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- BUILDING A YOUTH MINISTRY TEAM • CALENDARS & SCHEDULING
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YOUTH MINISTRY MANAGEMENT TOOLS 2.0



EVERYTHING YOU NEED TO
SUCCESSFULLY MANAGE YOUR MINISTRY

MIKE WORK / GINNY OLSON

A PDF COMPANION TO THE AUDIOBOOK

ZONDERVAN

Youth Ministry Management Tools 2.0

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BUILDING A FOUNDATION



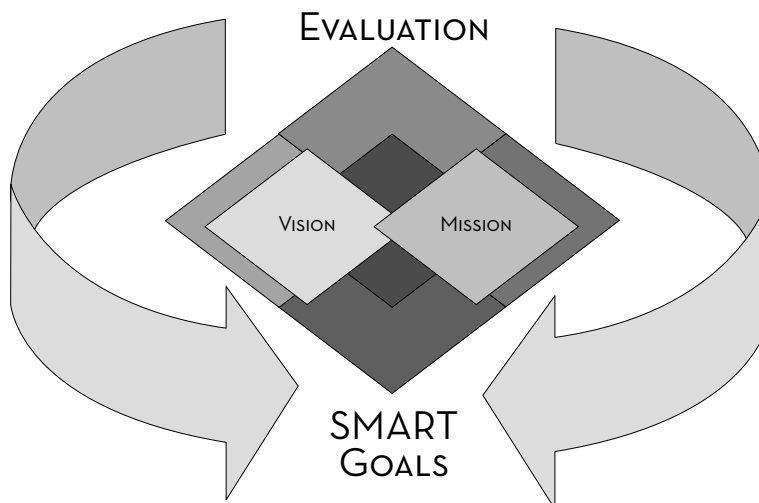
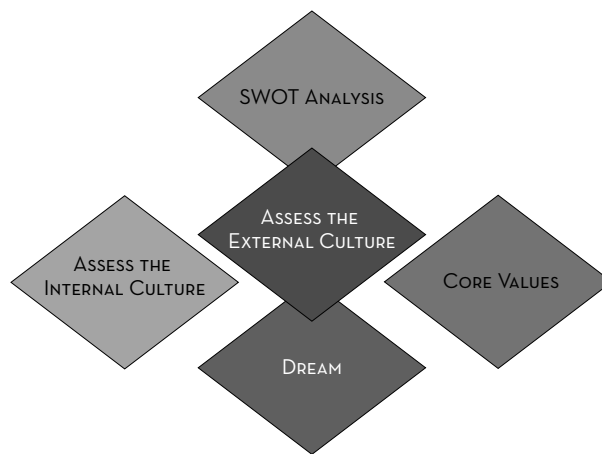
PRACTICE	USE WHEN YOUR GROUP	SPECIFICS
Discussion	Has deep questions they want addressed Needs to talk about life circumstances Is intellectually curious	Small groups, debate teams, fishbowls, mentoring
Experiential learning	Needs to feel, not just think Knows the pat answers and needs to be challenged Needs to see things from a different perspective	Simulations, case studies, journaling, art therapy, creative worship, role playing, ropes courses, challenge courses
Spaced learning	Needs to increase retention by interspersing an intellectual activity with a physical one	Bible study and basketball, Scripture memory and skateboarding, language acquisition and an obstacle course
Lectures	Wants to learn more about a specific topic Needs intellectual encouragement or challenge Has more students who prefer to learn by listening	Master teacher, sermons, presentations, video series
Collaboration	Needs to learn how to work together Needs to understand how different gifts are needed to accomplish the goal Has a strong desire for community	Service groups, worship task force, dance team, technology team, app development group
Demonstrations	Wants to understand a concept from beginning to end Needs to see an idea displayed	Object lessons, experiments, modeling
Active learning	Needs to not just do things but to reflect on what they are doing so they can retain and apply it Has students who learn by doing rather than listening	Camps, retreats, service projects, student preachers and teachers, peer discipleship, book or movie reviews, debates

RECOMMENDED RESOURCES

- ▶ *This Way to Youth Ministry: An Introduction to the Adventure* by Duffy Robbins, YS/Zondervan
- ▶ *Teaching for Reconciliation: Revised Edition* by Ron Habermas, Wipf & Stock Publishing
- ▶ *In the Name of Jesus: Reflections on Christian Leadership* by Henri J. Nouwen, Crossroad/Faith & Formation
- ▶ *Exploring Leadership: For College Students Who Want to Make a Difference* by Susan R. Komives, et al. Jossey-Bass Publishing, 2nd edition (2006). (Note: This is not a ministry book.)

2

STRATEGIC PLANNING



RESOURCES FOR DETERMINING THE DEMOGRAPHICS OF YOUR COMMUNITY:

epodunk.com, census.gov, Freedemographics.com, Internet Public Library, American FactFinder, National Association of Counties, National Center of Education Statistics, city data, local census, United Nations Statistics Division, Global Demographics.com, Ethnic Harvest, The Association of Religion Data Archives, Barna Group, Demographic & Church. Research Network is an example of a denominational demographic resource. Check with your denomination to see if it has additional resources.



RECOMMENDED RESOURCES

- ▶ *Advanced Strategic Planning: A 21st-Century Model for Church and Ministry Leaders*, by Aubrey Malphurs, Baker Books
- ▶ *The Fifth Discipline Fieldbook: Strategies and Tools for Building a Learning Organization*, Peter Senge, Crown Business
- ▶ *Strategic Planning for Nonprofit Organizations: A Practical Guide and Workbook*, Michael Allison and Jude Kaye, Wiley Publishing

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EMPLOYED AS A YOUTH MINISTER



RÉSUMÉ DOUBLE SPEAK

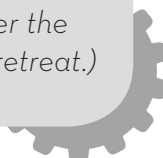
Facilitated a study in biblical literature in the original language. *(Led a Bible study for junior high guys using the King James version.)*

Visionary implementer of change. *(Repainted the youth room in the church basement.)*

Directed a team of creative entrepreneurs. *(Oversaw babysitting fundraiser for confirmation class.)*

Thrives on challenge. *(Drove a bus for four hours with 35 high schoolers and one chaperone, all of whom came down with food poisoning at camp. What else can you throw at me?)*

Skilled in conflict management. *(Separated two girls fighting over the bathroom mirror at retreat.)*



RECOMMENDED RESOURCES

- ▶ An excellent resource for the legalities involved in hiring church workers is *Selecting and Screening Church Workers*. It's published by Church Law and Tax Report, a division of Christian Ministry Resources, 704/821-3845. This company specializes in the legal side of ministry and has many excellent, user-friendly resources.
- ▶ Leadership Network has salary information available. *Christianity Today* publishes an annual Compensation Handbook for Church Staff.
- ▶ Go to www.churchlawandtax.com for the latest issue of their *Compensation Handbook for Church Staff*. This resource is very helpful to see if salary package is in the right range for the position, church size, location, etc.
- ▶ Search for “cost of living” for numerous sites and calculators that will help you find out how much it will cost to live in your new location. For example, <http://www.bankrate.com/calculators/savings/moving-cost-of-living-calculator.aspx> compares your current location to your future location.

4

MANAGING YOUR LIFE IN MINISTRY



TECHNOLOGY RESOURCES

- ▶ The App stores for Apple and Android
- ▶ To Do Apps—Wunderlist, Things, Google Tasks, Reminders, ToodleDo, Omnifocus, Remember the Milk

PUBLISHED RESOURCES

- ▶ *First Things First*, Stephen Covey (Simon & Schuster, 1994)
- ▶ *The On-Purpose Person: Making Your Life Make Sense*, Kevin McCarthy (Piñon Press, 1992)
- ▶ *The Seven Habits of Highly Effective People*, Stephen Covey (Simon & Schuster, 1989)
- ▶ *Getting Things Done: The Art of Stress-Free Productivity*, David Allen (Penguin Books, 2001)

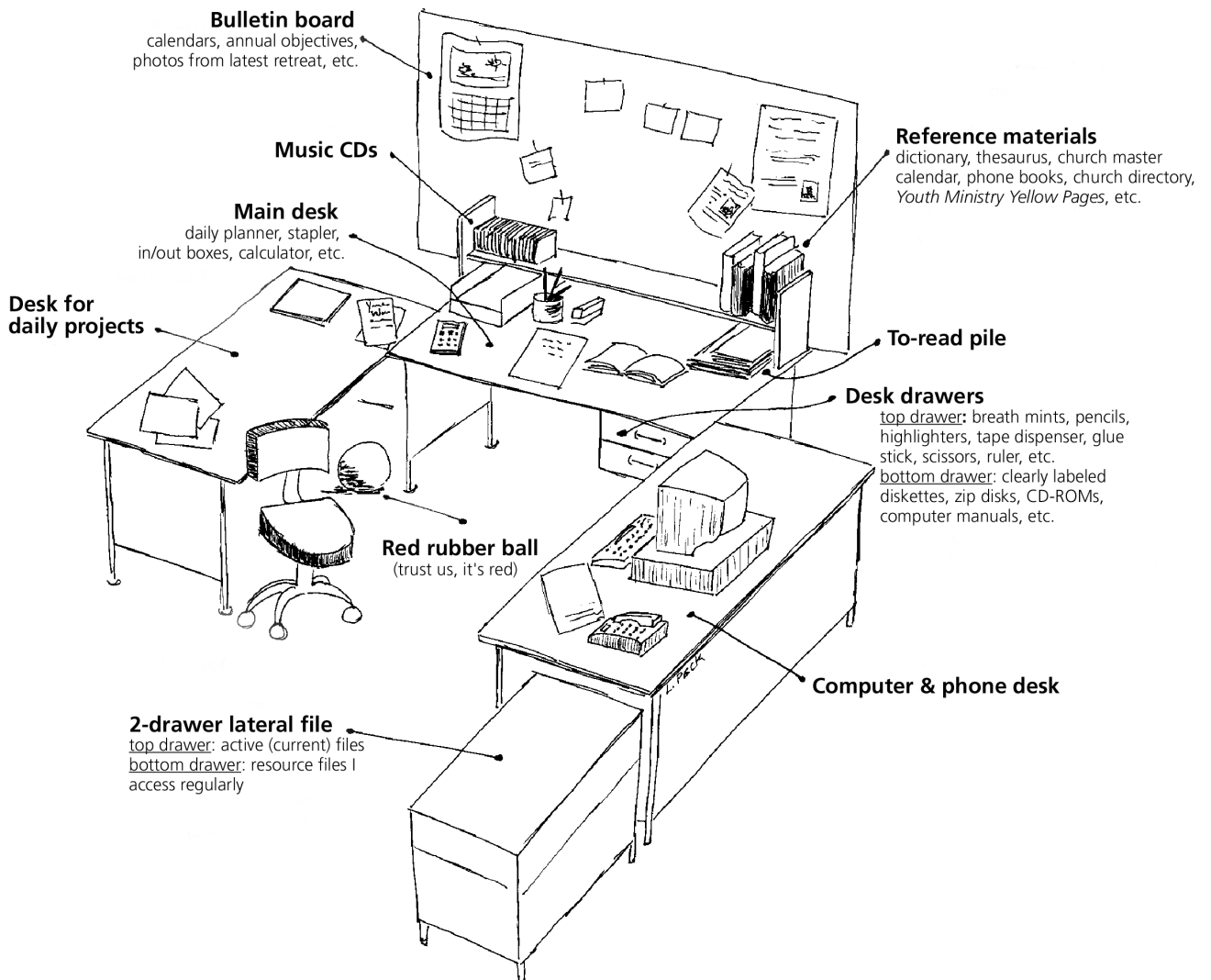
	URGENT	NOT URGENT
IMPORTANT	Crises Pressing problems Deadline-driven projects Meetings Preparation	Preparation Prevention Values clarification Planning Relationship building True re-creation Empowerment
NOT IMPORTANT	Interruptions, some phone calls Some email, some reports Some meetings Many proximate, pressing matters Many popular activities	Trivia, busywork Most email Some phone calls Time wasters . . . Escape activities
IMPORTANT	Quadrant I: Urgent and important. We experience the activities in Quadrant I as both important and urgent. Our normal day can have its share of unscheduled meetings with parents or students, deadlines for agendas or newsletters, and cries for help from other staff members. This square can get unmanageable, though, if we also fill it with procrastinated tasks that have achieved rush status. Back when we said we'd do these jobs, we had time to do them well and even thought they would be fun to do. But once they make the Quadrant I list, they become unwelcome clutter among the truly important and urgent.	Quadrant II: Not urgent and important. Quadrant II represents activities that make for quality ministry: long-range planning, developing interns, professional development, and visioning. Pushing off these kinds of tasks until they're urgent means we're no longer leading; rather we're barely ahead of the pack and maybe just as clueless as they are about where we're headed. "Purpose-driven" describes the results of time spent in this quadrant.
NOT IMPORTANT	Quadrant III: Urgent and not important. When we catch ourselves doing Quadrant III activities, we can be sure that other people's priorities and expectations are overshadowing our goals. Like airline passengers at 30,000 feet in a plane that has blown its doors, we're sucked out of our purpose into an unchecked plummet.	Quadrant IV: Not urgent and not important. The final square—Covey calls it the Quadrant of Waste—feels like gulping in air after holding our breath too long. But its activities, far from helping us to survive, merely help us deteriorate further. Better to spend time in true re-creation, a Quadrant II energy recharge.

RECOMMENDED RESOURCES

- ▶ *The Plateau Effect: Getting from Stuck to Success*, Bob Sullivan
- ▶ *The On-Purpose Person: Making Your Life Make Sense*, Kevin McCarthy
- ▶ *First Things First*, Stephen Covey
- ▶ *The Seven Habits of Highly Effective People*, Stephen Covey
- ▶ *The 3 Secrets to Effective Time Investment: Achieve More Success with Less Stress*, by Elizabeth Grace Saunders
- ▶ *Manage Your Day-to-Day: Build Your Routine, Find Your Focus, and Sharpen Your Creative Mind (The 99U Book Series)* by Jocelyn K. Gleib
- ▶ *Organize Your Mind, Organize Your Life: Train Your Brain to Get More Done in Less Time* by Margaret Moore and Paul Hammerness
- ▶ *Getting Things Done: The Art of Stress-Free Productivity* by David Allen

5

GENERAL OFFICE PROCEDURES



RESOURCES

- ▶ *Organizing from the Inside Out, Second Edition: The Foolproof System For Organizing Your Home, Your Office and Your Life* by Julie Morgenstern
- ▶ *Organizing for Your Brain Type: Finding Your Own Solution to Managing Time, Paper, and Stuff* by Lanna Nakone and Arlene Taylor

6

FINANCES



TEST YOUR FINANCIAL SKILLS

1. It's your first year at a new church. You need to manage a budget for a retreat that has been done each year for the last five years. What do you do?
 - ☐ Use the same numbers that show up on last year's retreat budget.
 - ☐ Study budgets from the past five years and base your event budget on the average expenses in similar categories.
 - ☐ Because you're pressed for time, simply pick a number that sounds good for each category.
 - ☐ Look at the last two years of retreat budgets. If the event finished in the black, use those numbers for your base budget. Then call the retreat facility, the transportation provider, and other expensive vendors to get current prices. Adjust your budget.
2. You sponsor a concert on campus. Because of high attendance, you finish with a \$500 surplus in the event account. What do you do with it?
 - ☐ Put it into the ministry's general expense account.
 - ☐ Put it into a savings account for future use.
 - ☐ Refund the money to your students.
 - ☐ Purchase a new computer the ministry has wanted.
 - ☐ Take the staff on a weekend retreat.
 - ☐ Any of the above—but check with your supervisor or the business administrator first.

