fellowship hall building was built prior to World War II.

Salem itself was established in order to be the industrial and administrative center for the Moravians in North Carolina. Its economy and nurturing groups would enable mission work to reach people groups in northern Georgia. Home Church established Sunday schools and worship places in many areas of what became Winston-Salem. Those became churches that are part of what is now called Salem Congregation, with whom Home Moravian continues fellowship.

The total membership of the church is around 1,843, of whom 1,084 are resident members. On an average week, 256 people attend the church’s Sunday morning worship service at 10:00 AM. A Sunday school hour takes place after worship each Sunday at 11:15 AM. In January 2017, the church installed Rev. Ginny Tobiassen into the role of Senior Pastor, after serving as the church’s associate pastor for four years.

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The Rev. Andrew Heil was welcomed and installed as Associate Pastor later in July 2017.

Children at the church participate in the 10:00 AM worship service until they are dismissed for Godly Play. The Sunday school is divided into two primary groups, PreK-K and 1st – 4th grades, with nursery care provided for younger children. Four times during the year, twice in the fall and twice in the spring, the children's choir helps lead worship in the Sunday morning service. Each Wednesday, children participate in children's choir rehearsal and a program called "Moravian Minis" which seeks to establish a children's sense of what it means to be Moravian as well as what it means to follow God with their life.

Currently, there are about 52 children, 0 – 5th grade, on the rolls of the church. During a typical week, about 19 of them participate in either Sunday school, worship, or one of the children's programs during the week. Annually, the children have a VBS, participate in celebrating the traditions of the church, as well as share in a musical each spring. The children's ministry is described by some children and parents as a "loving" and "joyful" place, while others say it is a "shrinking" and "under-resourced" ministry.

For the year 2017, the children's ministry has a budget of \$49,336.28, including the program budget as well as the salaries/benefits for the staff.

There are 12 adult volunteers involved each week in one of the major children's programs, though many volunteers are on the volunteer roster and choose to serve on a rotation basis, rather than weekly. Even more help out at special events or behind the scenes throughout the year.

The ministry is led by the Director of Christian Education (DCE), Margaret Norris, who has been on staff at the church since 2014. Serving the children and youth in a part-time role is Anne Saxon, Director of Children's and Youth Choirs. There is also an active children's committee which reports to the elders of the church.

Youth in the church have their own Sunday school experience that takes place following the Sunday morning worship service each weekend. Each month, varying events are planned for youth that include social gatherings, service projects, and learning opportunities. During the week, the youth currently partner with the ministries of Trinity Moravian Church and attend either their LOGOS program and puppet ministry, or join in discussion groups.

Currently, there are about 45 6th through 12th graders on the rolls of the church. During a typical week, about 6 of them participate in either Sunday school, worship, or one of the youth programs. Annually, appx. 15 youth participate in camps and missions work with a strong tradition of attending Laurel Ridge Camp, Conference and Retreat Center. The youth ministry is described by some youth and parents as a "relationship-driven" and "warm" place, while others say it is a "struggling" and "not well-attended" ministry.

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The church has a 2017 budget of \$1,246,000, of which \$22,158.06 is dedicated to the youth ministry. This includes the program budget as well as the salary and benefits for the staff.

There are about 12 adult volunteers involved each week in one of the major youth programs. The pastoral staff also goes out of their way to make sure they stay on rotation in serving with the youth of the church. Others help out at special events or behind the scenes throughout the year.

The youth ministry is also led by Director of Christian Education (DCE), Margaret Norris, who also provides leadership for children's and adult discipleship in the church. The youth committee is ad-hoc and is meeting irregularly.

With the recent transitions in pastoral staff, the opportunity arose for Home Moravian Church to seek outside council in addressing their current lack of young families in the church, with an emphasis on assessing the children's and youth ministries of the church. A Ministry Architect Engagement Team of church members was formed to prepare for the coming assessment and the initiative, *Sow the Seeds, Trust the Promise*, was shared with the congregation to build momentum going into the process.

It is in that context that Ministry Architects was invited to do an initial assessment of the children's and youth ministries and to make recommendations about how it might move strategically forward. Ministry Architects met with 128 individuals in 14 focus groups or one-on-one meetings over four days in September of 2017. 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. Church pastors, staff and members are very concerned about the low numbers in attendance in the children's and youth programs.

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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.”

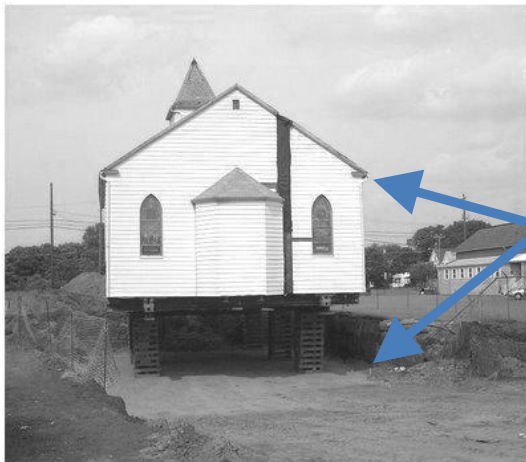
This rent appears to be paid. Parents and members of the church have high praise for the Godly Play activities that children experience each weekend and speak highly of the Moravian Minis and children’s choir programs that take place during the week. In the youth ministry, the youth mission camp continues to be well attended and highly regarded among the congregation.

