

CHILDREN'S MINISTRY ASSESSMENT



Memorial United Methodist Fernandina Beach, FL

Sunday, December 7th, 2013

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BACKGROUND

Memorial United Methodist Church is located in Historic Downtown Fernandina Beach and is the oldest United Methodist Church in the Florida Annual Conference, established in 1822. The church is registered as a historical location with the State of Florida. They are proud of their recent designation as “Best of the Best” church as voted by the News Leader in August of 2013.

At Memorial United Methodist Church, the congregation believes that they are each on a unique faith journey. The goal of their faith journey is spiritual maturity as seen most clearly in their words, actions, and attitudes. They honor their history and follow the United Methodist Church beliefs of “Open Hearts, Open Doors and Open Minds.” They feel God’s call to reach out in service to those less fortunate. They value their relationship within the church as they grow in discipleship, and support one another on their own faith journeys.

The mission of Memorial United Methodist Church is to make disciples of Jesus Christ through worship, study, service and community. To do this, the church’s vision is to be a grace-filled family of Jesus’ followers, where people intentionally grow spiritually and put God’s love into action in the church, community and world.

The church has a current membership of 957 with an average weekly worship attendance of 482. The church offers four unique distinct worship experiences on Sundays:

8:00 AM Service in the Historic Sanctuary

This service is a less formal, conventional service with traditional hymns and music as well as weekly communion. This is a “come-as-you-are” service where some people dress traditionally and others more casually. Children are welcome in this service. Nursery care provided for younger children.

9:30 AM Service in Maxwell Hall

This contemporary service is casual and features a praise band as well as some modern music. Children are welcome to attend and stay or join in Sunday school programs after the Children’s Message. Nursery care provided for younger children.

11:00 AM Service in the Historic Sanctuary

This is a traditional, more formal worship with a full choir and familiar hymns. Communion is served the first Sunday of each month. Children are welcome to attend this service or join the Sunday school program called Mission Possible. Nursery care provided for younger children.

6:00 PM Taize Service

Every first Sunday at Trinity United Methodist Church (a few blocks away at the corner of 8th and Ash Street), the Taize service is a peaceful, and personal communion service, accompanied by soft music, which is a renewal for the soul. This is a “come-as-you-are” service and all are welcome to attend. Taize is traditionally a quiet, contemplative service with very little talking. Nursery is not provided but older children may attend if they are comfortable in this quiet, meditative atmosphere.

The church has an operating budget of \$972,455. Memorial has had 73 lead pastors in their history, with the current Pastor, Reverend Beth Fogle-Miller, starting her appointment in June of 2013.

For the last three years Deena Wolfe has lovingly overseen the children’s ministry. Deena is very gifted at remembering names and faces and truly welcomes visitors into the church and makes them feel at home. Deena also helps people find ways to use their talents and abilities in ways that will benefit the children’s ministry and make them feel a part of the spiritual development of the children. Children and parents will miss her as she relocates with her family to Ohio.

The children’s programs currently consists of nursery care, traditional Sunday school at 9:30am, Mission Possible on Sundays at 11am and Wednesday night programs. The Wednesday night program, WHAM (Worship Him with Arts and Music), is a collaborative ministry with the Music Department under the skillful leadership of Joan Averett. In addition to these programs, several times throughout the year special events are offered that appeal to families, like the Fall Festival, Shrimp Festival, Weird Science Wednesdays, and summer programs, Summer Camps, and Vacation Bible School, to name a few. They all receive high praise from those attending and those assisting.

Currently there are 214 children, infants through 5th grade on the church’s database. The breakdown is 16 children birth to 2 years of age, 46 children 3 to 5 years of age and 152 elementary age children. There are approximately 85 children who attend Sunday school and Mission Possible each week and 30 for Children’s Choir. The church also offers nursery care for all its worship services overseen by paid workers. Children join the youth ministry in 6th grade. Outside the direct leadership of children’s ministry, Memorial also offers a fee based weekday daycare program for young children called Lamb Early Education Center. The new Director Renee Wise oversees this program.

The church facility is a beautiful building that is registered as a historic landmark. However, it has several age related issues such as no bathrooms on the 3rd floor for children, small rooms, and many maintenance issues. These are being addressed with the new building and renovation program that is soon getting underway.



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Ministry Architects was invited to Memorial United Methodist Church by the pastor, Beth Fogle-Miller. We met with 53 participants in 9 focus groups or one-on-one meetings. This assessment was a logical step for the church since it is currently going through transition in both the youth and children programs.

CHILDREN'S MINISTRY IN CONTEXT

One lens we like to use for understanding children's ministry is the idea of the "three rents." Ministries that "pay these rents" up front tend to have much greater freedom to be creative, take risks, and experiment with innovative ideas. Those children's ministries that fail to pay these rents often find themselves mired in second-guessing and discouragement.

It has been our experience that although these three rents, in and of themselves, do not ensure effective or faithful ministry, they are often the most immediate evaluation tools used by volunteers, parents, staff and the congregation at large.

Rent #1: Numbers - A significant percentage of the church's children need to be participating visibly in some aspect of the church's ministry on a weekly basis. It is important for a target number to be clearly agreed on by the Church Council and the staff. Ironically, when target numbers are not established, the children's ministry is typically more likely to be judged by numbers than if the target numbers are clearly established.

This rent is currently being paid with approximately 85 children participating each week.

Rent #2: Programs - In order to "earn the right" to experiment with changes, those responsible for children's ministry will need to provide the church with a few visible, effective children programs that give both children and parents "something to talk about."

This program's rent is being paid by a high level of satisfaction with the way the current director has implemented the programs now in place. There is however, concern expressed over the upcoming transition and hiring of a new director.

Rent #3: Enthusiasm - The joyful enthusiasm and positive attitude of the staff, volunteers, parents and the children themselves are essential to building trust with the leadership of the church and with the parents.

The enthusiasm rent is being paid. People are invested and want to see the Children's Ministry program continue to succeed. Participants expressed a feeling that the children's ministry is a priority of Memorial United Methodist Church.