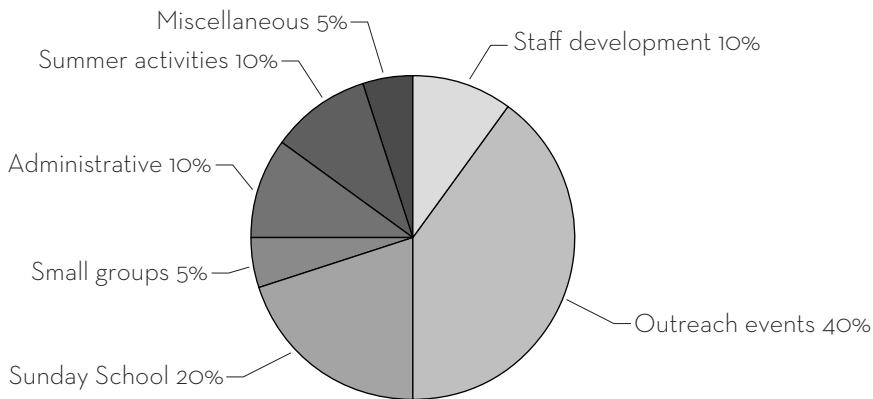
3. After a missions trip, you learn that you're \$4,500 in the red. Your ministry budget is in its last month, and you have a deficit of \$1,500—so there's no reserve to draw on. You are a total of \$6,000 behind for the whole year. What do you do?
- ☐ Pack your bags and get out of town.
 - ☐ Put it on your personal credit card and repay it from next year's budget
 - ☐ Write a letter to all your students' parents saying that you were financially short from the mission trip and they need to pay \$200 more.
 - ☐ Make an appointment with your church treasurer to bring him up to speed, beg forgiveness, and get suggestions on what you need to do now.
4. Each time you collect money from your students for an event or outing, you come up shorter than your estimations. What should you do?
- ☐ Take a close look at your collection team to see if anyone is wearing a new Nixon™ 51-30 watch.
 - ☐ Double-check your estimations to see if you're estimating correctly.
 - ☐ Require students to pay with a check instead of cash so you can track the money or to pay with a credit or debit card. (Consider the use of Square to help your ministry receive credit cards (<https://squareup.com/>)).
 - ☐ All of the above.

ANSWERS

- 1. Look at the last two years
- 2. Any of the above
- 3. Make an appointment
- 4. All of the above

A SAMPLE BUDGET

Staff development	10%	(\$10,000 x .1 = \$1,000)
Outreach events	40%	(\$10,000 x .4 = \$4,000)
Sunday school	20%	(\$10,000 x .2 = \$2,000)
Small groups	5%	(\$10,000 x .05 = \$ 500)
Administrative	10%	(\$10,000 x .1 = \$1,000)
Summer activities	10%	(\$10,000 x .1 = \$1,000)
Miscellaneous	5%	(\$10,000 x .05 = \$ 500)
	100%	\$10,000



RESOURCES

- ▶ *Basic Budgeting for Churches: A Complete Guide*, Jack A. Henry (B&H Academic, 1995)
- ▶ *Church Administration Handbook*, Bruce P. Powers (B&H Academic, 2008)
- ▶ *Money Matters in Church*, Aubrey Malphurs and Steve Stroop (Baker Books, 2007)
- ▶ *Rich Church, Poor Church: Keys to Effective Financial Ministry*, J. Clif Christopher (Abingdon, 2012)
- ▶ *Church Administration: Creating Efficiency for Effective Ministry*, Robert H. Welch (B&H Academic, 2011)
- ▶ *The Budget-Building Book for Nonprofits: A Step-by-Step Guide for Managers and Boards*, Murray Dropkin, Jim Halpin, Bill La Touche (Jossey-Bass, 2007)
- ▶ Training modules for Excel spreadsheets <http://office.microsoft.com/>
- ▶ Quicken products: <http://quicken.intuit.com/>
- ▶ Search for “budget” in your App Store
- ▶ www.daveramsey.com
- ▶ www.ecfa.org

8

COMMUNICATIONS



SUGGESTED DEADLINE SCHEDULE

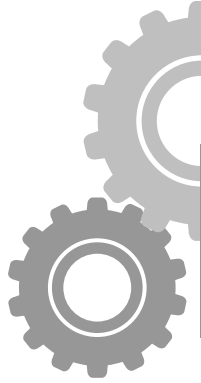
Quarterly Ministry Calendars	due: 1-month ahead minimum
Summer (June-August)	due: April 15
Fall (September-November)	due: Aug 1
Winter (Dec.-Feb.)	due: Nov 1
Spring (March-May)	due: Feb 1
Staff Meeting & Training Schedule	due: Aug 1 (for the upcoming school year)
Annual Teaching Overview	due: Aug 1
Major Date Overview to Parents	due: Aug 15 (for the upcoming school year)
Fall Retreat Brochure	due: Aug 15
Winter Camp Brochure	due: Oct 15
Summer Mission Trip Brochure	due: March 1
Summer Camp Brochure	due: March 1

RESOURCES

- ▶ *Less Clutter. Less Noise. Beyond Bulletins, Brochures, and Bake Sales.* Kem Meyer (31 Press and Wired Churches.com)
- ▶ *Good Idea. Now What?* Charles Lee (Wiley)
- ▶ *Brand Against the Machine: How to Build Your Brand, Cut Through the Marketing Noise, and Stand Out from the Competition* John Morgan
- ▶ *Purple Cow*, Seth Godin (Penguin Group)
- ▶ *The Starbucks Experience*, Joseph Michelli (McGraw-Hill)
- ▶ *All Marketers Are Liars*, Seth Godin (Penguin Group)

9

RISK MANAGEMENT



RISK MANAGEMENT GOLD MINES

There are several great resources for researching insurance for youth ministry issues. If you've ever asked the question "Can we be sued for that?" or "Are you sure we're covered?" you need to get in touch with these people.

Nonprofit Risk Management Center at www.nonprofitrisk.org

Brotherhood Mutual at <http://brotherhoodmutual.com>

Church Mutual at www.churchmutual.com

RESOURCES

For more on insurance, see:

- ▶ The CIMA Companies www.cimaworld.com A great help putting this section together.
- ▶ Brotherhood Mutual www.brotherhoodmutual.com. They have resources and webinars for youth pastors.
- ▶ Church Mutual www.churchmutual.com

Check out the Red Cross at redcross.org for resources and local training in:

- ▶ First aid and CPR
- ▶ HIV and AIDS awareness
- ▶ Disaster services
- ▶ Baby sitter training

For the larger event you might want to get some additional coverage besides the standard church coverage. Check with your church's insurance agent.



10 EVENTS

RECOMMENDED RESOURCES

- ▶ Christian Camp and Conference Association: www.ccca.org
- ▶ Christian Conference Centers: www.christianconferencecenters.com
- ▶ International Conference Center Association (ICCA): <http://www.iacconline.org>
- ▶ Religious Conference Management Association (RCMA): rcmaweb.org (member benefits, training conferences)

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FORMS

- ▶ Medical Release and Permission form
- ▶ Meeting Space Setup Worksheet
- ▶ Planning Worksheet
- ▶ Task Master
- ▶ Monthly Planning and Weekly Planning forms
- ▶ Marketing Strategy
- ▶ Master Timeline
- ▶ Planning Worksheet
- ▶ Simplified Timeline page
- ▶ Financial Accountability Worksheet
- ▶ Budget
- ▶ Site Inspection
- ▶ Checklist for Staff Assignments
- ▶ Evaluation Feedback Memo Sample
- ▶ Evaluation Worksheet
- ▶ Financial Accountability Worksheet
- ▶ Marketing Strategy
- ▶ Master Timeline
- ▶ Medical Release and Permission Form
- ▶ Meeting Space Setup
- ▶ Ministry Event Form
- ▶ Notebook Checklist
- ▶ Sample Confirmation Letter
- ▶ Sample Schedule
- ▶ Simplified Timeline
- ▶ Site Inspection
- ▶ Staff Director
- ▶ Staff Meeting Planner
- ▶ Staff Sound Engineer
- ▶ Staff Speakers/Artists Rep
- ▶ Staff Steer Chairperson
- ▶ Staff Steering Committee
- ▶ Staff Steering Committee - Sample
- ▶ Staff Steering Committee Program Coordinator
- ▶ Staff Steering Committee Registration Coordinator
- ▶ Staff Steering Committee Secretary
- ▶ Staff Steering Committee Volunteer Coordinator
- ▶ Task Master List/ Large Event - Sample
- ▶ Task Master List/ Large Event
- ▶ Marketing Press Release Packet

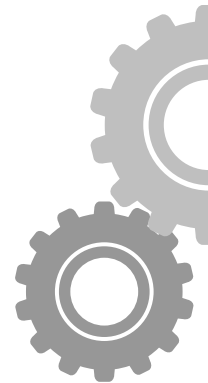




WORKING WITH BOARDS AND COMMITTEES

TYPES OF MEETINGS	IN YOUTH MINISTRY, THESE ARE:
Establishing goals and objectives	Useful when planning the vision and/or mission of the ministry, when figuring out the “scope & sequence” of curriculum for the ministry, when making changes in programming.
Gathering information	Useful when new to a ministry or when considering making a major change in the ministry.
Planning	Useful in planning the year or a specific event. By having others involved, you increase ownership. Brainstorming fits in this type.
Making decisions	Useful when you need ownership and/or approval by others. This may be a Youth Ministry Committee or a Student Leadership Committee.
Coordinating	Useful when implementing the results of the planning meeting.
Evaluating	Useful after a season of ministry or after a major event (e.g., a fundraiser).

13 TEAMS

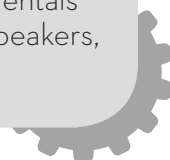


RECOMMENDED RESOURCES

To develop your team, consider inviting these groups in for short training segments with your staff:

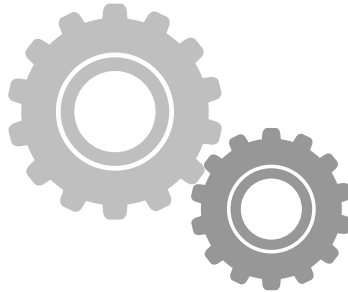
- ▶ **Your Local Police:** Local police can help you with issues of crisis management, gang issues, personal safety, violence in the community, and substance abuse issues.
- ▶ **Social Work Agencies:** Social workers can inform you and your team about current family trends, dealing with families on welfare, and abuse issues.
- ▶ **Therapists/Counselors:** Counselors can help train you on dealing with crisis situations, working with kids who have ADD/ADHD, and identifying students in pain.
- ▶ **Park District Workers:** They can be a great resource for learning about recreation options in your area, and in some cases, developing a philosophy of play.

- ▶ **Teachers/School Administrators:** Teachers and administrators may be willing to talk about adolescent development, and you can invite them to share trends, challenges, and explore opportunities for partnership.
- ▶ **Events:** It's a huge perk for a youth ministry team when the church pays their way to training seminars or conventions. Youth Specialties has a number of annual national and regional training events.
- ▶ **Denominational Resources:** There are many, many low- or no-cost trainings available in the form of video rentals or seminars on tape, special speakers, leader retreats, and books.



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COMPONENT #1 – PRIMARY PURPOSE

What is the primary purpose of youth ministry?

Why is youth ministry important to the church?

Why is youth ministry important to the local community?

Why do I want to invest in youth ministry at this point in my life?

Why do I want to invest in adolescents?

Why do I want to invest in volunteers?

COMPONENT #2 – PERCEPTIONS OF PEOPLE

Do I believe adolescents are basically good or basically evil?

What are the ministry implications for my view?

What are the cultural and moral trends affecting adolescents? Adult leaders? Families?

What is the impact of these trends on those in our community?

If I were to describe adolescents in our community, I would say they're...

COMPONENT #3 – FOCUS

If the local news were to do a story profiling our ministry, how would they describe us?

What do we want our youth ministry to be known for?

What should we be focusing on in this season of ministry?

What are some good ideas that we might need to say "no" to in order to stay focused?

COMPONENT #4 – PRACTICES

Based on 1, 2, and 3: what practices do we want to implement in our ministry?

TOUCHSTONE #1—KNOWING

What does a youth leader need to know?

TOUCHSTONE #2—BEING

What character qualities or values does a youth leader need to possess?

TOUCHSTONE #3—DOING

What are the practices or behaviors a leader in youth ministry needs to embody?

BASED ON MY THREE TOUCHSTONES, MY PHILOSOPHY OF LEADERSHIP IS:

I believe leaders should know...

I believe leaders should have these qualities...

I believe leaders should be able to do...

STRATEGIC PLANNING SWOT ANALYSIS FORM



WHAT ARE OUR STRENGTHS?

WHAT ARE OUR WEAKNESSES?

WHAT ARE THE OPPORTUNITIES?

WHAT ARE THE THREATS?

WHAT SHOULD WE KEEP?	WHAT SHOULD WE TOSS?
WHAT SHOULD WE ADD?	WHAT SHOULD WE TWEAK?

STRATEGIC PLANNING
DEFINING A MINISTRY VISION

Prayerfully consider the descriptions that you hope characterize the ministry or the students in the next three years. Write down standout goals. In the appropriate columns list action steps that will move your group toward each goal, sketch a potential timeline for taking the steps, name barriers you'll likely need to overcome to reach the goal, and identify people to involve in the process.

Vision / Goal	Action Steps	Dates	Potential Barriers	Potential Partners

Prayerfully consider the descriptions of yourself and your ministry that you hope to grow into in the next three years. Dream about

- **What you would like to be.** Patient under stress, valuing solitude, a licensed social worker.
- **What you would like to do.** Administrate a recovery camp, work on a master's degree, write an article.
- **What you would like to have.** Control of your schedule, a home of your own, a reliable car.

Write down your standout goals. In the appropriate columns, list action steps to move yourself toward each goal, then prioritize them and attach a goal date. Name barriers you'll likely need to overcome, and identify people to involve in the process of achieving your goals. Work a little bit each week on one or two goals at a time.