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.

An overall sense of hope among the staff and volunteers, partnered with the enthusiasm around the recent assessment process that the children’s and youth ministry have undergone, suggest that this rent is being paid on time.

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, youth, their families, the staff and the church at large.

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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 256 could expect an average weekly attendance of around 38 children per week. The current weekly attendance of 19 children is below what could be expected from the ministry.

2) \$1,100 per Child—With a budget of approximately \$49,336.28 (including program budget, staff salaries, and benefits but not paid baby-sitters or nursery workers) dedicated to the children’s ministry, Home Moravian Church has the capacity to effectively reach and maintain a weekly participation level of somewhere in the neighborhood of 45 children in some aspect of the church’s life. With 19 children 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, Home Moravian Church has the equivalent of a half-time staff person (not including paid baby-sitters or nursery workers). According to this rule of thumb, Home Moravian Church has the capacity to sustain the engagement of about 38 children on a weekly basis. The current staff configuration allows room for significant numerical growth.

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 12 weekly volunteers, Home Moravian Church is currently at a ratio of 1 adult leader to every 2 children, giving the ministry a capacity for 60 children weekly. This ministry is well-supported by volunteers and poised for sustained growth in the future.

Ministry Architects has also observed the following youth ministry norms:

1) 10% of the Worshipping Congregation—In a typical church, the size of the youth ministry tends to settle at a number that is around 10% of the worshipping congregation. A church with an average worship attendance of 256 could expect an average weekly attendance of around 25 youth per week. The current weekly attendance of 6 youth is far below what could be expected from the ministry.

2) \$1,100 per Youth—With a budget of approximately \$22,158.06 (including program budget, staff salaries, and benefits) dedicated to the youth ministry, Home Moravian Church has the capacity to effectively reach and maintain a weekly participation level of somewhere in the neighborhood of 20 youth in some aspect of the church’s life. With 6 currently participating every week, the ministry is well funded

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for continued growth.

3) 1 Full-Time Staff Person for Every 50 Youth—Considering all the positions giving time to the youth ministry, Home Moravian Church has the equivalent of a quarter-time staff person. According to this rule of thumb, Home Moravian Church has the capacity to sustain the engagement of about 12 youth on a weekly basis. The current staff configuration allows room for significant growth.

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 church’s Christian nurture of more than about five youth on an ongoing basis. With 12 weekly volunteers, Home Moravian Church is currently at a ratio of 2 adult leaders to every 1 youth, giving the ministry a capacity for 60 youth weekly. This ministry is well-supported by volunteers and poised for sustained growth in the future.

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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. In the case of HMC, Margaret is serving as the architect without blueprints from the congregation. Once the church sets its vision for the future of these ministries, it will properly orient itself back into being the architect. On a temporary basis, this report also serves as blueprints.
- **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. As DCE, this is the key role for Margaret as she gives oversight from the church to the wonderful volunteers.
- **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.

Each of these roles is important as Home Moravian 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.

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ASSETS

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

A Top-Notch Staff

Over and over again, focus group participants expressed immense gratitude for the character, integrity, maturity, love for God, giftedness, and effectiveness of the current church staff, especially the DCE, senior pastor, and associate pastor. As one member pointed out, "We need to do a better job at affirming staff on a regular basis. They probably don't hear that enough."

The DCE, Margaret Norris, was described as "very organized and always sending texts. She's incredibly involved in caring for families and her volunteers." Others said that she is "very creative" and that "Margaret kind of lives here. She works really hard." From grandparents to parents, volunteers to observers, the consensus in the room was that Margaret has "been a blessing to this church. We wouldn't be who we are without her."

The new arrival of an associate pastor, coupled with the installation of a former associate pastor into the role of senior pastor, has invigorated the church and has people buzzing about the potential of this pairing. Rev. Andrew Heil, Associate Pastor, "has been fully accepted" and multiple people expressed that the congregation "loves his family!" Others wanted to make sure that it was known that "Andrew is a homerun" and many were impressed by his willingness to enter into tough conversations with grace and humility in the short time that he's been at HMC.

In her new role as senior pastor, the congregation members have been given "a gift" as they describe it in Rev. Ginny Tobiassen. Using words like, "fantastic," "loving," "dedicated," and "more than we could have asked for," many feel that "now we have the right people in place to stop having staff transitions and begin to move forward with what God is calling us to do." Parents and students love having a senior pastor who will text with them and knows the individual names of the children in the congregation. "When Ginny called out their names in church," one parent explained, "it reminded me of how much she cares about each one of us. Not every church's pastor can do that."

Home Sweet Home Moravian

It was common to hear from focus group participants, "I've been at this church my entire life," or "I've been at this church for 20, 30, 40 even 50+ years." Many of the children and youth parents who are active in the church today carry significant memories from their experiences in the HMC youth group. Key volunteers in the church have watched and led decades of children and youth through the program, and therefore have a very strong sense of where the ministry has come from.