As the children's ministry steps into a transition period and building process, it will face parallel tasks: building a foundation and infrastructure that will ensure the children's ministry's *future* effectiveness, and at the same time, maintaining the *current* program in ways that build the enthusiasm of children, their families, the staff and the church at large.



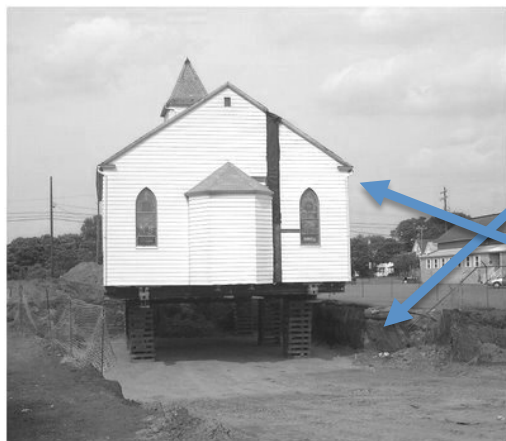
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We picture this parallel challenge this way:



- Laying a New Foundation: Building a foundation and infrastructure that will ensure the ministry's *future* effectiveness, and at the same time,
- Continuing to do ministry: Maintaining the *current* children's ministry in a way that builds the enthusiasm of children, families, staff and the church at large.

Of course, "what is normal" for children's ministry can vary widely, but we have observed two general trends that may be instructive as the leadership of Memorial United Methodist Church seeks to determine appropriate expectations for the church's current and future investment in children's ministry:

- 1) **1 Full-Time Staff Person for Every 75 Children:** Though this ratio can vary widely from church to church, it has been our experience that healthy, sustainable children's ministries require in the neighborhood of one full-time staff person for every 75 children participating on an average week. Memorial United Methodist Church provides 45 weekly hours of staff support between one full time director (40 hours) and a part-time music director (5 hours). This level of staffing will provide sustainable support for a ministry with around 88 active children. With 85 children active each week in Sunday school, the staff is already at capacity. It is unlikely that the team can build a sustainable ministry any larger than the one that is already in place.
- 2) **\$500 - \$1000 per Child—** The cost of providing a sustainable children's ministry tends to settle in the range of \$500-\$1000 per child, including the salary and benefits of staff and the program budget. MUMC is currently providing \$69,000 including salaries and the cost of resources. This amount of annual funding is enough to sustain a ministry with approximately 69 to 138 children.



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BUILDING A SUSTAINABLE CHILDREN’S MINISTRY STAFF

When a children’s ministry is based solely on the giftedness of a single staff person or a single type of person, long-term instability is predictable. We have found that the most stable approach to supporting a ministry, particularly in the early stages, is to build a team of three very different kinds of people and competencies:

- **THE ARCHITECT:** A person or organization that designs the building plan and ensures that building is done in compliance with the agreed-upon plan (Ministry Architects, through this assessment report, has launched the architecting process).
- **THE GENERAL CONTRACTOR:** A person who manages the flow and sequencing of work “on the site,” who 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. (This would likely be a part-time staff person dedicated to children’s ministry.)
- **THE LABORERS:** Those people charged with specific load-bearing responsibilities for owning particular pieces of the building project. (This would include a well-coordinated, non-overwhelmed team of volunteers, each carrying a bearable load to move the children’s ministry toward accomplishing its vision.)

If a church is not clear about which people are playing which roles, the result is unrealistic expectations for the staff and volunteers. That, in turn, can lead to “scapegoating” and frustration.

When children’s directors try to wear all three hats at once, confusion and burnout are the predictable outcomes. On the other hand, when a director tries to spend all her time in the front-row “laborer” position, they are likely sabotaging the ministry by overlooking some critical “general contractor” responsibilities.

ASSETS

Strengths to protect the current children’s ministry

Welcoming and Accepting: Everyone is welcome at Memorial, no matter their past, their present, or the journey that has brought them here. As stated in the church brochure, “Let’s work together, let’s learn together, let’s grow together and let’s worship together.” Both adults and children stated that Memorial United Methodist Church is:

- “A grace-filled church – accepting of everyone-no judgment.”
- “We live out the vision of our church.”
- “We strive to be welcoming to all.”
- “I am proud to be part of a church that is grace-filled and opens its door to everyone.”
- “Come as you are – you are welcome.”



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Joyful, Passionate, Devoted Group of Core Volunteers: The outgoing ministry director has built a core group of dependable volunteers that assist with teaching children God's Word through Sunday school, special events, VBS and other programs. Each of them brings unique gifts and perspectives to the various programs. For example one volunteer is currently developing a Parent Education class on Online Safety to be offered in 2014. This group of volunteers is committed will be vital during the upcoming transition period.

Deena, Deena, Deena: Parents, volunteers and children expressed their sincere appreciation for Deena Wolfe and the work that she does to keep the children's ministry moving forward. Deena was described as, "organized", "calm", "passionate", "warm", and a tireless recruiter. Volunteers are impressed that they get hand written thank you notes and lunch dates with her. They feel loved and appreciated. Several focus group participants shared that they'd like to "clone" Deena and make several copies of her. 😊

Invested Children: Thirteen 4th and 5th graders met with us and shared their dreams, favorite Bible stories, programs they would like to see and adjectives to describe their church. Some comments from children were:

- "This church is fun."
- "We do cool stuff like playing hockey in the street with ping pong balls and pool noodles."
- "This place is extraordinary."
- "Church is cool."
- "I love playing hand bells."
- "Neat – I like the pizza and donuts."

Home Sweet Home: From focus group participants, it was not uncommon to hear things like:

- "I was raised at this church."
- "I was baptized as an infant here and married here."
- "I have been at this church my entire life."
- "I was raised here, my kids were raised here and now my grandchildren are here."
- "I am glad to be back, this is home to me."

Over and over, members expressed a warm affection for this grace-filled church and the opportunity to continue this legacy.