Vision / Goal	Action Steps	Dates	Potential Barriers	Potential Partners

EMPLOYED AS A YOUTH MINISTER

CRITICAL QUESTIONS YOU NEED TO ASK IN THE INTERVIEW

Page 1 of 3

You need to get clear answers to the following questions before you ever agree to take a position:

- **How are raises determined?** You'll find out if you'll be locked into your starting salary for the rest of your tenure or if you can negotiate a raise. Are raises based on merit or on life circumstances (someone gets married, has kids, buys a house)? Are raises based on gender or marital status? (If so, warning flags should go off.) **Veteran advice:** Negotiate the salary you want up front; don't plan on making up the difference in a raise. If the church starts you at a certain amount but promises to raise you to a higher amount within the first two years, *get it in writing*. Promises fade quickly once you're hired.
- **If the ministry is to be considered successful in three months, what will that look like? In six months? In one year?** This tells you more about their philosophy of ministry than any Web site ever will. They may deny being about numbers, but if they describe a successful ministry as being "packed out," "crammed with kids," or language like that, you know immediately what you'll be evaluated on.
- **Why did the last youth pastor leave?** If this raises the least bit of suspicion, reframe this question and ask it again. For example: **Who have been some staff who didn't make it here and why?** or **Tell me who has been a staff hero in the past and why?** (Is the former youth pastor one of them? Why or why not?)
- **Are you hiring me to be the pastor to every kid or to train and equip the adults?** In other words, will your primary focus be building relationships with students or building a team of adults? The answer you seek will be different based on what season of life you're in.
- **What has been the budget for youth ministry? How do you see that changing in the future? Is the youth pastor's salary included in that?** Listen for what percentage it gets out of the total budget and listen for the reasoning. It may be that there were no adolescents up until a year ago when the church experienced a huge growth surge. It may also be that the increase in budget is due to the youth pastor's proposed salary. You may take the job, but have only \$800 a year to work with.
- **What are the church's expectations for numerical and spiritual growth?** Listen for which piece they focus on. Which seems to be a priority and why?
- **How often are job reviews done? Who does them? What happens to the results of them?**

- **Who am I going to report to, and how much time per week will I spend with them?** This is especially important if you are expecting to be mentored by the senior pastor or someone else. You may be interested in the position because it would mean being able to spend time with them. They may only expect to see you on the platform Sunday morning and at church meetings.
- **If someone were to ask you about me one year from now and you would respond that I have exceeded expectations, what would I be doing?**
- **If someone were to ask you about me one year from now and you would respond that I am barely surviving, what would I have done or not done?** This question may be the way to get at the heart of why the last youth pastor left.
- **What's the process for determining and approving what the youth ministry does?** a) Does everything get approved by a youth committee? b) Does the senior pastor approve everything? c) Do I have sole authority to decide what we do?
- **What other expectations are there for me outside of youth ministry?** Does the church expect you to preach on a regular basis? Do nursing home visits? Perform weddings and funerals? Fill in when the nursery hits overload?
- **Has the staff ever had a paycheck withheld because the church was short of money?** If so, when was that and how was that communicated to the church?
- **What happens when the church is behind budget?** Again, how is that communicated to the congregation?
- **What does a typical week look like?** If you're expecting to work 45 hours a week and they're expecting 60, you're headed for a major confrontation. Get it out in the open before you start.
- **What about outside speaking engagements?** Find out their policy for staff speaking to groups and camps outside the church. Are you allowed a certain number of days per year for that? Is there a ministry leave? Does it come out of your vacation time? What about honorariums—can you keep them or do you need to turn them over to the church?

EMPLOYED AS A YOUTH MINISTER

CRITICAL QUESTIONS YOU NEED TO ASK IN THE INTERVIEW

Page 3 of 3

- **Where will my office be located?** This isn't about having a corner office with huge windows. It's about having a place that is easily accessible to the public and that does not isolate you from people. Because of the amount of pastoral counseling that goes on, your office should be in a central location with a window in the door, not tucked under the basement stairs where people need a map to find it.
- **What computer equipment and technology will I have?** Now is the time to ask for what you want. If possible, choose what you prefer using. Also inquire about software and Internet usage. What about a cell phone?
- **Will I have access to an administrative assistant?** How many hours a week? With whom are you sharing his or her time? Who has priority on their time? What is their base of computer knowledge?
- **What are the three most important qualities for a staff member at this church to possess?**
- **What does this church do well?**
- **What is this church known for in the community?**
- **In five years, what will the church look like?**
- **In five years, what do you hope the youth ministry looks like? What is our reputation in the community? In the congregation?**
- **What is this church really about? What is important here?**



POSITION: _____ Date: _____

MISSION STATEMENT FOR THE MINISTRY

MISSION STATEMENT FOR THIS POSITION

JOB SUMMARY

JOB DUTIES

WORKING RELATIONSHIPS

Responsible for:

Responsible to:

Works closely with:

EMPLOYED AS A YOUTH MINISTER JOB DESCRIPTION



Page 2 of 2

GIFTS REQUIRED

SKILLS REQUIRED

TIME REQUIRED

LENGTH OF SERVICE

TRAINING AND DEVELOPMENT

COMMENTS

Prepare yourself for your job interview.

FAMILIARIZE YOURSELF WITH THAT PARTICULAR CHURCH OR ORGANIZATION.

- Find out as much as you can about the ministry with which you're interviewing. That way, you walk in primed to ask key questions and to explore the significant issues.
 - ☐ Request annual reports, denominational information, mission statements, and informational brochures.
 - ☐ Check out their Web site, if they have one. Look not only for what they say, but what they omit. How often does the youth ministry get mentioned? What percentage of the whole church budget is dedicated to the youth ministry?
 - ☐ Use your discretion to determine how best to talk with former youth pastors, counselors, the church secretary (a gold mine of information), or students in the group. Ask, What is this youth ministry known for? What are its strengths? What areas need growth?
 - ☐ Call other churches in the area to get their perspective. You may want to ask, "When you think of First Church, what comes to mind? How is First Church perceived by members in the community?"
- Based on what you learn, prepare a list of questions to put to your interviewer.

FAMILIARIZE YOURSELF WITH THE COMMUNITY.

- ☐ Browse local newspapers on the Internet.
- ☐ Check out housing costs.
- ☐ Look up Web sites of the local schools.
- ☐ Look up the city's Web site to learn about recreational opportunities, cultural offerings, the crime rate.
- ☐ If you're married, is this a place where your family will feel comfortable?
- ☐ If you're single, is this a place where you'll find like-minded / similar age people?

PREPARE YOURSELF.

- Ask a friend to rehearse with you answers to possible interview questions. (See **Job-Interview Questions You May Be Asked** and **Critical Questions You Need to Ask in the Interview**)
- Ask what dress code you should follow for the meetings you'll attend—then, dress a step above. (If this is one of your first two jobs, compensate for your youth and inexperience by dressing up, business casual would be a minimum. Look at your purchases as an investment in your career wardrobe.)
- If you're candidating over a weekend, ask what activities you'll observe or participate in and bring appropriate clothing.
- Bring a prepared message with you. As one youth pastor advises, "Always be ready to preach, pray, and die."
- Bring breath mints. Stick a couple loose ones in your pockets so they're easy to reach for.
- Be careful what you eat before you interview. Butterflies don't mix with nachos. Let's just leave it at that.

EMPLOYED AS A YOUTH MINISTER JOB-INTERVIEW QUESTIONS YOU MAY BE ASKED



Page 1 of 2

- How and when did you become a Christian?
- Why do you feel called to youth ministry?
- What is your philosophy of youth ministry?
- Why do you feel called to this church/ministry?
- What do you know about our church? (Note: in the corporate world, this question is a test to see if you've done your homework. It's the same way in the ministry world. At one church I know of, this is the defining question. If you don't have something to say, the interview is over—no matter how strong your résumé is. No church wants someone who's just looking for a job. They want someone who can be as committed to the place as they are.)
- What are your strengths?
- In what areas do you need to grow?
- What would you do in this situation—(fill in the blank)? (BTW, this question provides a huge clue to what has been an issue in the past. If they ask you questions about discipline or punctuality or communication, odds are, that was a problem for the previous youth pastor.)

- What are your views on (fill in the blank)? (This could be anything from world affairs and politics to the Pepsi vs. Coke conflict. It all depends on the church and the agenda of the interviewers.)
- Where do you see youth ministry going in the future?
- What does a successful youth ministry look like?
- What would you do in your first three months at our church?
- What is your style of teaching?
- What is your current salary package / what are your financial expectations?
- What is your view on mission trips, retreats, camps?
- Why do you want to leave your current situation? (By the way, when you're asked about your present or past employer, say only positive things. The interviewers don't want to know the dirt, and if you're too negative, they'll begin to wonder if they'd be hiring someone divisive, angry, deeply hurt, etc.)

EMPLOYED AS A YOUTH MINISTER RÉSUMÉ FORM (EXPERIENCED 1)

**CHRIS SMITH**

1234 Third Ave.
Second City, SD 60625
123/555-5555
CSmith@freemail.com

Ministry address (if appropriate)

Second Church
2323 Second Ave.
Second City, SD 60625
123/ 555-5555

MISSION STATEMENT

To help adolescents and their families become committed followers of Christ and empower them how to minister to others.

**LEADERSHIP /
MANAGEMENT
POSITIONS**

SECOND CHURCH, Second City, SD

Director, High School Ministry, 2008 - present

Responsible for selecting, developing, and evaluating volunteer leaders in a high school ministry that serves over 75 adolescent students and their families. Coordinate idea development, planning efforts, and leadership training. Develop ongoing youth development experiences such as student leadership teams, outreach events, retreats, service projects, and camps and missions trips. Other responsibilities also include: creating and maintaining the youth ministry budget, some individual and family counseling, speaking in the public schools, overseeing a part-time administrator, and curriculum development for confirmation and Wednesday night Bible studies.

SECOND CITY COMMUNITY SERVICE BUREAU, Second City, SD

Consultant, 2009 - present

Perform workshops and consultations that assist churches, schools, and community groups in building relationships with adolescents and their families. Some crisis counseling and intervention work as well. Currently, developing a team of consultants for neighboring towns.

THIRD CHURCH, Third Town, NJ

Middle School Director, 2002 - 2008

Organized and carried out a variety of events, including retreats, camps, training conferences, and service projects for middle school adolescents and their families. Selected and developed a team of adult volunteers. Public speaking opportunities included public and private schools as well as church functions.

**VOLUNTEER LEADERSHIP
POSITIONS**

SECOND CITY NETWORK OF YOUTH WORKERS, Second City, SD

Network coordinator, 2009 - present

Coordinate monthly meetings for a group of local youth workers. Provide training, support, and community events to supplement individual ministries.

**PRESENTATIONS AND
SEMINARS**

SECOND CHURCH'S YOUTH WORKERS FORUM, 2010 & 2011

Various seminars on the topics of middle school ministry, community ministry, and team building.

FORMAL EDUCATION

SECOND SEMINARY, Second City, SD

Master of Divinity degree with an emphasis in Youth Ministries, 2014

SECOND COLLEGE, Second City, SD

Bachelor of Arts, May, 2004

Major: Youth Ministry. Minors: Biology and Philosophy.

ADDITIONAL EDUCATION

- *Youth Specialties Youth Workers' Convention, Fall, 2010*
- *Youth Specialties One day Resource Seminars, 2009 - 2011*



CHRIS SMITH

ADDRESS

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PHONE

123/555-5555

EMAIL

CSmith@internet.com

WEB

www.csmithdoesnotexist.com

AREAS OF INTEREST

Seminar speaker: adolescent issues, worship and youth ministry, parents and social media, ministry and community partnerships

Board member: Big City Community Youth Bureau

PROFILE

I am a Christ-follower, youth pastor, and blogger. I am passionate about leadership and empowering adults to love and serve adolescents.

DIRECTOR, HIGH SCHOOL MINISTRY, 2010 – present

Second Church, Big City, SD

I have the privilege of selecting, developing, and evaluating volunteer leaders in a high school ministry that serves over 75 adolescent students and their families. Responsibilities include coordinating idea development, planning efforts, and leadership training, developing ongoing youth development experiences such as student leadership teams, outreach events, retreats, service projects, and camps and missions trips.

CONSULTANT, 2010-present

Big City Community Youth Bureau, Big City, SD

MIDDLE SCHOOL DIRECTOR, 2002-2009

Third Church, Third Town, NJ

YOUTH MINISTRY INTERN, 2000-2002

Little City Church, Little City, NJ

WORSHIP INTERN, 1999-2000

Little City Church, Little City, NJ

EDUCATION

MASTER OF DIVINITY with an emphasis in youth ministries
Big Seminary, Big City, SD

BACHELOR OF ARTS with an emphasis in theology
Little City University, Little City, NJ

SKILLS & STRENGTHS

Myers-Briggs: ESFJ

Strengths Finders: Achiever, Connectedness, Woo

DISC Profile: Strong D with a high I

Web design

Social media savvy

Vision developer

Strategic planner

EMPLOYED AS A YOUTH MINISTER RÉSUMÉ FORM (STILL IN SCHOOL)

BETH SMITH

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Second City, SD 60625
123/555-5555
CSmith@freemail.com

School address (from September to May)
Second College
2323 Second Ave.
Second City, SD 60625
123/ 555-5555

VOCATIONAL OBJECTIVE

To find a full-time ministry position ministering with high school students in a church or parachurch setting.

FORMAL EDUCATION

SECOND COLLEGE, Second City, SD
Bachelor of Arts candidate, May, 2015
Major: Youth Ministry. Minors: Biology and Philosophy.
Courses include: Leadership and Management in Youth Ministry, Child and Adolescent Psychology, Philosophy, Curriculum Development, and Creative Teaching.

LEADERSHIP / MANAGEMENT POSITIONS

SECOND CAMP, Second City, SD
Program Director, Summers, 2013 -2014
Oversaw the summer camp program for age groups ranging from grade school through college-age, and including one week of family camp. Responsibilities included: creating and developing the theme for the summer, directing staff meetings, overseeing summer staff, organizing various special events and games, maintaining the morale and the safety of the camp, and leading daily staff devotions.

SECOND COLLEGE, Second City, SD
Resident Assistant, 2012-2014
Leader of 24 college students in the Second Memorial Dormitory. Responsibilities included: building relationships with every resident on the floor, developing community-building programs, implementing disciplinary procedures, facilitating weekly Bible studies, counseling residents as needed, and working with other Resident Assistants, the Resident Director, the Campus Counseling Center and the college administration.

SECOND GROCERY STORE, Second City, SD
Head Grocery Bagger, 2007-2011
Responsible for accurately and carefully bagging customers' groceries, greeting customers, and initiating community-building activities among other baggers, as well as leading a bagger Bible study.