The deep family ties in the church lead to a vast integration of what it means to be Moravian into the lives of those in the congregation. In describing the church, one

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participant named, “Moravians know who they are. There’s a period after that sentence.” Not only can that be said about the Moravian traditions, but also about each family’s identity at HMC. Congregants get excited to tell others about the history of the building, stories about hidden or hard-to-find rooms, and how their family’s story weaves into the tale of this centuries old faith community they call “Home.”

Extraordinary Volunteer Leaders

The children and youth ministry volunteers are dearly loved and appreciated by the youth and their parents. Though not all adult leaders connect with every student, there seems to be a wide variety of available, engaging adults to serve as mentors and teachers to the children and students who are currently active in the program.

A strong core of volunteers has stuck with the ministry through multiple staff and leadership transitions over the last 20 years. Though a number of these volunteers admitted that they were tired at times, they now sense a “renewed energy” and “an uptick in young families. We even have two babies coming later this year!” A leader who just began serving this fall said, “I loved how we did training this year. I feel prepared to teach and I feel like I’m a part of a great team!”

Deep Roots and a Wide Audience

Part of being involved in the congregational life of a historic church is welcoming others into that history and Home Moravian excels at doing just that. Between Candle Tea and Lovefeast alone, over 10,000 people experience part of the church’s history each year and the congregation fills between 600 and 700 volunteer spots to make those events happen. Sharing the story of HMC and the Moravian traditions with others is an “all-hands-on-deck event,” as described by one church member. Most churches in America couldn’t begin to dream about having the audience that Home Moravian has on their front steps each year. “We just need to figure out what comes next,” one congregation member shared. “We fill the sanctuary in minutes on Christmas Eve each year. We need to create more celebrations for people to show up for and I think they’ll line up more than once a year.”

Clarity of Need

There seemed to be an across-the-board consensus that the children’s and youth ministries are not all that the children, youth, the parents, the volunteers, and the staff would like them to be. This agreement is a good thing! Though the theories as to the causes of this situation were varied, there was little disagreement that the ministries are lacking the critical mass needed to be attractive to the younger families in Winston-Salem. In the midst of that concern, there is also a strong momentum toward rallying around the current need, as evidenced by the overwhelming turn-out for the listening groups hosted by the church during this process. Parents are excited about this renewed energy surrounding the children’s ministry. As one mother put it, “We are energized as

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parents.” While another grandparent in the congregation explained, “There’s energy and talk about children. That’s not typical, but it’s happening right now.”

There also seemed to be an awareness, at least at some level, that a well-established, engaging children’s ministry will help build momentum in the church. As young families see their children more connected to the church, their enthusiasm predictably results in higher levels of support, both financially and in volunteer capacities.

Programming

The vast majority of those in the church are happy with at least one program for children or youth. Some described the Sunday morning program for children as “a success” and “fantastic” – particularly the Godly Play lessons that children get to experience. Parents and congregation members alike had much to say about the creativity of the DCE in her decision to alternate Moravian Minis with the children’s choir. When asked about Moravian Minis, one parent exclaimed, “Moravian Minis has been phenomenal. It helps them understand what it means to be Moravian and also who God is.”

For students, listening group after listening group talked about how highly attended and successful annual trips to camp and other missions work has been – not just in the past, but also currently. “The mission camp we offer is a really strong time for bonding and closeness for the youth,” one congregant explained. In fact, one of the CE committee’s goals is that any child who wants to go on missions or to camp has the funds to go.

Location, Location, Location

The church is well-positioned in the heart of Old Salem, a location that brings tens of thousands of visitors throughout the year. The opportunity is here to be a place where young people in the community would feel welcomed and excited to be involved. “There are young professionals and young families moving in just up the hill from us,” was a sentiment expressed by one participant. A long-time member put it this way: “They know that we’re here; we just need to find out how to help them know that we’re here for them.”

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CHALLENGES

Obstacles to moving the children's and youth ministries strategically forward

Invisible Children

The children at HMC seem to be separated from the rest of the church. Parents expressed a sense that some members of the congregation would prefer their children to “not be seen or even heard” in the sanctuary of the church. Yet, the desire for integration, visibility, and a welcoming of children in the worship services were expressed by many:

- “The sound of children in the sanctuary is like the sound of music.”
- “I wish I knew the names of our children like the pastors do.”
- “I’d like to have my children in worship with me without getting glared at.”
- “When our children leave the room on Sunday morning, we send them away to another part of the building and we never see them again. I would like to find a way for them to be seen.”
- “I’d love to have a children’s moment so that the children could connect with the pastors more.”
- “Children serving in the worship services would be great!”
- “Young families would feel like they belong if children were visible in our worship.”
- “You could come to the church for 6 months and never see a child at church.”

Terminal Uniqueness

Many members of the church suffer from a perception disorder called “terminal uniqueness,” focusing intensely on the “unique” challenging factors facing this youth ministry:

- Multiple schools represented, making it difficult for kids to feel connected
- Youth with packed schedules, therefore unable to participate regularly
- Youth attending schools that demand high levels of performance, including multiple hours of homework each night
- Youth being committed to sports more than they’re committed to church
- Being a church that does not come from the same zip code, making it difficult to get people to come back to church beyond Sunday mornings
- Being a church full of aging adults who don’t have the energy to volunteer

The fact is that none of these challenges are unique to this church. Since the majority of these factors are present in almost every successful youth ministry in the country, the church needs to shift their thinking about the youth ministry off any dead-end streets of explaining away a less-than-effective program in pointing to these factors.