Supportive Pastor and Staff: The children's ministry at MUMC is blessed to have strong support from the church staff. The pastor and staff have a great passion for children and their families. There is a strong desire to continue to build a children's ministry that is fun, meaningful, and formative. This shared passion for children's ministry could lead to some collaborative work that will be fruitful.

Everyone Loves and Cares for the Children: As one focus group participant stated, "you get a feeling from the church itself that children are important and needed for the future of this



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place.” A child said, “they like us here.” This was heard over and over in all the focus group sessions. They feel important and loved here.

Outreach Into the Community: Focus group participants beamed as they told stories of how they live out their faith in the community. Time after time we heard this church is an asset to the community. From the interfaith dinners, children tithing Halloween candy, Lamb Early Education Center collecting pennies, building wheel chair ramps, Mission Possible Sunday School making turkey decorations for shut-in’s and the list goes on. As one focus group participant said, “The church’s history, heritage and reputation are strong in this community.”

Willingness to Step Up to the Plate: Many focus groups spoke with confidence about the church’s ability and willingness to support children’s ministries. Repeatedly, we heard from focus group participants they are willing to provide support with their time, talents, and resources in any way needed. Many volunteers are stepping up into leadership roles during this transition time. It was stated during one of the focus group sessions that, “This church loves it’s children and will do what it takes to keep children’s ministry a focus.”

Many Organizational Pieces in Place: The children’s ministry has a current database that includes all the contact information for 200 plus children currently on the rolls. Detailed plans are also in place for ministry that has been planned and scheduled for 2014. Several focus group participants mentioned the detailed notes and files that are in place to guide them over the next several months. One staff member mentioned, “we have notes for everything.”

CHALLENGES

Obstacles to Moving the Children’s Ministry Strategically Forward

Sustainable Staffing: Memorial UMC will face several issues as the children’s ministry prepares for the upcoming staff transition. Several focus group participants were quite nervous about the upcoming changes. One of them shared, “We just need to clone Deena. It’s as simple as that.” Another asked, “How long do you think this search is going to take?” There are three problem areas related to staffing that will need to be addressed before and during the search process:

- **Overextended Staff:** Memorial UMC has a level of staff support that is actually enough for a weekly participation level of 88 children. The number of children does not create the problem. The numbers of weekly programs and major events is simply unmanageable. As one participant stated, “There is too much going on. We need to cut back and do a few things really well.” Memorial UMC has a level of programming that would normally be seen in a larger church with a bigger staff. The new incoming staff person will find this schedule to be unwieldy and difficult to maintain.
- **Staffing for Growth:** Memorial UMC has lots of lots of children in attendance every week. As one group participant shared, “There was one Sunday where there were 65 children in the contemporary service and 5 to 10 in the other services.” This is an outstanding level of attendance. MUMC is rapidly approaching the earlier stated norm of 1 full-time staff person per 75 children. There is not currently a plan in place to handle



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the additional children that are surely to begin coming with their families to MUMC. As the building renovation gets underway, new families are likely to check out the exciting ministries being offered at Memorial. A plan to handle this influx has not been formulated.

- **Transition Overload:** The staff at Memorial UMC has been through some significant changes in recent months. There have been changes in the pastoral staff. A new youth director is arriving very soon, and the search for a new children's ministry director is ready to roll out. This has left parents and volunteers feeling a little unsettled. A few families have left to attend other churches, but most have stayed. As one participant shared, "We have just been through too many changes. We have to find some stability." The new staff members will need support and clear, realistic expectations to work toward. The current expectations and programming level could lead to additional staffing changes.

What's Going On Around Here? There have been some recent improvements in the communication systems at Memorial UMC. The website is undergoing a steady transformation and new publications have been created by the church office staff. The staff is working hard to gather lots of meeting, event and program information into a handful of convenient resources. There is still a significant level of confusion about what is happening at the church for children. New families are especially feeling a little lost during their first few months at Memorial UMC. One of these new moms shared, "I came here by myself at first because I wasn't sure what there was for my kids. It took me a couple of months to figure things out." Another shared, "I didn't know until today that there was anything at 11:00am for children." One of the parents suggested, "We need a coordinated communication plan that accurately explains what is happening for our children."

Volunteer Vacancies: A thriving children's ministry will require an appropriate amount of staff working with a coordinated team of volunteers and leaders. Memorial UMC has a dedicated team of volunteers, but many feel that the same core group is covering most of the classes and activities. One participant shared, "Sunday school is covered by parents. We need some other people from this church to help." Another stated, "The big events are always covered well, but weekly classes are not." Memorial faces two primary challenges in the area of volunteer support:

- **From Little Helpers to Committed Leaders:** Memorial United Methodist Church is a large church. The children's ministry has a full plate of complicated events throughout the year. There are lots of volunteers *supporting* these events, but not many of these events are being *managed* by volunteers. One participant expressed, "We are missing a level of leadership in the children's ministry." The staff will need to focus on supporting families and empowering volunteers. Parents and other volunteers have not yet stepped up to carry the manageable load that will help the staff move into this leadership role.
- **Structured to Prepare for Growth:** The organizational chart for the children's ministry at Memorial UMC would look a little like a dandelion. Too many of the big decisions, volunteer needs, and event plans fall on the staff. If the winds blow a little too hard all of these plans and details will be loosely scattered all over Amelia Island. This structure is



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very fragile. Staff changes will come, and MUMC is vulnerable under the current leadership structure.

Beyond Safe Sanctuary Training: Memorial United Methodist Church adopted Joy Melton's *Safe Sanctuaries* policy in place of the Florida Conference Child and Youth Protection Policy. The volunteers have been trained and background checks have been completed for all children's ministry volunteers. Participants shared some lingering concerns about the safety of children's ministry programs and classes. One parent shared, "The next staff person needs to fully understand the importance of safety." Another shared, "The check-in process is still a little confusing. We're counting on the fact that we know most of the parents. It could be tightened up." Volunteers understand the *Safe Sanctuaries* guidelines, but there are some areas that are not yet in full compliance.