VOLUNTEER LEADERSHIP POSITIONS

SECOND CHURCH, Second City, SD
Bible Study Leader, 2013 - present
Organized a Bible study for a group of high school students that met weekly throughout the school year. Responsibilities included: creating new curriculum, coordinating social activities, developing individual and community relationships.

HONORS AND OTHER SEMINARS

- Winner of the National Grocery Bag Scholarship, 2011.
- Contributing writer, National Grocery Bag Newsletter, 2009-2010
- Campus Bible study leader at Second City High School, 2009

REFERENCES

Available upon request

Negotiate your job offer very carefully. As uncomfortable as it feels to talk about money and ministry in the same breath, you live with the reality of paying for a roof and food and utilities, among other necessities. Negotiate for what you want at the beginning—once you’ve taken the position, you can’t go back and ask for more.

Try not to sell yourself too high or too low. And spend some time clarifying your expectations of the job and putting it in writing before you sit down to negotiate. If your requests are acceptable to the hiring board, have them write it into your contract—if you don’t have it in writing, you don’t have it.

SALARY EXPECTATIONS

- **If the church contacts you**, during the initial contact, ask these three questions: What’s the greatest strength of the church? Where do you see it going in the future? Can you tell me the salary range?
- **If you contact the church**, don’t bring up salary. You may end up wasting some time, but that’s better than being perceived as only interested in the money.
- **Your base salary** will be affected by
 - Your education.** If you have a M.Div., your salary should be higher than an employee with only a Bachelor of Arts or an Associate of Arts. If it’s not, it tells you that the church doesn’t value educational experience. Is that a warning for you? The reality of increased student loans to repay goes with the increased degree.
 - Your experience.** If you come with only a B.A., but you bring the benefit of eight years of experience, negotiate a salary that compensates for experience. Other professions do; so should the church. Consider negotiating for tuition-assistance for further education.
 - Community cost-of-living.** How much will it cost to live in this community? Renting a house in Red Oak, Iowa, for instance, costs less than renting an apartment in the Silicon Valley. Too often, youth pastors eager to get a job underestimate how much it will cost to live in a given area. They end up working extra jobs just to pay the bills. Several Web sites can do a cost-of-living analysis for you: <http://www.bestplaces.net/cost-of-living>, <http://money.cnn.com/calculator/pf/cost-of-living>, <http://www.bankrate.com/calculators/savings/moving-cost-of-living-calculator.aspx> or www.monster.com
 - Comparable salaries.** It’s helpful to put your position into perspective by comparing it with other professions with similar job requirements. A rule of thumb for recent college graduates is to find out what the area’s first year high school teachers are paid. The school system knows the cost of living for the community. If you have an advanced degree and experience, find out what counselors, principals, and medical personnel in the area are paid. You may also want to call your denominational offices to request salary guidance.
- **Find out if the package includes housing. If so—**
 - Is this considered non-taxable income?
 - How does the fact that you are (or are not) licensed impact your taxes in this sphere? (You need to discuss this with your tax advisor.)
 - What costs of housing does the church pay for, and what are you responsible for? You may need to pay the utility bills, which sounds like a great deal until you see that it costs \$350 a month to heat the bargain house.
 - Who is responsible for the upkeep? Usually, it will be you. Do you have time to spend repaving driveways, painting shutters, and fixing screens and leaky pipes on a 75-year-old house? And who pays for the repairs?
 - Does the church offer the option of home ownership with a housing allowance or a parsonage with an equity allowance? Again, talk over these issues with your tax advisor.

EMPLOYED AS A YOUTH MINISTER JOB OFFER CHECKLIST

Page 2 of 3

- **Ask if your compensation includes cost-of-living increases and bonuses.**
 - How much of an increase does the staff receive each year? (If they don't give cost-of-living increases, you are, in effect, losing money each year.)
 - Are bonuses given if ministry goals are exceeded?
 - Are merit-based raises given? (If so, how often and how are they determined?)
- **Find out what employee benefits come with your package.**
 - Retirement.** Some churches have mandatory pension plans if you are licensed and/or ordained. Others have matching plans—they will match your retirement contributions up to, say, 5 percent of your salary.
 - Insurance.** Which insurance, among all the different types, is covered by the church's plan?
 - Medical.** If you have a family, are they covered? Do you need to pay any extra for their coverage? Is dental included? What about ---
 - Disability insurance.**
 - Life insurance.**
 - Liability insurance.**
 - Accidental death and dismemberment.**

TAXES AND DAYS OFF

- **FICA.** If you are considered self-employed, it is *your* responsibility to make quarterly tax payments to the government (both state and federal). Some churches pay the employer's share of the youth pastor's social security payments. Check to see your church's policy.
- **Time off.**
 - Days off.** Expect a minimum of one full day off a week—the norm is two. Don't accept partial days off—like having Friday afternoon and Tuesday morning off. A person needs a full day to be able to disengage and relax.
 - Vacation.** The length of your first year's vacation depends on when you start. If you start in June, you usually get half the number of days written into your contract. A piece of advice—don't even touch a position that offers less than two weeks of vacation. Ministry is such a time- and energy-intensive profession that you need that time to recuperate. Find out when your vacation is increased. An example is receiving an additional week of vacation, up to 5 weeks a year, for every three years on staff. For an experienced youth pastor, four paid weeks a year is appropriate. Sometimes, churches that can't afford a large base salary offer more vacation time. If that seems to be the case of the interviewing church, you may negotiate more vacation time in lieu of the higher salary.
 - Compensation time.** Ask what the church's policy is on giving you time off after a time-intensive event, such as a mission trip or weekend retreat. If they blink rapidly and mumble, "Whazzat?" run... fast. Some churches expect you to show up at the 8:00 a.m. staff meeting despite the fact you were gone all weekend with the senior highers. They usually don't keep a youth pastor for long.

Reasonable comp time would be one extra day off (not to be confused with your regular days off) for every weekend retreat, and three extra days off for every weeklong event. You also need to ask if you can store up comp time and use it later in the year, or if they expect you to use that time the week after you get back.

Holidays. Typically, holidays are some of the most heavily scheduled times of the year in youth ministry. Is holiday time off for the staff scheduled in light of this? Many churches require pastoral staff to be there for Christmas services. Is this acceptable to you and your family?

Sabbatical. What is the church's policy on staff sabbaticals? Do pastors get a three-month sabbatical every five years? Do they ever get a longer sabbatical? Does it have to be used for a certain purpose (for example, study, continuing education), or can it be used for a special project (for example, spending time with missionaries overseas, pursuing your desire to be a NASCAR driver)?

Sick days. Can these be stored up for future use or do they get "erased" at the end of the year?

Continuing education. Anywhere from 3 days to two weeks is appropriate for study leave. This allows you to attend a conference or take an intensive course at a local seminary.

**PROFESSIONAL EXPENSES THAT ARE PAID FOR BY THE ORGANIZATION,
BUT NOT FACTORED INTO YOUR COMPENSATION PACKAGE**

Car allowance. You should be reimbursed for the use of your car for ministry purposes. This can come as a monthly sum or as a per mile reimbursement. If it's the latter, retain all receipts as well and keep a mileage log that includes date, destination, miles driven, and purpose of trip. Any drug store or discount store will have a small notebook for this purpose in their stationery section.

Continuing education. One way a church can honor its staff is to encourage them to continually sharpen their professional skills. They should offer enough money to cover at least a weeklong conference (registration, airfare, and food and lodging). They may offer tuition and textbook reimbursement. If the church expects you to get a seminary degree, will they cover those expenses (either partially or totally)? Will you still have money to attend youth worker conferences?

Subscriptions. This can be used for books or magazine subscriptions to help you in ministry.

Hospitality. There's a certain expectation that you will entertain people involved in your ministry, or even just the larger church, in your home or meet them at restaurants. Will the church reimburse you for these expenses?

Denominational gatherings. If you are at a denominationally affiliated church, you may be expected to attend certain denominational events. The church should pick up those related expenses.

Counseling stipend. Ministry is one of the most stressful careers you can enter. More and more churches understand the importance of regular counseling for its pastoral staff. They view it as part of overall health care. Does the church provide an annual stipend for counseling? Do they provide a special fund? Do they have a relationship with a local therapist who provides counseling on a sliding fee scale to the church?

MANAGING YOUR LIFE IN MINISTRY
PRIORITY SCALE

Step one

Write your to-do list for a given day, week, or month.

TO-DO LIST

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.

Step three

Total the times each number is circled and record here.

1's	2's	3's	4's	5's	6's	7's	8's	9's

Step four

Based on the totals from step three, reorder your to-do list.

TOP PRIORITIES

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.

Step two

Using the numbers in column 1, compare item 1 with item 2 in your to-do list. Next compare 1 with 3; 1 with 4, et cetera, all the way through item 9. With each comparison, circle the number of the item that is the highest priority. Then do the same to columns 2-8.

COLUMN 1 2 3 4 5 6 7 8

1							
2							
1	2						
3	3						
1	2	3					
4	4	4					
1	2	3	4				
5	5	5	5				
1	2	3	4	5			
6	6	6	6	6			
1	2	3	4	5	6		
7	7	7	7	7	7		
1	2	3	4	5	6	7	
8	8	8	8	8	8	8	
1	2	3	4	5	6	7	8
9	9	9	9	9	9	9	9

Step five

Complete your top priorities one after the other. What you don't finish on one day becomes the first item on your list for the next day.

Day of the week _____ Date _____

Where does the time go? Here's your chance to find out. Log activities at 30-minute intervals. As inconvenient as it may be to note what you're doing every 30 minutes, what you find out about how you use your time is worth the effort. The clock notations will give you a sense of what you're most likely to be doing at different times of the day and on different days of the week. The Quadrant notations help you evaluate your use of working hours. (See chapter 14 of *Youth Ministry Management Tools 2.0* for a refresher on Stephen Covey's time-management quadrants.) Armed with the knowledge you gather, you can plan ahead more effectively.

[illegible]

Resources and organizations—catalogs, brochures on organizations (blue)

ABSTINENCE TRAINING	CRISIS	CRISIS: Violence
BIBLE STUDIES	CRISIS: Substance Abuse	CRISIS: PREGNANCY CENTERS
CAMPS	CRISIS: Addictions	CURRICULUM & PUBLISHERS
CAMPUS MINISTRY	CRISIS: Depression	CURRICULUM & PUBLISHERS: Youth Specialties
CHOIR MUSIC	CRISIS: Eating disorders	CURRICULUM & PUBLISHERS: Simply
COLLEGE	CRISIS: Family issues	CURRICULUM & PUBLISHERS: Orange
COMPUTER	CRISIS: Runaways	CURRICULUM & PUBLISHERS: re:form
CONFIRMATION	CRISIS: Suicide	CURRICULUM & PUBLISHERS: YouthMinistry360

Resources and organizations—catalogs, brochures on organizations (blue)

CURRICULUM & PUBLISHERS: DYM	LEADERSHIP: Committees / Teams	MISCELLANEOUS
ICE BREAKERS	LEADERSHIP: Staff training	OUTREACH
DISCIPLESHIP	LEADERSHIP: Follow-up materials	OUTREACH: Evangelism materials
DRAMA	LEADERSHIP: Student	PARACHURCH MINISTRIES
EVANGELISM TRAINING ORGANIZATIONS	MAGAZINES	PARACHURCH MINISTRIES: Fellowship of Christian Athletes
GAMES	MISSIONS	PARACHURCH MINISTRIES: Other
INTERNET RESOURCES	MUSIC	PARACHURCH MINISTRIES: Student Venture
LEADERSHIP	NETWORKING	PARACHURCH MINISTRIES: Young Life

Resources and organizations—catalogs, brochures on organizations (blue)

PARACHURCH MINISTRIES: Youth for Christ	SPECIAL EVENTS	YOUTH-WORKER TRAINING ORGANIZATIONS
PRAYER	STEWARDSHIP	
RENTAL COMPANIES	URBAN MINISTRY	
RETREAT CENTERS	URBAN MINISTRY: Community resources	
RURAL MINISTRY	URBAN MINISTRY: Community partnerships	
SEMINARY	URBAN MINISTRY: Other	
SERVICE ORGANIZATIONS	VIDEO	
SPEAKERS	WORSHIP	

Topical—teaching resources (yellow)

ADOLESCENT DEVELOPMENT	ADOLESCENT DEVELOPMENT: Emotional	ADOLESCENT DEVELOPMENT: Seminars/Handouts
ADOLESCENT DEVELOPMENT: Mental	ADOLESCENT DEVELOPMENT: Social	MINISTRY SPECIFIC TO GUYS / GIRLS
ADOLESCENT DEVELOPMENT: ADD / ADHD	ADOLESCENT DEVELOPMENT: Peer pressure	CAMPING
ADOLESCENT DEVELOPMENT: Physical	ADOLESCENT DEVELOPMENT: Spiritual	COUNSELING
ADOLESCENT DEVELOPMENT: Eating disorders	ADOLESCENT DEVELOPMENT: Moral	COUNSELING—ABUSE: Physical, mental, sexual, verbal
ADOLESCENT DEVELOPMENT: Health & body image	ADOLESCENT DEVELOPMENT: Seminars	COUNSELING: Family
ADOLESCENT DEVELOPMENT: Sexual identity	ADOLESCENT DEVELOPMENT: Age group characteristics	COUNSELING: Chemical & substance
ADOLESCENT DEVELOPMENT: Gender identity	ADOLESCENT DEVELOPMENT: Articles & resources	COUNSELING: Depression / suicide

GENERAL OFFICE PROCEDURES FILE LABELS DRAWER FOUR

Page 2 of 5

Topical—teaching resources (yellow)

COUNSELING: Eating disorders	COMMUNICATION: Teaching tips	FAMILY-PARENTS: Fliers, calendars, etc.
COUNSELING: Miscellaneous	DISCIPLESHIP	FAMILY-PARENTS: Parenting articles
COUNSELING: Peer counseling	ENCOURAGEMENT	FAMILY-PARENTS: Parent ministry
COUNSELING: Local contacts & resources	EVANGELISM	FAMILY-PARENTS: Seminars & talks
COMMUNICATION	FAMILY	GENERATIONAL RESEARCH
COMMUNICATION: Styles, tests, & explanations	FAMILY: Blended families	GENERATIONAL RESEARCH: Millennials
COMMUNICATION SEMINARS: Social media	FAMILY: Death & Grief	GENERATIONAL RESEARCH: Seminars
COMMUNICATION: Ways people communicate	FAMILY: Divorce	GENERATIONAL RESEARCH: Emerging generations

Topical—teaching resources (yellow)