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Who's Counting the Sheep?

There is a database and attendance tracking system that identifies the children and youth on the rolls. What it doesn't identify is who attends what in the programming; also an electronic way to update contact info. One volunteer said, "There are children on our roster whom I've never seen." Another participant went so far as to explain, "I have 26 children on my rolls and I don't know who they are. Maybe only half a dozen of them have ever shown up." Numbers are important to track, but numbers are not as important as people. Without a clear list of which people are being served, it will be difficult to count those sheep and make sure they are well-tended to over the course of their formational experience.

Parental Commitment

A number of focus group participants spoke about the incomparable power that parents have in the faith formation of their children and in their participation in the children's and youth ministries. Many wondered whether some parents of young people in the church are as interested in helping the church build the kind of momentum they could be.

Tending the Seams

Presently, there are only a few clear Rites of Passage (Baptism, Bibles presentations, and Confirmation) for the young people of HMC. These celebrations provide opportunities to empower children and youth, and reminds them of their importance in the life of the congregation. At the same time, these "seams" between key developmental stages are valuable for the congregation as a whole. As one congregant pointed out, "We need more ways to celebrate children in the church and live out the vows we take with their parents in baptism."

For a church so steeped in tradition, it's surprising that natural transitions in the lives of children and youth, often marked with ceremony and celebration, seem to be missing or underplayed. At these pivotal points, it appears that the bridge is out between the phases of a child's spiritual journey at HMC. Though it is in the best interests of both the children's and youth ministry to blend grades together in programs where there would typically be separation, there is confusion over when children transition between programs and moments for celebration are lost in the chaos.

Youth Structure and Leadership

Although there is a functioning children's ministry leadership committee, a less-organized similar counterpart exists in the youth ministry. There are many amazing adults who have stepped up to be in leadership to the youth; what's unclear is who's in charge? Who sets the tone? Who will visit students in their habitat, at their schools? Whether this is one person or a team of people isn't as important as students, parents, and members knowing who's in charge of what. While it is the responsibility of the entire church to surround each child with the love of Christ, every system needs an org chart of sorts that delineates the parts of the body. Without clarity in this regard, the church takes

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the chance of thinking “someone else has it covered” when maybe “it” is not, leaving needs unmet.

Critical Mass

Both the children’s and youth ministries have reached points in classroom settings or gatherings where attendance has fallen as low as just 1 or 2 showing up. While there are times when great ministry can happen to just one, it’s a less-than-desirable setting for building the kind of energy that leads to building excitement. Children want to be around other children; youth want to know, “Who’s going to be there?” From a teacher’s standpoint, it’s hard to teach with just one child, especially with the current rotation model of Sunday school. So, what often happens is combining age-levels into fewer classes to have more kids, which presents difficulties as well. A teaching environment with anywhere from a 3-5-year age differences makes it difficult to talk about a subject with appropriate relevancy.

To Change or Not to Change

Change is hard for most people; it brings a fear of the unknown. People don’t want to be pushed out of their comfort zones, they wonder if they’ll lose their favorite customs or traditions, or are concerned if they’ll be able to keep up with “a new way.”

HMC has a balancing act before them: on one hand, it’s important they keep the long-held much-loved traditions being Moravian brings to the community. On the other hand, declining numbers and societal differences have brought change to the church’s front door. Families with children and youth aren’t coming through the doors and the church will need to set aside its “fear of change” so that open conversations can happen as to what might bring a fresh wind, fresh fire to the ministry of HMC.

Missed Opportunities

A church like Home Moravian has loads of ministry opportunities all around it; in a state of decline, no church opportunity for reaching outward should go unexplored for possible connections into the community. Examples include the college and academy right next door, the young professionals moving in “right up the hill” (as one member put it), the thousands of people who attend events like the Christmas Candle Tea, etc.

One parishioner said, “But those people aren’t coming through our doors!” Here in lies a key area for thinking-change: millennials (the younger families with children) won’t be rushing inside. Those days are gone (for now). Instead, savvy churches are running out the doors to meet families (and their needs) where those parents/children are. For example: how can the church reach out to families in the Montessori School? Or the surrounding 3-mile area?

Here’s one way to make the most of every available “arrow in HMC’s quiver”: the church website could use an update to make it more interesting, colorful, family-winsome,

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attractive, etc. A great church website draws people in; it's THE first impression young families get of a church because it's the first place they look. Lots of pictures are helpful; verbiage that outsiders wouldn't understand isn't as helpful.

A thought: If just 2% of the 10,000 that come to Candle Tea came to the church, it would double an average Sunday's worship attendance.

Vision Vortex

When asked the question about goals or strategies for the next 5 years, not only could most church members not name the vision for the church, most spoke of a longing to do that very thing: vision, strategize, and plan ahead for the future.