Vexed Visitors: Visitors to Memorial UMC spoke highly of the climate they encountered when they visited the church. They enjoyed the welcome that was extended to them upon this first visit. But several of them expressed some frustration when reflecting on their journey to become more tightly connected to this church community. One young mom shared, "I would like to help out, but I'm not ready to teach a class. I need a place to serve that is better suited for me." Perimeter parking spots surround Memorial UMC and visitors access the campus from 8-10 different points of ingress. Careful planning will be needed to ensure that visiting families find what they are looking for.

Space – The Final Frontier: Volunteers, staff and parents were asked to identify potential roadblocks that could keep Memorial UMC from the dreams that were named in focus groups. The church facility was a major concern. Memorial UMC faces an immediate facility problem as well as several long-term challenges.

- **Creative New Spaces:** Memorial UMC is located in a historic area of Amelia Island. New construction can be difficult to fund. It can also be difficult to get city approval for new buildings. The church will need to seek creative solutions to this issue. Current buildings may need to be repurposed or remodeled. The journey ahead will not be easy, but a creative solution can be sought to help the church move forward.
- **From Problems to Potential:** The current church facility is aging for sure. It is also cluttered and dated in appearance. Memorial UMC could be using the current facility in a more creative and functional way. Participants were quick to point out the limitations of the building. A participant stated, "This building is a big problem. The classrooms are small, and we don't have enough large rooms." The consultants saw some untapped potential in the current spaces.

Compartmentalized Congregation: A group participant shared, "This church is not like one big family. We're more like three families living under one roof." Another stated, "If you go to one service you're not going to meet people from the others. Also, if you go to 11:00am worship you might not think we have any children in this church." Memorial UMC has not built community between the worshipping congregations. Church members used the words "compartmentalized" and "fragmented" to describe the church.



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Curriculum – What is Core? One focus group participant described the current children’s ministry curriculum in the following way, “It just wasn’t working for us. We downloaded our own curriculum online and we’ve been using that.” Memorial UMC is using a variety of curriculum in the settings that focus on children. There is not a comprehensive plan for building young disciples. There was some agreement that children should be learning and not just playing or watching videos. A parent reflected on her own church experience, “I haven’t had much experience with church. I want my daughter to experience the things that I didn’t. I want her to learn more about the Bible and the church.” A set of core competencies working alongside a supportive scope and sequence have not been developed for the children of MUMC.

Ministry Cooperation: The parents and volunteers of Memorial UMC recognize that the various ministries of the church could be working together with greater efficiency and cooperation. Two key areas for improvement were discussed in the focus groups:

- **Flow Between Programs:** One parent shared, “I wish I knew more about the youth ministry.” The 5th grade focus group participants had little knowledge of what happens in the youth ministry. They are missing the anticipation that comes from being fully aware of youth ministry activities. Parents would like to see a more complete rite-of-passage between children’s ministry and the youth ministry. They would also appreciate more information about the various programs at MUMC.
- **Bridge Building to the LAMB:** Church members recognize that some helpful steps have been taken to unite the LAMB Early Education Center with the ministry of MUMC. There is some work yet to be done. Most would seem to agree that the programs would mutually benefit from working together. Several group participants described the two organizations as “loosely connected” and “not clearly aligned.”

WHAT’S NEXT?

Dreams and Longings for the Future

One of our tasks was to listen carefully to the children, adults and various stakeholders in the children’s ministry. In their common longings, dreams and frustrations, we often discover hints of what God has in mind as the next step for a church that has already been generously blessed.

Here is what we heard:

- **More Missions –** The children of MUMC and their parents would like to be active in the community and their world. There seems to be a hunger for meaningful mission opportunities for children and families. One child shared, “It would be fun to do some more work to help people.”
- **Longing for Children in Worship –** There are plenty of children in the contemporary service, but there are a few parents that attend worship at 8:00am and 11:00am. The members that attend these two services are missing the children. They would like to see children involved in music and other opportunities in worship.



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RECOMMENDATIONS

- 1) Reframe the next 18 months as a time of goal setting and infrastructure building for the children's ministry. Target June 2015 as the target date for achieving sustainable structures for the children's ministry knowing that incremental successes will be seen throughout the renovation.
- 2) Establish a Prayer Team to undergird this renovation process.
- 3) Present this report to the Church Council requesting that they endorse an 18-month strategic design process for the children's ministry.
- 4) Establish a Children's Ministry Renovation Team, made up of four to five volunteers who report regularly to the Pastor and CE Committee. These non-anxious, goal-oriented people will free up the staff to focus on exceptional day-to-day ministry, while the Renovation Team focuses on the recommendations below. These recommendations include two overarching responsibilities:
 - I. Work with the children's ministry leadership to **address the immediate pressure points** facing the ministries as they transition toward sustainability.
 - II. Establish a consensus for the direction of the ministries and take responsibility for **implementing the strategic, long-term changes** recommended in this report.
- 5) Engage the services of Ministry Architects to take responsibility for:
 - Working with the staff and volunteers to ensure the achievement of the outcomes outlined in this report's timeline,
 - Supporting the Staff-Parish Relations Committee and the Children's Director Search Committee during the upcoming search for a Children's Ministry Director.
 - Assisting the children's ministry in overcoming the obstacles that are certain to arise in the process of restructuring and fine-tuning the children's ministry.

RENOVATION TEAM TASK #1: Address the Pressure Points

(Accomplish these urgent tasks first to create a healthy climate conducive to change.)

PRESSURE POINT #1: Building Clarity in Preparation for the Staff Search

- **Purposeful Programming:** Invite parents, staff and leaders to participate in a thoughtful process of evaluating current programs, classes and events. Plan to hold each event up against the mission and vision of MUMC. Discontinue or scale back those events that create busyness but little movement toward the vision. Enhance



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and provide resources for those events that drive Memorial UMC closer to the stated mission.