JUSTICE SYSTEM & YOUTH	MISSIONS: Articles	RACE, ETHNICITY & CULTURE Awareness education
LEADERSHIP	MISSIONS: Theology	RELATIONSHIPS
LEADERSHIP: Articles	MISSIONS: Training	RELATIONSHIPS: Dating
LEADERSHIP—MINISTRY: Expectations	MODELS OF YOUTH MINISTRY	RELATIONSHIPS: Divorce
LEADERSHIP—MINISTRY: Mission & vision	PROGRAMMING	RELATIONSHIPS: Friendships
LEADERSHIP—MINISTRY: Values	RACE, ETHNICITY, & CULTURE	RELATIONSHIPS: Marriage
MISSIONS	RACE, ETHNICITY & CULTURE: Articles & resources	RELATIONSHIPS: Miscellaneous
MISSIONS: Activities / simulations	RACE, ETHNICITY & CULTURE: Reconciliation	RELATIONSHIPS: Singleness

(Topical—teaching resources yellow)

RELATIONSHIPS: Sex / sexuality	SPIRITUAL ISSUES	YOUTH CULTURE: Articles
SMALL GROUPS	SPIRITUAL ISSUES: Fasting	YOUTH CULTURE: Drugs
SMALL GROUPS: Activities	SPIRITUAL ISSUES: Other disciplines	YOUTH CULTURE: Gangs
SMALL GROUPS: Community building	SPIRITUAL ISSUES: Prayer	YOUTH CULTURE: Media / Music
SMALL GROUPS: Expectations	SPIRITUAL ISSUES: Worship	YOUTH CULTURE: Violence
SMALL GROUPS: Forms	SPIRITUAL ISSUES: Warfare	YOUTH WORKER: PERSONAL
SMALL GROUPS: Ideas	SPIRITUAL ISSUES: Witchcraft & occult	YOUTH WORKER—PERSONAL: Growth plans
SPIRITUAL FORMATION	YOUTH CULTURE	YOUTH WORKER—PERSONAL: Reviews

(Topical—teaching resources yellow)

YOUTH WORKER: PROFESSIONAL		
YOUTH WORKER—PROF.: Continuing education		
YOUTH WORKER—PROF.: Salary research		
YOUTH WORKER—PROF.: Sample résumés		

GENERAL OFFICE PROCEDURES

MONTHLY CONTACT SUMMARY CHART

Staff member _____ Due _____

Student's name	Phone number	Weekly call						Comments
1.								
2.								
3.								
4.								
5.								
6.								
7.								
8.								
9.								
10.								
11.								
12.								

Special concerns _____

Group activity (1 every month) _____ Date _____

Brief description _____

Is there anything the pastoral staff should be aware of? _____

How can we encourage and pray for youth over the next month? _____

EMERGENCY NUMBERS & WEB SITES

Local schools

Police emergency numbers

Counseling centers – identify counselors in advance by specialty

Depression / Suicide

Eating disorders

Addiction / Chemical dependency

Self-injury

Sexual abuse

Family systems

Crisis pregnancy centers

Crisis referral numbers

Drug rehabilitation centers

Emergency contact numbers for co-workers, staff members, and families active in the ministry

Hospitals (surgery center, emergency room number, as well as the names and numbers of the chaplains)

Church leaders

Board

Staff

SCHOOLS

Booster club

Head of the PTA

Key teachers and coaches

Local schools (and their Web sites)

Principals

School board members

Superintendents

RENTAL COMPANIES

Bus and van rental companies (contact person, great drivers you have used)

Rental centers (large popcorn poppers, carnival games, tents, climbing equipment, folding chairs, etc.)

SERVICES

Bowling alleys (when you've used them, what event)

Coffee shops

Graphic artists (and what projects you used them for)

Insurance agent

Lawyer

Local restaurants (Do they deliver? Can you get a copy of their menu?)

Office supply stores (and Web site)

GENERAL OFFICE PROCEDURES CONTACT NUMBER WORKSHEET



Page 4 of 4

Party supply stores (and Web site)

Printing companies (and what projects you used them for)

T-shirt companies (and what projects you used them for)

MINISTRIES

Camps you frequently use (and the contact person's name and rates)

Churches in your area

Missions organizations

Music resources / bands

Parachurch ministries

Resource ministries

Speakers

The National Network of Youth Ministries releases the *Youth Ministry Yellow Pages* each year. See them online at www.YouthWorkers.Net.

GENERAL OFFICE PROCEDURES STUDENT PROFILE WORKSHEET

Page 1 of 3

Page 1 for student to fill out, pages 2 & 3 for office use only.

Confidential

Today's Date _____

PERSONAL INFORMATION

Student's Name _____ Phone _____

☐ Male ☐ Female Email address _____

Address _____ City _____ State _____ Zip _____

Birthday _____ School _____ Graduation year _____

FAMILY INFORMATION

Father's name _____ phone _____ email _____

Mother's name _____ phone _____ email _____

Other caregivers (relationship) _____ phone _____ email _____

Who do you live with most of the time? _____

Who should we contact about ministry events, updates, and schedule changes? _____

Do parents attend this church? ☐ Yes ☐ No Do parents attend an adult education class? ☐ Yes ☐ No

If yes, which one? _____

Brothers/Sisters: Name _____ Age/Grade _____

Name _____ Age/Grade _____

Name _____ Age/Grade _____

Name _____ Age/Grade _____

INTERESTS check all that apply

Sports: ☐ Basketball ☐ Baseball ☐ Football ☐ Soccer ☐ Volleyball ☐ Hockey
☐ Golf ☐ Broomball ☐ Snow skiing ☐ Water skiing ☐ Golf ☐ Tennis
☐ Swimming ☐ Gymnastics ☐ Other _____

Music: ☐ Likes to sing! ☐ Instruments _____

Hobbies: ☐ Drama ☐ Computer ☐ Reading ☐ Other _____

GENERAL OFFICE PROCEDURES STUDENT PROFILE WORKSHEET

Page 2 of 3

Page 1 for student to fill out, pages 2 & 3 for office use only.

Confidential

STUDENT'S NAME

Last _____ First _____ Middle _____

Preferred name or nickname _____ Birthday _____

School _____ Graduation year _____ ☐ Male ☐ Female

Current church _____ Member ☐ Yes ☐ No Brought by _____

STUDENT'S ADDRESS

Street Address _____ City _____ State _____ Zip _____

Alternate Address _____ City _____ State _____ Zip _____

Home phone _____ Personal / Cell phone _____

Email _____ Other: Twitter, Instagram, etc _____

Emergency contact (parent or guardian) _____ Phone _____

Emergency contact (non-parent or guardian) _____ Phone _____

Peer sponsor _____ Sponsor _____

PRIMARY GUARDIAN

Last _____ First _____

Relationship _____

Address _____

City _____ State _____ Zip _____

Home Phone _____ Cell phone _____

Email _____

Employer _____ Phone _____

SECONDARY GUARDIAN

Last _____ First _____

Relationship _____

Address _____

City _____ State _____ Zip _____

Home Phone _____ Cell phone _____

Email _____

Employer _____ Phone _____

School activities (list)

Small groups (list)

Spiritual gifts (list)

Interests

Confidential

MINISTRY INVOLVEMENT

Sunday ☐ New attender ☐ Active ☐ Inactive

Wednesday (or other day) ☐ New attender ☐ Active ☐ Inactive

Retreats attended:

Missions trips attended:

Spiritual gifts:

Church membership ☐ Yes ☐ No

Baptism ☐ Yes ☐ No

Describe this student's faith journey:

Describe any other areas of ministry involvement:

Describe significant conversations or experiences:

It's time to reevaluate the current budget and make some changes. That means you need to articulate the philosophy of financial management for both the youth ministry and the larger organization. The budget should reflect the philosophies, not drive them.

Allocation of ministry money is directly linked to your values and goals. When you develop the budget, you and your team determine where to allocate money by answering questions like the following.

WHAT DOES THE CHURCH VALUE?

- Where does the church invest its resources? (Find out by browsing the last few annual reports.)
- What is the church's spending philosophy? Do they buy the best of a particular item knowing that it will last a long time, or do they get the cheapest possible item that will do the job because they don't have a lot of cash on hand? Is youth ministry spending in line with the philosophy of the larger organization?
- Is youth ministry a critical part of the church or is it a small part? (Find out by examining the percent of the total budget dedicated to youth ministry. If it's less than the sandbox allotment for the preschool, you're likely to be in for a struggle if you wish to increase your budget.)
- What has the financial committee approved in the past for youth ministry programs and equipment? You'll get an idea of how flexible they are—how open to ideas new to the church.

WHAT DOES THE YOUTH MINISTRY VALUE?

- Of all the good things on which we can spend ministry money, which things, programs, and people do we value most? How will our spending reflect those values?
- How important is environment to your ministry? Do you need to appropriate funds to make your ministry area more student-friendly?
- How important is staff and staff development?
- Do you have experienced staff, or do they need a lot of training and development?

- Do your staff members need a lot of encouragement? A lot of resources?

WHAT IS THE FINANCIAL HISTORY OF THE YOUTH MINISTRY?

- What was the annual budget?
- Where does that money come from?
- Where has the majority of money gone (outreach events, small group materials, van rentals)?
- What brought in the most money (fundraisers, mission trips, service or work projects)?
- Have you inherited any debt? What debt can be carried over, and what debt must you immediately clear up?
- What budget items need to be carried on, and what can be disposed of?
- Are there any annual events you need to finance—denominational gatherings, the annual junior high/senior citizen putt-putt golf tournament?

WHAT ARE THE MECHANICS OF THE FINANCIAL PROCESS?

- Does your church tell you to get what you need when you need it, or does it require you to work the purchase into next year's budget and to make do with what you have for this year?
- Are there predetermined vendors for curriculum, sound equipment, retreat sites? Or do you determine from whom to purchase?

- Do you get parental financial support, or are you solely dependent on money allocated from the church general budget? What role do your ministry fundraisers play?
- When do you need to turn in your budget proposal to the administration?
- When is the budget decided, and are midyear changes allowed? If so, what's the procedure?
- Can you raise additional funds if needed? Do you need approval for that?

WHAT FINANCIAL STANDARDS ARE IN HARMONY WITH YOUR COMMUNITY?

- In what socioeconomic area is the church located and in what way is that population reflected in your group? (If upper-middle-class members primarily populate your church, you can probably request a bigger budget. If your congregation is financially strapped, you will have less available financing resources. Study how your church's socioeconomic makeup affects your ministry finances.)
- Do you have transportation available to you for ministry outings, or do you have to rent vehicles?
- What needs upgrading over the course of the next year for student safety?
- What do you need to make the ministry student-friendly?
- What items need to be purchased in order for you to continue the development of your ministry? List in order of priority and find out the approximate cost of each item.

BUDGET: MONTHLY REPORT SAMPLE

FINANCES

Accounts	Category	Budget	Year-to-date actual	Over / under	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.
Income																
	Church support															
	Donations		\$10,000.00													
	Fundraisers		\$2,000.00													
	Other income		\$1,500.00													
			\$600.00													
	Total income		\$14,100.00													
Expense																
	Administration		\$150.00													
	Advertisement		\$75.00													
	Books and materials		\$250.00													
	Dues & subscriptions		\$25.00													
	Facilities		\$2,500.00													
	Finance charges		\$15.00													
	Fundraising expenses		\$98.00													
	Gifts		\$200.00													
	Insurance		\$250.00													
	Communications		\$350.00													
	Office expenses		\$125.00													
	Payroll		\$8,000.00													
	Postage		\$150.00													
	Transportation		\$455.00													
	Travel		\$209.00													
	Miscellaneous															
	Total expenses		\$12,852.00													
	Net income		\$1,248.00													

(income - expenses = net income)

(income - expenses = net income)

WHAT TO INCLUDE IN YOUR BUDGET
SALARY AND BENEFITS
YOUTH ADMINISTRATION

- Professional books
- Magazines / periodicals / newsletters
- Continuing education
- Training / seminars / workshops
- Dues
- Office expenses

PROGRAM *(listed alphabetically)*

- Activities
 - Fall*
 - Winter*
 - Spring*
 - Summer*
- Banquets
- Camps and retreats
 - Honorariums*
 - Programming*
 - Scholarships*
 - Miscellaneous*
- Campus ministry
 - Bible clubs*
 - "See You at the Pole"*
- Curriculum
- Fundraising
- Gifts
- Honorariums
- Insurance
- Leadership development / discipleship
- Library / resource center
 - Books*
 - Magazines*
- Ministry teams
 - Drama*
 - Music*
 - Sunday / Wednesday program*
 - Choir*
 - Groups*
 - Worship Band*
- Office supplies
- Photography / video / media
- Promotion / publicity / advertising
- Recreation equipment
- Senior recognition
 - Graduation gifts*
 - Banquet / reception*

- Special events
- Transportation
- Travel
- Miscellaneous

POSTAGE

- Mass mailings
- Weekly communications / monthly newsletter / personal letters
 - Students*
 - Volunteers*
 - Parents*
- UPS / FedEx / other
- Miscellaneous

PRINTING

- Class notes / lessons
- Calendars
- Fliers
- Class newspaper
- Letters / mass mailings
- Transparencies / overheads
- Daily use
- Other

TRANSPORTATION

- Activities
 - Fall*
 - Winter*
 - Spring*
 - Summer*
 - Miscellaneous*
- Camps and retreats
- Youth administration
 - Visitation*
 - Hospital visitation*
 - Miscellaneous*

COMMUNICATIONS

- Web site development
- Facebook development / advertising
- Email blasts
- Group text subscription

Adapted from "What I Include in My Budget" by Kevin Winningham, *Youthworker*, Spring 1994.

FINANCES
DONOR RECEIPTS

Organization name _____
Address _____
City _____ State _____ Zip _____
Phone _____
Received from _____
Donor name _____
Date _____ Donation amount _____

Organization name _____
Address _____
City _____ State _____ Zip _____
Phone _____
Received from _____
Donor name _____
Date _____ Donation amount _____

Organization name _____
Address _____
City _____ State _____ Zip _____
Phone _____
Received from _____
Donor name _____
Date _____ Donation amount _____

Organization name _____
Address _____
City _____ State _____ Zip _____
Phone _____
Received from _____
Donor name _____
Date _____ Donation amount _____

Organization name _____
Address _____
City _____ State _____ Zip _____
Phone _____
Received from _____
Donor name _____
Date _____ Donation amount _____

Organization name _____
Address _____
City _____ State _____ Zip _____
Phone _____
Received from _____
Donor name _____
Date _____ Donation amount _____

(Place on church letterhead)

October 15, 20xx

David Schmidt
6475 Lake Lamont Pass
San Diego, CA 22618

Dear David,

Thank you for your thoughtful gift of [amount of money, description of item, or service given]. Your generosity allows us to continue our mission to [insert your adjusted mission statement here].

May God return to you the blessing you have so generously given to us. We appreciate your continued prayers for our ministry among adolescents. The staff depends on the Lord's strength and provision every day.