Here are comments from participants in the listening groups:

- "I think one of the challenges we face is that we don't have those goals. We have not done formal goal setting or strategic planning in years."
- "I think the closest we've done is the call letter: focus on worship, families and children, online presence."
- "We did an asset mapping. From out of that came several outreach programs."
- "It's more of a thing that's just fallen into neglect."
- "In the last few years we've been in crisis mode instead."
- "I don't know when the last time was we had a goal setting time of vision. We've filled out surveys for issues. If you want to have ownership, members need to have input and then they'll own it. I'd like us to have a visioning session."
- "We used to meet every three years to set our goals as a church. We had buy-in from that."

Picture this: One of the beautiful traditions of being Moravian is knowing that members can spend eternity in "God's Acre" – a cemetery envisioned years ago with plans to carry it through the ages. Long ago, people determined how it would be laid out and the message of equality it would send (thus the flat, uniform headstones). At the same time, committees still meet today to ensure its traditions, while also tending to the new challenges that arise in shepherding over the burial ground. This "old and new" attention requires visioning to keep God's Acre serving its people in the best way possible. HMC can follow this example by periodically asking its members to celebrate the past while looking strategically to the future.

A Group that's not a Group

At this juncture, the youth ministry is provided for in plans and space on the calendar...but there's not a sense of a "group." Students need to have a reason to come and usually that means connectedness to relationships. Joining together with peers who love and accept one another in a safe environment is attractational for a teenager. Said one teen, "I'm not going to drive an hour on Wednesdays to come do puppets or meet for an hour with people I don't know." Another listening group participant said, "I think

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there is youth programming. I don't think there is a youth program." At the point, there are 5-6 coming but 2-3 of those are possibilities for drifting away (and soon) due to different circumstances.

A solid, sustainable youth ministry doesn't have to be large in numbers (Critical mass is a church this size is usually achieved around the 5-6 in attendance mark). It does need to be worthwhile of a busy high-schooler's time, a reason to be there with a sense that something will be accomplished. At the same time, relationship-building in the form of fun is also important. Busy teenagers all over the country are making time for church...when there's a good reason to do such a thing. Missing right now at HMC is an intentional, well-communicated plan to reach each student, making connections among each other and the caring adults serving them.

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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 March 2019 as the date when the children's and youth ministries renovation will be complete.
2. Establish a Prayer Team to undergird this renovation process.
3. Present this report to the Board of Elders, requesting that they endorse an 18-month strategic design process for the children's and youth ministry.
4. Establish a Children's and Youth Ministry Renovation Team, made up of at least three non-anxious, goal-oriented volunteers and the Director of Christian, who will work closely with 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.
6. Address the current pressure points facing the children's and youth ministries:

Pressure Point #1: Visioning for the Future

Invite students, parents, leaders, members to participate in a multi-session, on-campus process of visioning a new future for the church. This time will create a sense that everyone's input is valued in looking to the future plans. All walk away knowing they were a part of what was created. Specific time would be carved out towards giving attention to children's and youth ministries. (Ministry Architects can help facilitate this), resulting in the following documents which will direct the ministry:

- o A ministry mission statement with an identified target of outreach (EX: young families, young adults, young professionals, etc.)
- o A statement of ministry values (the spirit at which everyone goes about the work of the ministry.)

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- o A set of three-year revolving goals (practical, tangible, hands-on) with one-year measurable benchmarks)
- o An organizational structure for the ministry (Who to go to for what as the vision is rolled out.)

Pressure Point #2: Children & Youth in Worship

There were many voices calling for more involvement of children and youth in worship as a way of showing value to the youth and children themselves, as well as current and potential parents. A number of suggestions were given and can be accomplished fairly easily. Ideas include:

- Weekly Children’s Message (This was mentioned repeatedly as a delightful way for children to hear the message of the day in ways relevant to them from the pastors/leaders of the church. Then the children could be dismissed to Godly Play.)
- Children’s Choirs (or duets, trios, etc.) sing more often.
- Children’s Choir partnership with the adult choir (also giving a mentoring opportunity)
- Use children/youth as ushers more frequently (another great mentoring opportunity)
- Readers/leaders of Scripture or prayers, etc.
- Worship-leading projects from Wednesday nights or Sunday school that can be utilized in the service such as special prayers, Mission Moments, offerings (such as canned goods, flood/hurricane supplies, coin collections, etc.)
- Re-vamping of children’s activity bags
- Celebrating Moravian Prayer Days, like October’s Prayer for Children

Pressure Point #3: Making the Most of Every Opportunity

Discussion will be on-going throughout the renovation process for creating a culture where Home Moravian looks at everything it does with a new lens of “how can we reach out in this?” Why wait till those discussions are finished? How about small steps that can be taken for this Christmas at the Candle Tea and Christmas Eve Love Feast?

Here are possible questions to ask or ideas to consider for Christmas 2017:

- How can we gather data from visitors at our big events so we can invite them to other big events and then eventually welcome them to worship? (HMC does Moravian events so well!)
- How can we meet the needs of families who attend? (babysitting, food, warm clothes, crisis counseling, a Bible, love, acceptance, etc.)

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- What ways can we show families that their children are welcome here? Is there a “children’s only” aspect to these special events that would grab the hearts of their parents, leaving them thinking, “I might want my family to check this out.”
- What ways can we show young adults the relevancy of our historical traditions (A special tour/invite for the college/academy students only.)
- Offering church historical tours during the Candle Tea times
- A guest book at the end of the tour so that invites can be sent out.
- A family in regular clothes at the end of the tour that can hand other families a welcome/invite to the church.
- Family pictures taken to be picked up at the church.