- **Job Descriptions:** Create results-driven job descriptions for the following staff and volunteer leadership positions:
 - Children's Ministry Director (Staff)
 - Interim Children's Ministry Program Coordinator (Staff) (see Pressure Point 3)
 - Children's Ministry Coordinator (Volunteer)
 - Christian Education Committee Chair (Volunteer)
 - Christian Education Committee Member (Volunteer)

PRESSURE POINT #2: Refine and Retool the Communications Strategy – Build off the initial work that has already been done to improve communication efforts with parents. Schedule a lunch meeting at a local restaurant. Invite parents and volunteers into this healthy brainstorming session with the church Communications Assistant. Seek to devise a coordinated plan that will include a variety of print and digital publications.

PRESSURE POINT #3: Interim Staffing Plan – Hire a part-time Interim Program Coordinator to provide much needed administrative support for the volunteer leaders during the staffing transition. This 15hr/week position will focus on:

- **Communications:** Providing a much needed communication link between the volunteer leaders and the Communication Assistant.
- **Data Tracking and Paperwork:** Creating attendance rosters and making sure that critical paperwork is distributed and processed correctly.
- **Volunteer Support:** Making sure that volunteer teachers and leaders have what they need when they get stuck or frustrated.
- **Renovation Team Liaison:** Supporting the work of the Renovation Team and communicating their progress/needs to the staff and CE Committee.

PRESSURE POINT #4: Staff Search Rollout – Engage the search support services of Ministry Architects as MUMC seeks to fill the vacant position of Children's Ministry Director. This support would include:

- Creation of search documents. Postings, job descriptions, search timeline, calling scripts.
- Posting of the job opening in 20+ online and printed publications.
- Mass marketing to 500+ ministry leaders around the country.
- Receipt, scoring, and forwarding of resumes as they come in.
- Developed reference checks.
- Phone calls to top 3-5 candidates to assess their value and fit within the system of MUMC.

Suggested Qualifications to Consider: 5-8 years of full-time children's ministry experience. United Methodist background. Proven track record of recruiting, training and nurturing adult volunteers. (See search timeline at the end of this report.)

PRESSURE POINT #5: Church-Wide Events – Schedule or repurpose 2-3 church-wide events to occur between March and November of 2014. These should be events that engage the entire congregation for a time of fellowship and fun.



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RENOVATION TEAM TASK #2: Establishing a consensus for the direction of the children's ministry and the creation of its infrastructure, including the completion of the following tasks:

BUILDING INFRASTRUCTURE AND STABILITY

- **An Intentional Curriculum Plan:** Create an integrated template for curriculum, including a design for Sunday school, Mission Possible, etc.
- **Safe Sanctuaries Audit:** Move toward full compliance with the Safe Sanctuaries policy by conducting an audit of each class session and event. Invite CE committee members to participate as each event is evaluated and improvements are made.
- **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 "December: nail down the date for next year's fall kick-off.").
- **Discipleship Plan:** Create and publicize a deliberate plan that allows children and parents to understand where children are in their spiritual lives and determine what programs and ministries will meet their individual needs where they are.
- **Attendance:** Use a roster to track attendance for all children's activities.
- **Building Utilization:** Conduct a usage study to determine if current building utilization patterns and scheduling are truly maximizing the limited space that is available. The most pressing need would be to remove unneeded clutter from children's and youth ministry spaces. MUMC should also consider removing the tables and chairs from the Promiseland classrooms.
- **Marketing:** Establish clear internal marketing processes that allow parents, children, leaders and the broader church to be exposed to the successes and good news surrounding the children's ministry.
- **Communication:** Establish normative processes for effective and timely communication with parents, children, and leaders utilizing as many forms of communication as possible including updating the children's page of the church's website, Facebook, mass texting, mail, e-mail, etc.
- **Children's Ministry Manual:** Develop a Children's Ministry Manual, including the most recent Children's Directory, an 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 ministry event.
- **Fall Kick-Off/Parent Orientation:** Develop an intentional, family-based, incredibly fun Fall Kickoff event to launch the children's ministry in the fall of 2014. Use that event to cast the vision, share information and build enthusiasm about the year ahead.
- **Enlist an Experienced, Professional Coach:** Invite MA to play the "coach" role during this renovation period. MA would offer experienced direction for the building of an



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infrastructure for the children's ministry and provide ongoing coaching for the children's ministry staff members as well as the Renovation Team and Search Committee.

DEVELOPING AND NURTURING STAFF AND SERVANTS

- **Strategic Staffing:** Propose clear, appropriate long-term staffing plan for the children's ministry that will provide the church with significant capacity to sustain a thriving ministry to its targeted number of children.
- **Staff Development:** Provide mechanisms for on-going education and coaching for the children's ministry staff including coaching, reading and seminars.
- **Sustainable Pace:** Help the children's ministry staff 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 ministry and create a structure for the ongoing training of all volunteers at least quarterly.
- **Major Event Coordinators:** Identify 4-6 one-day events from the 2014-15 school year calendar. Recruit a separate Major Event Coordinator (MEC) for each of these events. Support them as they recruit their team and plan for their special event. Provide the resources for creating a major event notebook for each of these events.
- **Volunteer Recruitment:** Build a fortified volunteer leadership team, some of who will do relational ministry with children while others work behind the scenes. Create a "fishing pond" list of at least 45 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 workers at the beginning of each school year.

DEVELOPING CLEAR STRATEGIES AND NEW INITIATIVES

- **LAMB Early Education Center Connections:** Develop specific communication strategies for inviting the families of the LAMB Early Education Center to church at MUMC as well as children's ministry activities. Create communication timelines that coordinate with publications being created by the LAMB Early Education Center staff. Seek opportunities to build exposure and welcome the families into the MUMC community.