Sincerely,

Your name

With this gift, you did not receive any goods or services in exchange for your donation other than religious benefits.

STEP 1

See that youth ministry becomes a budget item in the larger church budget.

STEP 2

Check out the budgets of other youth ministries to learn what your budget may need to include. Start with ministries in your own area, then network with other ministries in your region and even across the country. Pay particular attention to budgets of ministries similar in size to yours and in a similar economic situation.

STEP 3

Determine what should and shouldn't be included in your budget, based on last year's check disbursements and purchase orders, this year's check disbursements and purchase orders, and old budgets (if there are any).

STEP 4

Keep a file of your research. Include articles on budgets from youth magazines and denominational and secular publications, as well as actual budgets researched in Steps 1 and 3 above.

STEP 5

Propose a budget. Present yourself as a professional—distribute handouts, use presentation media and respond with detailed rationale for each item you propose. Preface your presentation with a persuasive talk about why youth ministry should be part of the budget. Buttress your requests by sharing information gleaned from networking (in Step 1, above). Conclude your presentation with a brief overview of your proposed youth ministry.

STEP 6

Keep good records for the next year, including income (from activities, camps, retreats, fundraisers) and all expenses.

STEP 7

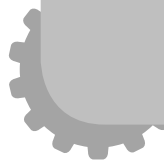
Be a good steward of your ministry resources. Let your use of resources be guided by prayer and accountability to one or more individuals who support the youth ministry.

Adapted and Reprinted by permission from *Youthworker*, Spring 1994.

SUPPORTS

Fiscal Year: _____

Total expenses



FINANCES PETTY CASH RECEIPT

PETTY CASH RECEIPT

Date _____ / _____ / _____

To _____
NAME OF RECIPIENT

Amount \$ _____

To use for—

Return date—

_____ / _____ / _____

PETTY CASH RECEIPT

Date _____ / _____ / _____

To _____
NAME OF RECIPIENT

Amount \$ _____

To use for—

Return date—

_____ / _____ / _____

PETTY CASH RECEIPT

Date _____ / _____ / _____

To _____
NAME OF RECIPIENT

Amount \$ _____

To use for—

Return date—

_____ / _____ / _____

PETTY CASH RECEIPT

Date _____ / _____ / _____

To _____
NAME OF RECIPIENT

Amount \$ _____

To use for—

Return date—

_____ / _____ / _____

PETTY CASH RECEIPT

Date _____ / _____ / _____

To _____
NAME OF RECIPIENT

Amount \$ _____

To use for—

Return date—

_____ / _____ / _____

PETTY CASH RECEIPT

Date _____ / _____ / _____

To _____
NAME OF RECIPIENT

Amount \$ _____

To use for—

Return date—

_____ / _____ / _____

PETTY CASH RECEIPT

Date _____ / _____ / _____

To _____
NAME OF RECIPIENT

Amount \$ _____

To use for—

Return date—

_____ / _____ / _____

PETTY CASH RECEIPT

Date _____ / _____ / _____

To _____
NAME OF RECIPIENT

Amount \$ _____

To use for—

Return date—

_____ / _____ / _____

FINANCES

PROFIT LOSS STATEMENT



From _____ to _____
DATE DATE

INCOME

Church support

Donations

Fundraisers

Other income

Total income

EXPENSE

Administration

Advertisement

Books and materials

Dues & subscriptions

Facilities

Finance charges

Fundraising expenses

Gifts

Insurance

Mailings

Office expense

Payroll

Postage

Transportation

Travel

Total expense

Net income

(Total income minus total expense)



FINANCES PROFIT LOSS STATEMENT SAMPLE

From _____ to _____
DATE DATE

INCOME

Church support	\$ 10,000
Donations	\$ 2,000
Fundraisers	\$ 1,500
Other income	\$ 600
Total income	\$14,100

EXPENSE

Administration	\$ 500
Advertisement	\$ 75
Books and materials	\$ 250
Dues & subscriptions	\$ 25
Facilities	\$ 2,500
Finance charges	\$ 15
Fundraising expenses	\$ 98
Gifts	\$ 200
Insurance	\$ 250
Mailings	\$ 350
Office expense	\$ 125
Payroll	\$ 8,000
Postage	\$ 150
Transportation	\$ 455
Travel	\$ 209
Total expense	\$13,202
Net income	\$ 898
<i>(Total income minus total expense)</i>	

REIMBURSEMENT	Name_____	Receipt total	
	Whose money _____	Deduct	
	Address (optional)_____	Tax & personal expenses	

	Account name _____	Reimbursement total	
	Explanation_____	Division leader's approval	

REIMBURSEMENT	Name_____	Receipt total	
	Whose money _____	Deduct	
	Address (optional)_____	Tax & personal expenses	

	Account name _____	Reimbursement total	
	Explanation_____	Division leader's approval	

REIMBURSEMENT	Name_____	Receipt total	
	Whose money _____	Deduct	
	Address (optional)_____	Tax & personal expenses	

	Account name _____	Reimbursement total	
	Explanation_____	Division leader's approval	

REIMBURSEMENT	Name_____	Receipt total	
	Whose money _____	Deduct	
	Address (optional)_____	Tax & personal expenses	

	Account name _____	Reimbursement total	
	Explanation_____	Division leader's approval	



FINANCES RETREAT BUDGET SAMPLE

	Quantity	Cost	Projected	Actual	Projected	Actual
Expenses						
Brochure printing	1	\$65	\$65	\$ -		
Postage	1	\$50	\$50	\$ -		
T-shirts	125	\$8	\$1,000	\$ -		
Student camp fees	100	\$49	\$4,900	\$ -		
Bus rental	2	\$200	\$400	\$ -		
Bus mileage	1	\$100	\$100	\$ -		
Speaker	1	\$450	\$450	\$ -		
Late vehicle	1	\$120	\$120	\$ -		
Fuel	1	\$150	\$150	\$ -		
Band	1	\$800	\$800	\$ -		
Truck rental	1	\$200	\$200	\$ -		
Equipment rental	1	\$225	\$225	\$ -		
Supplies/props	1	\$300	\$300	\$ -		
Dinner	1	\$250	\$250	\$ -		
Program staff	8	\$59	\$472	\$ -		
Staff expense	10	\$49	\$490	\$ -		
Total Expenses			\$9,972	\$ -		

Revenue (not including student fees)						
Program budget	1	\$1,000	\$1,000	\$ -		
Staff payment	8	\$25	\$200	\$ -		
Revenue			\$1,200	\$ -		
					Projected	Actual
Total expenses					\$9,972	\$ -
Minus total revenue					\$1,200	\$ -
Equals Net Cost					\$8,772	\$ -

Student fees				
Net cost (same as total student fees)	\$8,772			
Divided by Number of students attending	\$100			
Cost per student	\$ 87.72			
			Projected	Actual
Revenue			\$1,200	
Plus total student fees			\$8,772	
				\$9,972
Minus total expenses			\$9,972	
NET (+/-)				\$0

FINANCES SUMMARY BALANCE SAMPLE



As of July 31, 20XX

ASSETS

Checking / savings	\$ 2,000	
Other current assets	\$248	(include all assets)
Total current assets	\$ 2,248	

LIABILITIES AND EQUITY

Current liabilities	\$ 1,000	(include all outstanding bills)
Total liabilities	\$ 1,000	
Net income	\$ 1,248	

As of _____

ASSETS

Checking / savings \$

Other current assets \$ (include all assets)

Total current assets \$

LIABILITIES AND EQUITY

Current liabilities \$ (include all outstanding bills)

Total liabilities \$

Net income \$

FINANCES

TRIP BUDGET SAMPLE

Cedar Pines Retreat - May 20xx

LODGING			
Price of room per night	\$	85.95	
Divided by—number of people per room	/	4	
Equals—price per person	\$	21.49	
Multiplied by—number of nights	x	3	
	=		Per-person lodging cost \$ 64.49

TRANSPORTATION			
• Transportation package			
Price of round trip to event	\$	400.00	
Divided by—number of participants	/	13	
	=		Per-person cost with package \$ 30.75
• Vehicle rental and gas			
Miles we're traveling		850	
Miles per gallon in rental vehicle		15	
Total gallons needed=		56	
Multiplied by average price per gallon	x \$	3.75	
Total gas cost=	\$	210.00	
Plus—total vehicle rental cost=	\$	250.00	
Total of gas and rental=	\$	460.00	
Divided by—number of riders	/	13	
	=		Per-person cost with vehicle rental and gas \$ 35.38

Use only one calculation:
Per-person cost with package
OR
Per-person cost with vehicle rental and gas

FOOD			
Number of breakfasts per person		3	
Multiplied by—average price for breakfast	x	\$4.00	
Total for breakfasts (A)	\$	12.00	
Number of lunches per person		4	
Multiplied by—average price for lunch	x	\$6.00	
Total for lunches (B)	\$	24.00	
Number of dinners per person		4	
Multiplied by—average price for dinner	x	\$8.00	
Total for dinners (C)	\$	32.00	
(A)	\$	12.00	
Plus (B)	+ \$	24.00	Per-person cost for lodging \$ 64.46
Plus (C)	+ \$	32.00	Per-person cost for travel \$ 30.75
	=		Per-person cost for all meals \$ 68.00
			Total per-person cost for trip \$ 163.21



Trip _____ Date _____

LODGING			
Price of room per night	\$		
Divided by—number of people per room	/		
Equals—price per person	\$		
Multiplied by—number of nights	x		
	=	Per-person lodging cost	\$

TRANSPORTATION			
• Transportation package			
Price of round trip to event	\$		
Divided by—number of participants	/		
	=	Per-person cost with package	\$
• Vehicle rental and gas		Use only one calculation: Per-person cost with package OR Per-person cost with vehicle rental and gas	
Miles we're traveling			
Miles per gallon in rental vehicle			
Total gallons needed=			
Multiplied by average price per gallon	x \$		
Total gas cost=	\$		
Plus—total vehicle rental cost=	\$		
Total of gas and rental=	\$		
Divided by—number of riders	/		
	=		
		Per-person cost with vehicle rental and gas	\$

FOOD			
Number of breakfasts per person			
Multiplied by—average price for breakfast	x		
Total for breakfasts (A)	\$		
Number of lunches per person			
Multiplied by—average price for lunch	x		
Total for lunches (B)	\$		
Number of dinners per person			
Multiplied by—average price for dinner	x		
Total for dinners (C)	\$		
(A)	\$		
Plus (B)	+ \$		
Plus (C)	+ \$	Per-person cost for lodging	\$
		Per-person cost for travel	\$
	=	Per-person cost for all meals	\$
		Total per-person cost for trip	\$

“It’s my first day on the job. What do I do now when it comes to finances?”

FIRST WEEK:

- Request a copy of the current budget and of last year’s budget.
 - Schedule a meeting with the person familiar with the youth ministry budget.
 - Ask for training on current procedures for tracking income and expenses.
 - Ask what ways of handling finances have worked in the past and what trouble spots you should be aware of. (Keep an eye on the trouble spots during the next few weeks.)
 - Unless the finances are in crisis, keep to the system currently in place. Change and improvements can come when you have more knowledge of and experience with the ministry.
-

FIRST MONTH:

- Study and understand the budget. Get a feel for how it’s been used in the past—what worked and what didn’t.
 - Talk to anyone who’s had experience working with the youth ministry budget.
 - Talk to the current church treasurer to see what has worked well with the youth ministry and what hasn’t. Also ask if there’s anything that could be done differently to be helpful to the treasurer.
 - Work on patching the financial holes. If necessary, call a temporary spending freeze until you get a handle on the finances.
 - Meet with the pastor and/or treasurer to discuss
 - the church’s philosophy on spending, on corporate and personal fundraising, and on ministry money management.
 - what things are in stone and what things are negotiable.
 - what the current systems are for bill paying and reimbursements, and when you have to submit the paper-work to receive timely payment.
 - Investigate how youth ministry petty cash, donations, fees, and expense reimbursement are currently handled and evaluate if it’s successful or not. Try to assign someone else to handle the petty cash (administrative assistant, financial volunteer, etc.). If needed, change the system so that every bill, check, donation, petty cash receipt, and dollar go across your desk. You need to know how every penny is being collected and spent. That’s the only way that you’ll ever get a handle on the ministry finances.
-

FIRST SIX MONTHS:

- After understanding, observing, and personally monitoring the budget for at least 6 months, you can delegate to a staff person or trusted (experienced) volunteer some of the routine procedures. Request weekly or monthly reports from your volunteer so you can monitor any major income or expenses (perhaps over \$25 or \$100, depending on the size and scope of your ministry).
- Reevaluate the current budget and adjust it according to your ministry needs.
- Never assume. Always check and double-check numbers.
- If at any time you creep into the financial danger zone—overspending a monthly budget, losing money on an event, unable to account for some expenses or the reason for some checks or cash you find in a drawer—notify the church’s treasurer or Business Administrator and get assistance ASAP. Business Administrators don’t like surprises and are more forgiving if you come forward sooner rather than later.

PURPOSE

Total Budget Allocated: \$ _____

YM100 Events: \$ _____

RETREATS, ALL NIGHTERS, STAFF CONFERENCES, LEADER FUNDING

YM200 Youth Equipment: \$ _____

SUPPLIES, ROOM DECOR, RECREATIONAL SUPPLIES

YM300 Resources: \$ _____

CURRICULUM, TRAINING MATERIALS

YM400 Food: \$ _____

YM500 AV Equipment / Music: \$ _____

YM600 Communication / Technology: \$ _____

YM700 Misc: \$ _____

MAKING PLANS
MONTHLY PLANNING

Month of _____

GOALS / PRIORITIES

IDEAS

PHONE CALLS / PEOPLE TO SEE

LETTERS & NOTES TO WRITE

THINGS TO PLAN

OTHER THINGS TO DO

NEW PEOPLE

Week of _____

GOALS / PRIORITIES

IDEAS

PHONE CALLS / PEOPLE TO SEE

LETTERS & NOTES TO WRITE

THINGS TO PLAN

OTHER THINGS TO DO

NEW PEOPLE

MAKING PLANS

CALENDAR MASTER CHECKLIST

Page 1 of 2

One of the challenges of building a ministry calendar is providing diverse opportunities in which a variety of students, ranging in stages of spiritual growth and personal development, can all feel excited about being involved. How can you reach and challenge the wide variety of students that have been entrusted to you?

Don't rush the process of designing an appropriate ministry calendar. And don't try to take a shortcut by developing the calendar on your own. Allow adult leaders, parents, your pastor, and key student leaders to walk through this process with you.