Pressure Point #4: Youth Committee Structure

Several adults have stepped up to live into the lives of the teenagers of Home Moravian in different aspects of the ministry such as the leaders for the Wednesday nights MS and SH classes at Trinity, the Sunday school classes for 5th-7th and 8th-12th, the Sunday youth Fellowship, the mission trips for both age-levels, etc. A coordinated “team effort” would make the pieces fit together like a smooth-running engine, sending the message to students, “Hey, the adults know us and have our back.”

Here’s what a more formalized Youth Ministry Team could look like and accomplish:

- Is a “task-oriented team” not just a “decision making team” thus adding to the load of the staff
- Meets at least every other month (maybe monthly in initial months)
- A time to figure out which students are connecting and which ones aren’t
- Creating and following up on a parent contact plan
- Creating and following up on a student contact plan
- Relieving the DCE of workload by taking on some responsibilities of planning special events
- Prays over each student by name
- Looks for ways to create a relational youth group by connecting each piece of the program puzzle and the student connected

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

- **Host a “Quick Start” Summit:** Invite the Renovation Team, 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 Report are addressed. The Summit

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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."
-
- **Christian Formation Summit:** Gather a team for a Christian Formation Summit to discuss the learning objectives of each age level and how these might be accomplished utilizing curriculum, milestones and special programming.
 - Evaluate the upcoming curriculum to ensure its effectiveness.
 - Develop a long-range scope and sequence as well as a set of core competencies for the children's ministry programming.
 - Develop a clear plan for milestones and special events to shape the faith formation through the ages and stages.
 - Determine how the curriculum selected will be communicated to volunteers.
 - Decide what level of training will be required prior to full implementation.
 - **Control Document Development:** Complete and publish an 18-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 the date for next year's high school mission trip").
 - **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/Contact info:** In a cloud-based, electronic form so all teachers/volunteers have access, track attendance for all children's and youth activities. This would also provide all adults in direct connection with youth and children access to the most up-to-date contact info
 - **Marketing:** Establish clear internal marketing processes that allow parents, children, youth, leaders, and the broader church to be exposed

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to the successes and good news surrounding the children's and youth ministries.

- **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.
- **Fall Kick-Off/Parent Orientation:** Develop an intentional, family-based, incredibly fun Fall Kickoff event to launch the children's and youth ministries in the fall of 2018. Use that event to cast the vision, share information, and build enthusiasm about the year ahead.
- **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 children's and youth ministries staff members as well as the Renovation Team.
- **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 paid and 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 20 possible volunteers to call on for weekly volunteer positions.

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- **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.
- **School Connections:** Develop specific communication strategies for inviting the people of Salem College, Salem Academy, and Montessori School to church at Home Moravian as well as children's and youth ministries activities. Create communication timelines that coordinate with publications being created by the school staff. Seek opportunities to build exposure and welcome those students/families into the HMC community.
- **Parent Engagement:** Create a written process for engaging many parents in the ministry in some way during the 2017-2018 school year, with a look at engaging a majority of parents in the 2018-2019 school year.
- **Parent Support:** Sponsor and execute an encouraging parent support event and create mechanisms for engaging the majority of parents in the children's and youth ministries in some way.
- **College Ministry:** Develop a game plan to reach out to the students who have graduated from the youth program. Establish ongoing communication with them throughout the school year and when home from college for breaks.
- **Measurable Markers of Effectiveness:** Determine reasonable participation goals for all children's and youth ministries events and weekly programs through December 2018 and take responsibility for filling those events.
- **Integration:** Develop a strategic plan for helping the children and youth become an integral part of the whole church, weaving the children's and youth ministries into the fabric of the entire church.
- **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 quarter. This would begin with contacting every child and youth on the rolls of the church determining where they are and how often contact should be made. For example, those out of state might appreciate a yearly contact, but don't need the reminder texts.

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- **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 Home Moravian.
- **Family Ministry:** Plan one or 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:
 - **First Steps Milestone**
 - Purpose: introduces the congregation to a few of the youngest members and makes both children and parents more comfortable with Sunday school. It reminds both children and their parents of the importance of attending Sunday school.
 - **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.
 - **Prayer Milestone**
 - Purpose: To encourage the congregation to can keep its promise to equip and support parents to pass on faith. Through this milestone, children learn they have a direct relationship with God and Jesus through prayer.
 - **Children invited to Godly Play**
 - Purpose: To invite younger children into the special worship experience of elementary age children.

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- **5th graders moving into the middle school ministry**
 - Purpose: To welcome the rising 6th graders and their parents into the middle school ministry.
- **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.
- **8th graders moving into the high school ministry**
 - Purpose: To welcome the new 9th graders and their parents into the high school ministry.
- **12th 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.

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PROPOSED TIMELINE

The following provides Home Moravian 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.