- **Parent Engagement:** Create a written process for engaging the majority of parents in the ministry in some way during the 2014-2015 school year.
- **Measurable Markers of Effectiveness:** Determine reasonable participation goals for all children's ministry events and weekly programs through December 2014 and take responsibility for filling those events.
- **Missions and Outreach:** Continue to build on the desire of children and parents to make a difference in the world, as well as their local community. Develop a clear, focused calendar for involvement in local service agencies. Evaluate the current mission projects for effectiveness. Create a plan for promoting and exposing the congregation to missions throughout the year.
- **Integration:** Develop a strategic plan for helping the children become an integral part of the whole church, weaving the children's ministry into the fabric of the entire church.
- **First-Timer Process:** Develop a process for welcoming new families, children and guests to the church so that they feel warmly welcomed. Document a timely follow up plan to ensure their return to the church.
- **Non-parent Recruitment:** Create a game plan to target specific demographics in the congregation when recruiting volunteers.
- **Facilities:** Finalize the long-range facility improvement plan in preparation for the upcoming capital campaign.
- **Building Bridges:** Develop a game plan for building bridges between the LAMB Early Education Center and the children's ministry. Review UMAP Accreditation standards as you enter into this process. (United Methodist Association of Preschools)
- **Rites of Passage (or Milestones):** Develop a written plan for the processes, events, and privileges that will:
 - **First Steps Milestone**
 - This milestone introduces the congregation to a few of our 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**
 - The Welcome to Worship milestone is about our church intentionally extending 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**
 - 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.
 - **5th graders moving into the middle school ministry**
 - To welcome the rising 6th graders into the youth ministry.



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PROPOSED TIMELINE AND OPTIONAL CONSULTING PROPOSAL

The following provides Memorial United Methodist Church with a timeline that can serve as a blueprint for the strategic launch of sustainable, long-term children's ministry.

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.

December 2013

Focus: Starting Right and Work Begins

Outcomes:

- This report has been presented to the Church Council for the strategic renovation of the children's ministry and the Church Council has given full support of this plan.
- A Renovation Team for the children's ministry has been recruited and the first meeting has been scheduled for January.
- A prayer team has been recruited and charged with praying for the children's ministry. They have received a copy of the assessment report and timeline.
- A Start-Up Retreat has been scheduled for February and a "save the date" email/postcard has been sent to all ministry stakeholders. The following items will occur during this retreat event:
 - Renovation Team kick start and support.
 - Interim staff orientation.
 - Program/event evaluation and assessment.
- Work has begun on the summer calendar for 2014.
- Ministry Architects has been hired to coach the Renovation Team and provide substantial support during the candidate search process for the open position of Children's Ministry Director.
- Results-based job descriptions have been written and approved for the following staff and volunteer positions:
 - Children's Ministry Director (Staff)
 - Interim Children's Ministry Program Coordinator (Staff)
 - Children's Ministry Coordinator (Volunteer)
 - Christian Education Committee Chair (Volunteer)
 - Christian Education Committee Member (Volunteer)

Ministry Architects Option: 1-day offsite

January 2014

Focus: Renovation Underway, Volunteers, Communications, Continuing Education



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Outcomes:

- The Renovation Team for the children's ministry has held their first meeting and they have understood their roles for the next 18 months.
- A part-time Interim Children's Ministry Program Coordinator has been hired to support the administrative needs of a transitioning children's ministry program.
- A fishing pond of 45 potential volunteers in the children's ministry has been created.
- Promotion of the Start-Up Retreat has begun.
- A lunch meeting has occurred with parents, volunteer and communications staff in attendance. Communication norms have been determined and those best practices have been implemented.
- Results-based job descriptions have been written and distributed to the appropriate volunteers for the children's ministry.
- The summer calendar for the children's ministry has been completed and distributed.
- Work has begun on the 2014-2015 children's ministry calendar.

Ministry Architects Option: 1-day offsite

February 2014

Focus: Visioning, Curriculum Retreat, Calendar, Recruitment

Outcomes:

- A Start-Up Retreat with all major stakeholders has occurred. The following items occurred during this retreat event:
 - Renovation Team kick start and support.
 - Interim staff orientation.
 - Program/event evaluation and assessment.
- The dates for the Curriculum Retreat have been set.
- The 2014-2015 children's ministry calendar has been completed through August 2015 and included a Fall Kick-off.
- Volunteer recruiting seasons 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 2014-2015 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 children's ministry.
- Recruitment has begun for hands-on weekly volunteers, event coordinators and behind-the-scenes volunteers for 2014-2015.
- The dates (March to November) for 2-3 repurposed church-wide events have been



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determined and promotion has begun.

- A facility usage study has been conducted to determine if current building utilization patterns and scheduling are truly maximizing the limited space. Unneeded clutter and debris have been removed from meetings rooms and spaces.
- New, non-threatening opportunities for adult involvement in the program have been created. Parent involvement has been encouraged, both visible and behind-the-scenes.

Ministry Architects Option: 2 days onsite, ½ day offsite

March 2014

Focus: Compliance, Participation Goals, Volunteer Training

Outcomes:

- A volunteer application, an application process and a screening process for all weekly hands-on volunteers has been created/updated and implemented.
- All programs have adhered to the Safe Sanctuaries policy as laid out by the church.
- All paperwork for hands on, weekly volunteers has been updated and in compliance with the Safe Sanctuaries policy. Background checks have been completed on each new weekly volunteer.
- A mid-year training event has taken place in which all volunteers have 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.
- A discipleship plan that allows parents to understand where children are in their spiritual lives and determine what programs and ministries will meet their individual needs has been created and publicized.
- Mechanisms for on-going education and coaching for the children’s ministry staff and key volunteers have been provided.

Ministry Architects Option: ½ day offsite

April 2014

Focus: Major Event Notebooks, Compliance, Attendance Tracking, Pressure Points

Outcomes:

- All pressure points have been addressed.
- 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 and distributed.
- A process for tracking and recording attendance in all children’s ministry programs has been created and implemented.



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- Work has begun on major event notebooks – creating a template for the notebooks and collecting information on each children’s event.
- A game plan for building bridges between the LAMB Early Education Center and the children’s ministry have been built. UMAP accreditation standards have been reviewed and considered for implementation.
- Reasonable participation goals have been established for all children’s ministry events and weekly programs through December 2014 and there are clear lines of responsibility for filling those events.
- Mechanisms for on-going education and coaching for the children’s ministry staff and key volunteers have been provided.