- ☐ Begin with a blank calendar.
- ☐ These are out of your control, so place them on the calendar first:

1. Church/ministry mandated dates

Ask your pastor to be specific on his/her expectations regarding the participation of you or students in things like the following:

- Special worship and prayer services
- Choir and musical performances (especially Easter and Christmas)
- Church membership classes
- Church staff retreats
- Holiday services
- Community outreach events
- Summer VBS
- All-church picnics
- Denominational events and retreats

2. Community/school conflicts to avoid

School—ask in particular about these important dates:

- Captain's practices
- Homecoming
- Fall break (in some areas)
- Christmas break
- Spring break
- President's Day and Martin Luther King, Jr. weekend
- State or city holidays
- Major testing periods
- School start and end dates
- Sports and band schedules (beginning in the summer)
- Agricultural or livestock events
- Prom
- Major concerts, drama performances, debates, band contests
- Graduations, baccalaureate services
- SAT, ACT, and PSAT tests

3. Significant sports or cultural events, in the area and nationally

Events and concerts—

- Christian music festivals
- Citywide Christian events—including event training for your staff

Sports—

- Tournament weekends
- Men's, women's, and recreational sports schedules

- College and professional sports, like Super Bowl, World Series, Final Four, World Cup, Stanley Cup, NASCAR, Racing, X-Games, and the Olympics
- Hunting or fishing openers
- Use sporting events as gathering places for programming. Instead of avoiding placing activities on these dates, you might capitalize on them.

4. Family dates: birthdays, anniversaries, vacations, etc.

5. Holiday and seasonal considerations

Events may need to be planned around weather and culturally supported seasons.

- Does the expected weather support your ministry event? It's hard to play broomball when it's 40 degrees outside, and picnics are no fun when it's cold and rainy.
- Based on your ministry environment and the culture in which you minister, determine what times of year are best for initiatives in specific areas. September and January, for instance, are months when students in the United States are more open to new things, fresh starts. Some churches use the following timeline:
 - **Summer** is for relationship building.
 - **Late summer** suits volunteer recruitment.
 - **Fall** supports outreach and making new relationships.
 - **Winter** is the season for personal growth, for building deeper relationships, and for student leadership development.
 - **Spring** is a good time of year for celebration and preparations for summer service and missions activities.

- ☐ Examine your purpose, values, and goals, as created by your ministry team and approved by the church leadership, senior pastor first.
- ☐ Establish the *why* behind all the events you're considering doing.
- ☐ Examine your tentative plan for good balance among the following activities:
 - outreach and evangelistic events
 - service / justice projects (including local tasks, missions events, and trips)
 - opportunities for students to develop relationships and have fun together
 - opportunities for growth (Bible studies, small groups, serving, etc.)
 - leadership development opportunities
 - worship and prayer events
 - staff meetings and training
 - parent meetings
- ☐ Study your community. Meet with a diverse group of representative students. Ask about popular social hangouts, radio stations, music preferences, the way they experience peer relationships—including sexual standards, local rites of passage, perceptions of illegal substances—their views of local churches, work habits, and family relationships. Effective ministry strategy aligns with the needs of your community.

COMMUNICATIONS ANNUAL COMMUNICATION SCHEDULE



Quarterly Ministry Calendars –	due: 1-month ahead minimum
Summer (June-August)	due: March 1
Fall (Sept – Nov)	due: July 1
Winter (Dec – Feb)	due: October 1
Spring (Mar – May)	due: January 1
Staff Meeting & Training Schedule	due: July 1 (for the upcoming school year)
Annual Teaching Overview	due: July 1
Major Date Overview to Parents	due: August 1 (for the upcoming school year)
Fall Retreat Brochure	due: August 15
Winter Camp Brochure	due: October 15
Summer Mission Trip Brochure	due: March 1
Summer Camp Brochure	due: March 1

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RISK MANAGEMENT CHURCH INCIDENT REPORT

ORGANIZATION

Church: _____

Address: _____

City, State ZIP: _____

Phone: _____

Web site: _____

TIME AND PLACE OF INJURY

Date of Injury: _____ Time: _____ ☐ AM ☐ PM

Where did the injury occur?

PERSON INJURED

Name: _____ Age: _____ Gender: _____

Address: _____ Telephone: _____

Name of parents/guardians (if a minor): _____

Employer: _____

Injuries sustained: _____

Where was injured taken? (hospital/doctor): _____

Relationship to organization: ☐ Member ☐ Visitor ☐ Volunteer

☐ Employee ☐ Student/Camper

☐ Outside Organization using facilities (name): _____

If injury occurred on insured's premises, for what purpose was the injured on the premises?

Who was responsible for supervision at the time of injury?

If injury occurred elsewhere, what connection did it have with the insured's operations or activities?

Does the injured party have personal medical insurance that could apply? ☐ Yes ☐ No

Name & contact information of medical insurance company:

FULL DESCRIPTION OF INCIDENT

(additional space provided on back)

Witnesses

Name: _____ Name: _____

Telephone: _____ Telephone: _____

Address: _____ Address: _____

Every youth leader should have a written emergency procedure policy for all general ministry activities.

- Provide each staff member a *written* manual, including emergency procedures.
- Verbally explain procedures at new staff orientation.
- At each event assign an emergency or crisis manager (you or another staff person) who knows procedures. Larger ministries who retain a doctor, nurse, or emergency medical technician (EMT) may place that professional in the manager position. Check with your insurance agent about the liability of designating this person.
- Staff and leadership need to specifically know who is the crisis manager on duty (sometimes called the Event Manager or point person). In an emergency speed is important, clarity is critical, and teamwork is essential.
- Make sure that several members of your staff have taken basic CPR and first-aid training courses. Clear thinking in a medical crisis comes with proper medical training.
- Keep a well-stocked medical kit easily accessible. Refresh after any incident or every three months.
- Thoroughly review all medical release forms for allergies and special conditions. Be especially mindful of asthma, diabetes, food and bee sting allergies.
- Have additional staff who have received advanced first-aid training, if possible.
- Get to know doctors, nurses, Certified First Responders, and emergency medical technicians (EMTs) in your ministry. In case you have an emergency, however, do not rely on them as a substitute for calling 911. Instead rely on them to provide assistance until help arrives. Make yourself aware of liability related to using off-duty medical personnel.
- Be sure that a certified lifeguard is on duty whenever swimming is part of an activity.
- Know how to give a 911 operator detailed instructions as to how to reach your group.
- Know the location of the closest medical facility.

RISK MANAGEMENT PARTICIPATION SURVEY – ADULT

Page 1 of 3

BASIC INFORMATION

Name: _____ Birthday: ____ / ____ / ____ ☐ Male ☐ Female
Address: _____ City: _____ State: _____ Zip: _____
Home Phone: (____) - ____ - _____ Household Email: _____
Email: _____ Cell (____) - ____ - _____

SPOUSE INFO:

Name: _____
Email: _____
Address: _____ City: _____ State: _____ Zip: _____
Phone: Home (____) - ____ - _____ Cell (____) - ____ - _____ Work (____) - ____ - _____

ALTERNATE EMERGENCY CONTACT

Name: _____ Relationship: _____
Email: _____
Address: _____ City: _____ State: _____ Zip: _____
Phone: Home (____) - ____ - _____ Cell (____) - ____ - _____ Work (____) - ____ - _____

HEALTH AND INSURANCE AND HEALTH HISTORY

Medical insurance carrier: _____
Policy#: _____ Group#: _____
Carrier address: _____
Name of insured person: _____
Date of birth of insured person: _____
Insured person's place of employment: _____
Name of family physician: _____ Phone: (____) - ____ - _____
Name of dentist/orthodontist: _____ Phone: (____) - ____ - _____

HEALTH HISTORY (CHECK. GIVE APPROXIMATE DATES)

Conditions:

- ☐ Frequent Ear Infections
- ☐ Diabetes
- ☐ Bleeding Disorders
- ☐ Heart Defect/Disease
- ☐ Seizures
- ☐ ADD/ADHD

- ☐ Down syndrome
- ☐ Tourette's syndrome
- ☐ Chicken Pox
- ☐ Measles
- ☐ Mononucleosis
- ☐ Asthma

Allergies:

- ☐ Hay Fever
- ☐ Penicillin
- ☐ Ivy Poisoning, etc.
- ☐ Insect Stings
- ☐ Food (specify) _____
- ☐ Drugs (specify) _____
- ☐ Other _____

Chronic/recurring illness/medical conditions including mental illness: (depression, anxiety, etc.) _____

Dietary restrictions: _____

Current medications: (List both prescription, OTC & herbal)

Medication name: _____ Dosage: _____ Purpose: _____

Medication name: _____ Dosage: _____ Purpose: _____

Any other information you feel the leaders should know in advance about you: _____

Blood type: _____ Are all immunizations current? ☐ Yes ☐ No

Participant signature: _____ Date: _____

WAIVER, RELEASE, AND ASSUMPTION OF THE RISK

I (we) acknowledge that my participation in First Church activities is voluntary and may require traveling or physical exertion. Such activities may include, but are not limited to: outings, athletic games, physical labor, construction projects, local excursions and meetings, and other physically demanding or hazardous activities. I (we) acknowledge that my participation in a First Church activity presents risks that I (we) may suffer including, but not limited to, damage to personal property, financial damage, emotional injury, illness, bodily injury, or death. I (we) hereby assume those risks. And, in consideration of my being allowed to participate in the First Church activity, I (we) agree and take the following actions:

I (we) waive, release, and discharge First Church, its pastors, directors, officers, members, employees, volunteers, representatives, subcontractors, and agents from any and all claims for: (A) Financial losses, including (but not limited to) insurance deductibles and medical expenses, that I (we) must pay as a result of injury or illness arising out of activities sponsored by First Church; (B) Damage, destruction, loss or theft of personal belongings; and (C) Any claims or liabilities that I (we) may assert (directly or as a spouse) for loss of consortium, death or personal injury, which arise out of or relate to my participation in First Church's activities; and, to the extent allowable by law, all similar or identical claims that we may assert. Notwithstanding any of the foregoing, First Church is not released from any claims or liabilities that are caused solely by First Church.

I (we) agree not to sue any of the persons or entities mentioned above for any of the claims or liabilities that I have waived, released, or discharged herein.

I (we) indemnify and hold harmless the person or entities mentioned above from any claims made or liabilities assessed against them as a result of my actions.

I agree to indemnify and hold harmless the person or entities mentioned above for any claims or liabilities assessed against them as a result of any inaccuracy on the *Basic Information* form, the *Health Insurance and Health History* form, or the *Medical Treatment Authorization* form.

Participant signature _____ Date _____

Spouse's signature _____ Date _____

RISK MANAGEMENT PARTICIPATION SURVEY – ADULT

Page 3 of 3

MEDICAL TREATMENT AUTHORIZATION

I am attending and participating in activities with First Church, which will take place on and off of the church campus, and which are described in the *Waiver, Release, and Assumption of the Risk* form and notifications from First Church (each an “Activity”).

If, during such an Activity, I, my spouse and/or my alternate emergency contact am unable to consent at the time, due to incapacity, injury, illness or absence, I hereby authorize the Pastor, _____ and his designated leaders or volunteers who will be supervising activities at the Activity to consent to medical care or dental care, or both, for me. The authority granted by this authorization includes the authority to consent to any x-ray examination, anesthetic, medical, or surgical diagnosis or treatment, and hospital care under the general or special supervision and upon the advice of, or to be rendered by, a physician and surgeon. This authority also extends to any x-ray examination, anesthetic, dental or surgical diagnosis, or treatment and hospital care by a dentist.

I give this authorization in advance of any special diagnosis, treatment, or hospital care being required, but is given to provide authority and power on the part of the supervisor and his authorized designee to exercise his/her best judgment regarding what is advisable for me upon advice of such physician, dentist, and surgeon.

I certify that I have adequate health insurance or resources to cover the costs of treatment in case of any such injury or illness. I certify that within the past year I have had a physical examination and that I am physically able to participate in all First Church activities.

I give my permission to the staff to use the information provided in this form in connection with my participation in First Church and to disclose it to any health care provider, hospital, or other health care facility in connection with the provision of medical care to me.

I give my permission to the staff to render emergency first aid (including, but not limited to, “Cardiopulmonary Resuscitation” or the “Heimlich Maneuver”) if necessary.

Participant signature _____ Date _____

BASIC INFORMATION

Minor Participant Info

Name: _____ Birthday: ____ / ____ / ____ ☐ Male ☐ Female
 Address: _____ City: _____ State: _____ Zip: _____
 Home Phone: (____) - ____ - _____ Household Email: _____
 Student Email: _____ Student Cell (____) - ____ - _____
 School Name: _____ Grade: _____
 Does student have Facebook? ☐ Yes ☐ No

Parent/Guardian Info

Name: _____ Legal Relationship: ☐ Father ☐ Mother ☐ Legal Guardian
 Email: _____
 Address: _____ City: _____ State: _____ Zip: _____
 Phone: Home (____) - ____ - _____ Cell (____) - ____ - _____ Work (____) - ____ - _____
 Name: _____ Legal Relationship: ☐ Father ☐ Mother ☐ Legal Guardian
 Email: _____
 Address: _____ City: _____ State: _____ Zip: _____
 Phone: Home (____) - ____ - _____ Cell (____) - ____ - _____ Work (____) - ____ - _____
 Student lives with: Both parents Mother only Father only Shared custody Other: _____

ALTERNATE EMERGENCY CONTACT

Name: _____ Relationship: _____
 Email: _____
 Address: _____ City: _____ State: _____ Zip: _____
 Phone: Home (____) - ____ - _____ Cell (____) - ____ - _____ Work (____) - ____ - _____

HEALTH AND INSURANCE AND HEALTH HISTORY

Medical insurance carrier: _____
 Policy#: _____ Group#: _____
 Carrier address: _____
 Name of insured person: _____
 Date of birth of insured person: _____
 Insured person's place of employment: _____
 Name of family physician: _____ Phone: (____) - ____ - _____
 Name of dentist/orthodontist: _____ Phone: (____) - ____ - _____

RISK MANAGEMENT PARTICIPATION SURVEY—MINOR

Page 2 of 3

HEALTH HISTORY: (CHECK. GIVE APPROXIMATE DATES)

Conditions:

- ☐ Frequent Ear Infections
- ☐ Diabetes
- ☐ Bleeding Disorders
- ☐ Heart Defect/Disease
- ☐ Asthma
- ☐ Mononucleosis

- ☐ Seizures
- ☐ ADD/ADHD
- ☐ Down syndrome
- ☐ Tourette's syndrome
- ☐ Chicken Pox
- ☐ Measles

Allergies:

- ☐ Hay Fever
- ☐ Penicillin
- ☐ Ivy Poisoning, etc.
- ☐ Insect Stings
- ☐ Food (specify) _____
- ☐ Drugs (specify) _____
- ☐ Other _____

Chronic/recurring illness/medical conditions including mental illness: (depression, anxiety, etc.) _____

Dietary restrictions: _____

Current medications: (List both prescription, OTC & herbal)

Medication name: _____ Dosage: _____ Purpose: _____

Medication name: _____ Dosage: _____ Purpose: _____

Any other information you feel the leaders should know in advance about you: _____

Blood type: _____ Are all immunizations current? ☐ Yes ☐ No

Parent(s)/guardian signature: _____ Date: _____

Student's signature: _____ Date: _____

WAIVER, RELEASE, AND ASSUMPTION OF THE RISK

I (We) acknowledge that my child's participation in First Church activities is voluntary and may require traveling or physical exertion. Such activities may include, but are not limited to: outings, athletic games, local excursions and meetings, and other activities in the *Permission Slip and Acknowledgment of Expectations*. I (We) acknowledge that my child's participation in any First Church youth activity presents risks that I or my child may suffer including, but not limited to, damage to personal property, financial damage, emotional injury, illness, bodily injury, or death. I (we) hereby assume those risks. And, in consideration of my child's being allowed to participate in the First Church youth program activities, I (we) agree and take the following actions for me and my child:

I (we) waive, release, and discharge First Church, its pastors, directors, officers, members, employees, volunteers, representatives, subcontractors, and agents from any and all claims for: (A) Financial losses, including (but not limited to) insurance deductibles and medical expenses, that we as parents or guardians must pay as a result of injury or illness arising out of activities sponsored by First Church; (B) Damage, destruction, loss or theft of personal belongings of the minor participant or parents of the same; and (C) Any claims or liabilities that I (we) may assert as parents for loss of consortium, death or personal injury, which arise out of or relate to my child's participation in First Church's youth activities; and, to the extent allowable by law, all similar or identical claims that my child may assert. Notwithstanding any of the foregoing, First Church is not released from any claims or liabilities that are caused solely by First Church.