October 2017

Focus: Starting Right and Work Begins

Outcomes:

- This report has been presented to the Board of Elders for the strategic renovation of the children's and youth ministries and the board has given full support of this plan.
- A Quick Start Summit has been scheduled for November.
- The 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.
- The 2017-2018 children's and youth ministries calendar has been completed and distributed, both in print and electronic form.
- Curriculum has been distributed to all teachers/volunteers and they have been trained to implement the curriculum.
- A detailed 2018 budget for the children's and youth ministries has been completed and submitted to the appropriate group.
- The church has partnered with Ministry Architects to serve as the architect for the entire renovation process.
- Mechanisms for on-going education and coaching for the children's and youth ministries staff and key volunteers have been provided.

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November 2017

Focus: Renovation Underway, Quick Start Summit, Visioning, Database

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 have been addressed. The Summit tackled the items that needed to be done first to initiate the children’s and youth ministries renovation process.
- 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 and electronic 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 or Remind text every time the group gets together, but you’ll want to regularly pursue these children and youth, 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.

- A strategic plan has been created for helping the children and youth become an integral part of the whole congregation, weaving the children’s and youth ministries into the fabric of the entire church.

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December 2017

Focus: Visioning Promotion, Volunteers, Calendar

Outcomes:

- Relax...Breathe...Enjoy the Candle Tea and the Love Feast.
- Work has begun on the summer calendar for 2018.
- Promotion of the Visioning Summit has begun.
- 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.

January 2018

Focus: Pressure Points, Communication, Calendar

Outcomes:

- All pressure points have been begun to be addressed and significant strides have been made.
- Communication norms have been determined and those best practices are being implemented.
- A fishing pond of 20 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.
- Work has begun on the 2018-2019 children's and youth ministries calendar. The summer 2018 calendar for the children's and youth ministries has been completed and distributed.
- 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.

February 2018

Focus: Visioning, Calendar, Compliance, Recruitment

Outcomes:

- Volunteer recruiting season has opened.
 - o Volunteer job descriptions have been reviewed and updated as needed.
 - o Names of potential volunteers have been added to the fishing pond.

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- o All volunteer needs have been determined for the 2018-2019 school year.
- o The volunteer needs list and the potential volunteers list has been merged.
- o Current volunteers have been asked to evaluate and possibly renew their commitment to the children's and youth ministries.
- o Recruitment has begun for hands-on weekly volunteers, event coordinators and behind-the-scenes volunteers for 2018-2019.
- The 2018-2019 children's and youth ministries calendar has been completed through August 2019 including a Fall Kick-off.
- 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.

March 2018

Focus: Volunteers, Compliance, Mid-Course Evaluation,

Outcomes:

- A volunteer application, an application process, and a screening process for all weekly hands-on volunteers have been created and implemented
- Background checks (or other screening methods) have been done for all weekly hands-on volunteers.
- All paperwork for hands on, weekly volunteers has been updated and is in compliance with the Safe Sanctuary policy.
- Copyright licensing for music and videos has been obtained. 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 Safe Sanctuary policy as laid out by the church.
- Continuing education opportunities have been explored and calendared for the children's and youth ministries staff and volunteers.

April 2018

Focus: Attendance Tracking, Christian Formation Summit, Participation Goals, Database

Outcomes:

- A Christian Formation Summit has been scheduled for 2018. The Summit will

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facilitate a discussion of the learning objectives of each age level and how these might be accomplished utilizing available curriculum.

- 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.
- 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 August 2019 and steps to accomplish those targets have begun to be implemented.
- A database of all children, youth, and their families has been compiled and each person is "tagged" with a category.
- A written communications process has been established for inviting the families of the area schools to church at HMC as well as children's and youth ministries activities with a special focus to begin in the fall.
- A process for engaging the majority of parents in the ministry in some way during the 2017-2018 and 2018-2019 school year has been written and implemented.

May 2018

Focus: Major Event Notebooks, Marketing, Communication, Volunteer Thank You

Outcomes:

- A volunteer thank-you event has been scheduled and promotional materials have gone out to all children's and youth volunteers.
- Work has begun on major event notebooks – creating a template for the notebooks and collecting information on each children's and youth event.
- 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.
- A game plan has been written to reach out to the youth who have graduated from the youth program. Ongoing communication with them has been established throughout the school year and when home from college.
- Reasonable participation goals have been established for all children's and youth ministries events and weekly programs through December 2018 and there are clear lines of responsibility for filling those events.
- 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.

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June 2018

Focus: MIA, Fall Kick-off, Manual, 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 in preparation for fall.
- 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.
- The Children's and Youth Ministries Manuals (both hard copy and digital) have been completed, including
 - Visioning documents
 - Directories
 - Volunteer directory
 - Volunteer training agendas and notes
 - Attendance records
 - Annual calendar
 - Results-based job descriptions
 - Game plans and new initiatives
 - Meeting agendas and minutes for Children's and Youth Ministries Committee/Renovation Team.
 - Christian Formation Plan and record of curriculum resources used for the current year
 - Budget and other financial documents
 - Recruiting template, with a record of all the volunteer needs for the year
 - Compliance documents
- 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 quarter. This would begin with contacting every child and youth on the rolls of the church determining where they are and how often contact should be made. For example, those out of state might appreciate a yearly contact, but might not need the reminder texts.

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July 2018

Focus: Major Event Notebooks, Volunteers, Database, Volunteer Thank You

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.
- A volunteer thank-you event has taken place in June.
- 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.
- All volunteer needs for the 2018-2019 school year for children's and youth ministries have been filled.
- 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 Home Moravian.