Ministry Architects Option: ½ day offsite

May 2014

Focus: Mid-Course Evaluation, Curriculum Retreat, Database, Volunteer Thank You

Outcomes:

- A Curriculum Retreat has taken place and an integrated template or scope and sequence of faith formation for birth to 5th grade years has been created, including a design for Sunday morning and other events.
- The Renovation Team has completed a 6-month mid-course evaluation of the renovation process and has made any adjustments necessary to improve the work being done.
- Volunteer recruitment has continued.
- A volunteer thank you event has been scheduled and promotional materials have gone out to all children’s ministry volunteers.
- Work on the children’s database has begun, collecting the most recent information for families and children. All have been categorized in a manner that will enable follow up on MIA families and children.
- 4-6 one-day events have been chosen as Major Event Coordinator (MEC) events. The MECs have been recruited and support has been provided as they begin their work.
- Mechanisms for on-going education and coaching for the children’s ministry staff and key volunteers have been provided.

Ministry Architects Option: 3 days onsite, ½ day offsite

June 2014

Focus: Marketing, Recruitment, Communications, Volunteer Thank You

Outcomes



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- 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 ministry.
- Communication methods currently being used to promote the children's ministry and share the successes with the congregation have been evaluated and added to if necessary.
- A volunteer thank you event has taken place for all children's ministry volunteers.
- All volunteer needs for the 2014-2015 school year for the children's ministry have been filled.
- The long-range facility improvement plan has been finalized in preparation for the upcoming capital campaign.
- A Fall Kick-off team has been recruited to begin planning for the start of the fall children's ministry programs.
- Mechanisms for on-going education and coaching for the children's ministry staff and key volunteers have been provided.

Ministry Architects Option: ½ day offsite

July 2014

Focus: MIA Children, Manual, Database, Curriculum

Outcomes:

- MIA children have been systematically reached out to.
- 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.
- The collection of updated information from each child and family has been completed and the database for the children's ministry has been updated with that new information. Every child has been "tagged" with a category.
- A Children's ministry Manual (both hard copy and digital) has 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 the Christian Education Committee.
 - Curriculum plan and record of curriculum resources used for the current year
 - Budget and other financial documents



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- Recruiting template, with a record of all the volunteer needs for the year
- Compliance documents
- A game plan for welcoming new families, children 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.
- Mechanisms for on-going education and coaching for the children's ministry staff and key volunteers have been provided.

Ministry Architects Option: ½ day offsite

August 2014

Focus: Benchmarks, Leadership Launch, Directory, Major Event Notebooks

Outcomes:

- 50% of the one-year benchmarks have been accomplished.
- 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.
- With the most recent information on children 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.
- 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.
- A process for engaging the majority of parents in the ministry in some way during the 2014-2015 school year has been written and implemented.
- Mechanisms for on-going education and coaching for the children's ministry staff and key volunteers have been provided.

Ministry Architects Option: ½ day offsite

September 2014

Focus: Curriculum, Fall Kick-off, Compliance

Outcomes:

- Curriculum has been distributed to all teachers/volunteers and they are trained to implement the curriculum.
- All children's programs have been evaluated and are continuing toward full adherence to the Safe Sanctuary Policy.
- A Fall Kick-off has taken place that welcomed children 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



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- Continuing education opportunities have been explored for the children's ministry staff.
- Mechanisms for on-going education and coaching for the children's ministry staff and key volunteers have been provided.

Ministry Architects Option: ½ day offsite

October 2014

Focus: Compliance, Budget

Outcomes:

- All paperwork for hands on, weekly volunteers has been updated and in compliance with the Safe Sanctuaries policy. Background checks have been completed on each new volunteer.
- A detailed 2015 budget for the children's ministry has been completed and submitted to the appropriate group.
- Continuing education opportunities have been explored and calendared for the children's ministry staff.
- A game plan for inviting specific, non-parent demographics in the congregation when recruiting volunteers has been created.
- The children's staff has created a Rhythmic Week including balcony time and has begun to live into their Rhythmic Week.
- Mechanisms for on-going education and coaching for the children's ministry staff and key volunteers have been provided.

Ministry Architects Option: ½ day offsite

November 2014

Focus: Strategic Staffing, Volunteer Training

Outcomes:

- With the changes in the children's ministry, the staffing to meet the size and scope of the children's ministry has been evaluated and a game plan to meet those needs has been created if necessary.
- A mid-year volunteer training has been scheduled for January.
- Building on the desire of children and parents to make a difference in the world and their community, a calendar for involvement in local agencies has been well publicized. Current mission trips have been evaluated for their effectiveness.
- Mechanisms for on-going education and coaching for the children's ministry staff and key volunteers have been provided.

Ministry Architects Option: ½ day offsite



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December 2014

Focus: Summer Calendar,

Outcomes:

- Relax.... Breathe...
- The 2015 summer calendar has begun to be created.
- A plan for the Rites of Passage processes, events, and privileges has been launched that will include:
 - **First Steps Milestone**
 - This 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**
 - The Welcome to Worship milestone has been about our church intentionally extending 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.
 - **5th graders moving into the middle school ministry**
 - Has welcomed the rising 6th graders into the Jr. High ministry.
- Mechanisms for on-going education and coaching for the children's ministry staff and key volunteers have been provided.

Ministry Architects Option: ½ day offsite

January 2015

Focus: Calendars, Volunteer Training

Outcomes:

- The 2015 summer calendar has been completed.
- Work on the 2015-2016 calendar has begun.
- A mid-year training event has taken place in which all volunteers have 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.



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- A strategic plan has been created for helping the children become an integral part of the whole congregation, weaving the children’s ministry into the fabric of the entire church.
- Mechanisms for on-going education and coaching for the children’s ministry staff and key volunteers have been provided.