August 2018

Focus: Benchmarks, Major Event Notebooks, Leadership Launch

Outcomes:

- All major event notebooks have been updated by the event coordinators and given back to the children's and youth staff to pass along to the next year's coordinator.
- 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 Safe Sanctuary 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.
- All children's and youth programs have adhered to the Safe Sanctuary Policy.
- One or two family events have been calendared for the upcoming year. They have focused on building family relationships and fun fellowship.

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September 2018

Focus: Fall Kick-off, Curriculum, Major Event Notebooks

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.
- Major event notebooks for each major event for the children's and youth ministries have been handed out to this year's event coordinators.
- 50% of the one-year benchmarks have been accomplished.

October 2018

Focus: Christian Formation Summit, Budget

Outcomes:

- Interested staff, volunteers, and parents have gathered for a Christian Formation Summit 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 2019 budget for the children's and youth ministries has been completed and submitted to the appropriate group.

November 2018

Focus: Reflection and Re-Assessment, Preventative Maintenance Calendar

Outcomes:

- All game plans that have been launched in last 12 months have been evaluated and tweaked as necessary for impact and sustainability.

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- 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.
- 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.

December 2018

Focus: Calendar, Participation Goals

Outcomes:

- Work has begun on the summer calendar for 2019.
- Reasonable participation goals have been determined for all children's and youth ministries events and weekly programs through August 2019 and steps to accomplish those targets have begun to be implemented.

January 2019

Focus: Benchmarks, Calendars, Mid-Year Training, Strategic Staffing

Outcomes:

- All one-year benchmarks have been achieved. Goals have been re-upped and new one-year benchmarks have been established.
- Work has begun on the 2019-2019 children's and youth ministries calendar.
- The summer 2019 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.
- With the changes in the children's and youth ministries, the volunteer staffing to meet the size and scope of the children's and youth ministries has been evaluated and a game plan to meet those needs has been created if necessary.

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February 2019

Focus: Volunteer Recruitment, Calendars

Outcomes:

- Volunteer recruiting season has opened.
 - 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.
- The 2019-2019 children's and youth ministries calendar has been completed.
- A plan for the Rites of Passage processes, events, and privileges has been launched that includes:
 - **First Steps Milestone**
 - Has introduced the congregation to a few of our youngest members and made both children and parents more comfortable with Sunday school. It reminded both children and their parents of the importance of attending Sunday school.
 - **Welcome to Worship**
 - Has intentionally extended the welcome mat to children and their parents. It has also introduced children, and the adults who care for them, to worship and the worship space.
 - **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 one needs to be prepared to live and walk wet.
 - **Prayer Milestone**
 - Has been a way a congregation can keep its promise to equip and support parents to pass on faith. Through this milestone, children have learned they have a direct relationship with God and Jesus through prayer.

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- **Children invited to Godly Play**
 - Has invited younger children into the special worship experience of elementary age children.
- **5th graders moving into the middle school ministry**
 - Has welcomed the rising 6th 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.
- **8th graders moving into the high school ministry**
 - Has welcomed the new 9th graders and their parents into the youth ministry
- **12th graders graduating from the youth ministry**
 - 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.

March 2019

Focus: Sustainability

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.
- 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 volunteers and focusing on strategic issues such as three-year goals and one-year benchmarks, curriculum selection, calendars, and volunteer recruitment.

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Your Ministry Architects Team Serving Home Moravian Church

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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 United Methodist Publishing House in December of 2016. Her next book, *Ten Solutions (to 10 Common Mistakes in Small Churches)*, comes out summer of 2017. Stephanie is a contributing author to several ministry resources like YouthWorker Journal and Group Magazine. Check out Stephanie's blogs at youthministry.com, youthspecialties.com, Princeton Theological Seminary, and others. Stephanie and her husband, Steve, live in Houston, TX. Their 7 children are all grown!

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Anthony Prince is a husband, dad and pastor - in that order. Anthony currently serves as the Family Pastor at newhope church, a multi-site church with 10 campuses located throughout the Carolinas with an international campus in Kenya. He is a graduate of Fuller Seminary, with an M.A. in Global Leadership and an emphasis in Youth, Family & Culture.

Anthony is a sought-after speaker on the topics of children & family ministry, strategic church leadership, and volunteer recruitment. He is also a contributing author to two books: *What Matters Now in Children's Ministry* (2011) and *Sunday School that Works!* (2014).

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Jeff Dunn-Rankin is the Director of Family Ministry at Christ United Methodist Church in Venice, Florida, where he also served as the Youth Director for 16 years. He has consulted with large and small youth and children's ministries from California to Florida and is a frequent speaker at events from the Group/Simply Convention to KidMin. Jeff is a regular columnist for Group Magazine, and has co-written three books with Mark DeVries: *Before You Hire a Youth Pastor*, *The Indispensable Youth Pastor*, and *Training on the Go* (volume 2) (Group Publishing).

Before beginning church ministry, Jeff was managing editor of the Charlotte Sun newspaper. Jeff is a graduate of Sewanee: The University of the South and has a Masters in Business Administration from Vanderbilt University. He lives in Venice, Florida, with his wife Mary Lou, and they have two grown children.

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