Ministry Architects Option: ½ day offsite

February 2015

Focus: Benchmarks, Volunteer Recruitment

Outcomes:

- New 3-year goals and one-year benchmarks have been established.
- The 2015-2016 children’s ministry calendar has been completed through August 2016 and included a Fall Kick-off.
- Volunteer recruiting seasons 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 2015-2016 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 children’s ministry.
- Recruitment has begun for hands-on weekly volunteers, event coordinators and behind-the-scenes volunteers for 2015-2016.
- Mechanisms for on-going education and coaching for the children’s ministry staff and key volunteers have been provided.

Ministry Architects Option: ½ day offsite

March 2015

Focus: Preventative Maintenance Calendar

Outcomes:

- A preventative maintenance calendar has been created for the children’s ministry that will regularly deal with on-going “behind the scenes” ministry maintenance.
- An evaluation of current programming and the Sunday morning schedule has been conducted. Creative ideas that will help MUMC reach the previously determined learning and experiential goals have been shared and recorded.
- Mechanisms for on-going education and coaching for the children’s ministry staff and key volunteers have been provided.



Ministry Architects Option: ½ day offsite

April 2015

Focus: Participation Goals, Volunteer Thank You

Outcomes:

- Reasonable participation goals have been determined for all children's ministry events and weekly programs through August 2016 and steps to accomplish those targets have begun to be implemented.
- A volunteer thank you event has been scheduled and begun to be publicized.
- A written communications process has been established for inviting the families of the LAMB Early Education Center to church at MUMC as well as children's ministry activities.
- Mechanisms for on-going education and coaching for the children's ministry staff and key volunteers have been provided.

Ministry Architects Option: ½ day offsite

May 2015

Focus: Final Wrap Up

Outcomes:

- The renovation work of the Renovation Team has been completed and mechanisms have been put in place to ensure oversight of a sustainable children's ministry.
- A final wrap up has taken place to update control documents, update the Children's Ministry Manual, evaluate the progress of completing the tasks presented in the MA assessment report, and deal with any current pressure points that are affecting the children's ministry.
- 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 ministry volunteers and focusing on strategic issues such as three-year goals and one-year benchmarks, curriculum selection, calendars, and volunteer recruitment.
- Mechanisms for on-going education and coaching for the children's ministry staff and key volunteers have been provided.

Ministry Architects Option: 2 day onsite, ½ day offsite



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SAMPLE SEARCH TIMELINE

Month 1: Laying the Foundation

Day 1: Begin Recruiting the Search Coordinating Team
(Pastor, Personnel Team or Someone Assigned by the Pastor or Personnel Team)

Day 3: Select a Team Leader for the Search Coordinating Team
(Pastor, Personnel Team or Someone Assigned by the Pastor or Personnel Team)

Day 6: Agree on a date for the Search Coordinating Team Orientation
(Team Leader)

Day 7: Complete Recruiting of the Search Coordinating Team
(Pastor, Personnel Team or Someone Assigned by the Pastor or Personnel Team)

- Read Before You Hire (at least this timeline) to understand the scope of the search process.
- Begin planning the Search Team orientation.
- Distribute Copies of Before You Hire to Search Coordinating Team members
- (Team Leader)

Day 13: Prepare the Agenda for the Search Team Orientation in Consultation with the Pastor, the Personnel Team or Someone Assigned by the Pastor or Personnel Team.
(Team Leader)

Day 14: Orient the Search Coordinating Team (See Chapters 1- 2)
(Team Leader)

- Agree on the Structure of the Search Coordinating Team--Who Plays What Positions
- Agree on the Roles Others Outside the Team Will Plan in the Search Process
- Review the Telltale Signs of a Normal Search, and Agree to Search “Abnormally”
- Agree on a Sourcing Strategy and Immediate Assignments for Sourcing
- Create a Process for Identifying and Dealing With Any Unresolved Issues Related to the Departure of the Previous Children’s Staff Person
- Begin Drafting the Job Description(s).

Day 21:



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- Customize the Search Timeline (This Document)
- *Consider* the Systems That Will Surround the New Children's Staff Person
- *Consider* Alternative Models for Staffing (See Chapter 3)
- Make Edits to the Job Description(s)

Day 28:

- *Agree on* the Deliberate Systems That Will Surround the New Children's Pastor
- *Agree on* a Sustainable Model for Staffing the Children's Ministry
- Confirm the Job Description(s).
- Agree on List of Posting Locations.
- Select Multiple Sourcing Processes.

Month Two: Posting, Sourcing, and Collecting Resumes

Day 7:

- Request Input and Approval from the Appropriate Leaders in the Church for Job Description and Job Posting
- Make Posting Assignments and Begin Posting.
- Create Automatic Response Processes for Resumes That Are Received.
- Distribute Sourcing Assignments.
- Begin Sourcing.

Day 14:

- Define the Church's Vision for Its Children's Ministry in Writing.
- Draft Articles to Be Placed in the Church Newsletter and Website to Update the Church Family on the Search.
- Continue Sourcing.

Day 21:

- Collect at Least 25 Resumes
- Continue Sourcing.

Month 3: Background Research, Phone and Video Interviews

Day 7:

- Collect at Least 40 Resumes.
- Identify the Top Five Candidates Selected.



- Make Reference Check Assignments for the Top Five Candidates.
- Make Background Research Assignments for the Top Five Candidates.
- Make Screening Interview Assignments for the Top Five Candidates
- Assign SEARCH TEAM “Host” to Each of the Top Five Candidates

Day 14:

- Schedule Video Conference Interviews for the Top 3-5 Candidates.
- Background Research and Reference Check Information Gathered for Top Candidates

Day 28:

- Phone/Video Conference Interviews Completed
- Decision Made About Doing Another Round of Phone Interviews Before Face-to-Face Interviews (With the Same or Different Candidates)

Month 4: Finalist Interviews

Day 7: Face-to-Face Interviews Scheduled With Top 2-3 Candidates

Day 28: Face-to-Face Interviews Completed

Month 5: Offer Making

Day 7: Offer Made and Accepted (or the Search Process Rebooted)

Month 6: New Staff Orientation and Welcome

Day 1: New Children’s Staff Person Arrives (or the Search Continues)