I (we) agree not to sue any of the persons or entities mentioned above for any of the claims or liabilities that I have waived, released, or discharged herein.

I (we) indemnify and hold harmless the person or entities mentioned above from any claims made or liabilities assessed against them as a result of my child's actions.

I agree to indemnify and hold harmless the person or entities mentioned above for any claims or liabilities assessed against them as a result of any inaccuracy on the *Basic Information* form, the *Health Insurance and Health History* form, or the insufficiency of my legal capacity or authority to act for and on behalf of the minor in the execution of the *Waiver, Release, and Assumption of the Risk* form, the *Medical Treatment Authorization* form, or the *Permission Slip and Acknowledgment of Expectations* form.

I hereby execute this document for and on behalf of the minor named herein.

Parent(s)/guardian signature _____ Date _____

Parent(s)/guardian signature _____ Date _____

Student's signature _____ Date _____

PERMISSION SLIP AND ACKNOWLEDGMENT OF EXPECTATIONS

From _____ to _____, my child has permission to attend all church sponsored youth activities as listed in calendars and/or First Church News, including but not limited to the following: cook-outs, boating, water-skiing, swimming, basketball, roller skating, rollerblading, games in the park, soccer, paintball, broomball, ice-skating, volleyball, softball, baseball, camping, downhill skiing, snow-boarding, hiking, biking, concerts, Bible studies, golfing, miniature golf, hayrides.

I acknowledge these rules of conduct expected from each participant and parent:

- Respect one another, staff, and adult leaders
- Respect property
- No lighters permitted
- No fighting, weapons, fireworks, explosives
- No students permitted to drive for events
- Participation with the group expected
- No offensive or immodest clothing
- No alcohol, drugs, tobacco
- No boys in girls' sleeping quarters & visa versa
- Respect and comply with event schedules

I and my child acknowledge that misconduct may result in transportation home from an activity at the parent's expense. A student dismissed for a disciplinary reason will not receive a refund of ANY activity fee. My child and I agree to follow the instruction of the pastor, leader, or volunteer who has been delegated leadership authority.

I understand and authorize that my child's image may be photographed or filmed and used in First Church video presentations, printed publications, Web site and photo directories.

Parent(s)/guardian signature _____ Date _____

Parent(s)/guardian signature _____ Date _____

Student's signature _____ Date _____

RISK EVENT MANAGER QUALIFICATIONS & TASKS

Page 1 of 2

- **Experience in successful crisis management.** The Event Manager (EM) needs to be a trained and accomplished leader that's shown the ability to act when a crisis arises. Use a trainee EM in an apprentice role with a current EM. Only after proving themselves should trainees be appointed sole Event Manager. Although the job is a "hurry up and wait" type position, when they are needed, Event Managers must always be at their best. It's a bummer to find out in the middle of a problem that someone doesn't handle crisis well.
- **Equipped with basic medical training.** EMs need at least a certification in first aid and CPR—not that the job of the EM is to diagnose or treat the injured, but rather to assess what the next course of action should be and to lead the team in that direction.
- **Calm and cool-headed.** Even though most injuries are minor and only minimal treatment is necessary, the EM needs to be able to be calm under pressure.
- **Availability.** The EM needs to be accessible and available. On a retreat or extended event, several people may act as the EM at different times. That way your crisis manager is always ready and refreshed. You may equip the EM with a communication tool to make the EM more accessible. At a retreat use a walkie-talkie, a pager, or an air horn. If all else fails, make them stand under the camp bell at all times waiting for a crisis. Try different things to see what works.
- **Supported by the rest of the leadership team.** Once the EM determines the course of action, the staff needs to support the decision. A crisis is not the time to debate issues; it's the time for the leader to lead and the followers to follow. If the stakes are high, the lines of authority must be clear and everyone has to do their job.

The EM shouldn't accompany the injured to the hospital, if hospitalization is required. The EM needs to stay with the group in case there are any other incidents. The EM should pick a staff person or two to accompany the student at the hospital until the parents arrive. The accompanying staff should be a responsible person, preferably of the same gender, and with whom the student feels comfortable.

- **Good adult communicator.** The EM discusses the incident with the staff member who accompanied the injured person and reviews their written incident report.
- **Perform appropriate emergency procedures.**
 1. One staff person attends to the injured party's needs.
 2. Another staff person immediately contacts the EM. (In a dire emergency, if the EM can't be located expediently, the staff in charge proceeds with the next steps while sending someone to find the EM.)
 3. EM assesses the situation.
 4. EM determines if the individual can be assisted locally. If so, the EM assigns an appropriate adult to assist the injured. The EM also determines at this point whether to notify the parents, or apply a Band-Aid and call it good.
 5. If the situation requires trained medical assistance or transportation to the hospital, EM asks a leader to call 911 to request paramedics and an ambulance. The caller needs to know the status of the injured person and the specific street address or location of the injured. The caller needs to remain on the phone to assist the dispatcher as long as necessary.
 6. EM sends a staff member to the entrance to guide the paramedics.
 7. EM assigns another, *calm* staff person to contact the individual's parents and advise them of the situation. If the person is being transported to the hospital, the parents should meet them at the hospital.
 8. The EM and any other needed staff member stays with the injured individual. All other staff assists the EM by keeping students and other onlookers away from the victim and out of the emergency team's way.
 9. A staff member brings the student's **Medical Release and Permission Form** to the EM.
 10. The EM appoints a staff member to accompany the student to the hospital, and gives her the form.
 11. After the student is transported, the EM assigns someone to clean up the accident site. If there is blood involved, use a biohazard kit for cleanup.

12. The EM determines what, if any, explanation needs to be given to the remaining students, or if the scheduled activities need to be adjusted or canceled.
13. The staff person that accompanies the student to the hospital checks in with the EM once they arrive at the medical facilities, and again when any news is known.
14. The EM and the leaders involved fill out an **Incident Report** and, if necessary, a **Damage Report**.
15. The following day, or as soon as possible, the EM distributes copies of the reports to the appropriate recipients.

HAVE ACCESS TO THE FOLLOWING INFORMATION

- Location of phone(s) and how to dial out
- How and where to find trained medical help (especially if the group is in a remote location)
- Address, directions, and phone number of the nearest medical center
- Location of the first-aid kit
- Where staff and students are rooming
- How to reach the facility director (camp, hotel, retreat center, etc.)
- Location of medical release forms
- Where a designated emergency vehicle is parked and who has the keys
- Special medical/physical conditions of the participants as recorded on the medical release forms (the EM must communicate these special needs to the rest of the staff)

PASSENGER RULES

- No standing while the vehicle is in motion.
- No smoking inside the bus.
- Keep arms, feet, and hands inside the vehicle.
- No throwing of things while in the vehicle.

OTHER SAFETY RULES

- Don't require the driver to deal with discipline. Appoint a staff member.
- Keep doors closed when moving.
- Never lock the emergency door when passengers are on board a bus.
- Never transport more than the posted number of passengers.
- Keep children out of the back row of seats, except when the bus is filled, to protect against injury in case the bus is rear-ended.
- Make smooth starts and stops.
- Because of fire hazard, fill the fuel tank only when there are no passengers on the bus. Never travel with a gas can or other flammables. *Never.*
- Keep packages, coats, and other objects out of the aisle.
- Watch for clearances (bridges, overpasses, etc.).
- Pick up and drop off students in such a manner that they are not required to cross streets.
- Require the use of seat belts in all vehicles that are equipped.
- Do not exceed the maximum numbers of hours a driver is permitted behind the wheel during any trip.
- Require a review of the driving record of all drivers transporting students / minors.
- Provide and require safe driver training for all church volunteer drivers.
- Drivers should not text or talk on their cell phones when driving. Period. Ever. If they must make a call or send a text, pull in to a rest area or service station.

FURTHER RESOURCES

Visit www.brotherhoodmutual.com for a complete section of resources and forms to assist you in safely transporting students in your ministry. Visit their Resource section and then select "Safety Library" and look for section titled "Vehicles and Drivers."

Visit nonprofitrisk.org and search the word *driving* on their Web site. Again — an amazing resource for ministries!



RISK MANAGEMENT INCIDENT REPORT

Date of incident _____

Date report filed _____

Person filing report _____

INSTRUCTIONS:

As close as possible to the time the incident occurred, a copy of this report is to be filled out by the person in charge. Other eyewitnesses to the incident (preferably adults) may also fill out additional copies of this form.

YOUR INVOLVEMENT IN THE INCIDENT

DESCRIBE THE INCIDENT

WHERE THE INCIDENT OCCURRED (LOCATION)

INDIVIDUALS WHO WERE INJURED AND A DESCRIPTION OF THE INJURIES

DESCRIBE ACTION TAKEN ON BEHALF OF THE INJURED

NAMES OF OTHERS INVOLVED IN THE INCIDENT

NAME OF THE ADULT IN CHARGE AT TIME OF INCIDENT

NAMES OF OTHER WITNESSES

CAUSE OF INCIDENT (IN YOUR OPINION)

ADDITIONAL COMMENTS

RISK MANAGEMENT INSURANCE COVERAGE WORKSHEET

What coverage does your ministry provide for those who volunteer? For those participating in events? For automobile accidents? Get answers to these critical volunteer insurance questions from your church's insurance agent.

- Who do I ask when I have questions about our church's insurance coverage?
- Who is the insurer for off-site events, on-site use of facilities, transportation?
- Who is covered by our insurance? What kind and amount of insurance coverage does our organization offer to volunteers?
- Does our policy include medical reimbursement, personal liability insurance, or excess automobile insurance?
- Do we have a commercial general liability (CGL) policy? If so, can we add volunteers as additional insured?
- Does the CGL include or exclude travel between their home and the church or event?
- What level of driver training does our policy require of volunteer drivers?
- Do we have accident insurance and what does it cover (*in case a volunteer is injured during the course of a ministry event*).
- Do we have volunteer liability? (*If a volunteer causes damage or is negligent, he or she may be sued. This protection helps if there is a financial judgment rendered.*)
- Do we have excess auto liability? (*This is coverage over and above the volunteer's own coverage as required by state law.*)
- Do we have coverage for volunteer/employee dishonesty (*to protect the ministry in case a volunteer steals money or destroys property*)?
- Is it a good idea to include our volunteers in our workers' compensation program?
- What crisis procedures does our insurance company use?
- What kind and amount of insurance is in effect at the facility to which we're going?
- In the event of an incident, who do you contact? What about after hours and on weekends?

This isn't a complete list—so during your conversation find out any other information your agent believes would be helpful to you. Do not assume that insurance questions and needs are being taken care of by another staff person at the church. *And don't stop asking until you have an answer.*

(For more insurance information, here's just a sampling of insurance companies that specialize in church and/or nonprofits:

Brotherhood Mutual: www.brotherhoodmutual.com

Church Mutual: www.churchmutual.com

CIMA Companies, Inc.: cimaworld.com

Guide One www.guideone.com



An often overlooked—even intentionally ignored—area is copyright infringement. Although it's pretty unlikely that section 110 of the Copyright Law of 1976 (17 U.S.C. 110[3]) is on your recreational reading list this year, here's a quick overview regarding its content. For more information about copyright law in the United States, visit www.copyright.gov.

WITHOUT FEAR OF BREAKING THE LAW, CHURCHES MAY—

Perform non-dramatic literary or musical works and religious dramatic and musical works.

Display individual works of a non-sequential nature (17 U.S.C. 110).

THIS MEANS THAT DURING WORSHIP, YOU MAY—

Perform contemporary songs, regardless of the owner.

Show any still image, regardless of its source. You may even show frames of a film, if they are not in sequence. You may show scanned images of any sort, including newspaper headlines, periodicals, and pictorial books.

HERE'S WHAT CHURCHES MAY NOT DO DURING WORSHIP, ACCORDING TO SECTION 110(3):

Play any non-live-performed recording of a musical work—no matter the format.

Reproduce lyrics in any fashion from a copyright-protected musical work, including displaying lyrics within projected graphic images and printing the lyrics in bulletins or other handouts. Section 110(1) applies the same rules for media use in nonprofit educational environments, as well.

Outside of worship and classroom, legal use of copyrighted works (including posting works on the Internet and selling works to other churches or individuals) is not as clearly defined. Much is made of the exemption in the copyright law for fair use. As a rule, never make blanket use of fair use.

KEEP IN MIND THE FOLLOWING GUIDELINES FOR CLAIMING FAIR USE OF A COPYRIGHTED PIECE:

- The more creative the work, the less likely it is to be covered by the fair use clause.
- Although no specific percentages apply, the more of a work that you use, the less chance that your use is covered by fair use.
- The more that fair use of a work decreases its market value, the less likely it is that you can claim fair use of it.

The only activities qualifying for blanket fair use, according to standard interpretations of the First Amendment, are news reporting, research, and criticism. Evaluate all other uses on a work-by-work basis.

PARODIES MAY VIOLATE COPYRIGHT PROTECTION.

Fair use of copyrighted works for parodies *may* allow use of pre-recorded music with original dramatics, such as in a skit or video version of a sketch or TV show. To be sure you're not in audio-visual copyright violations, however, check with a copyright lawyer on a case-by-case basis.

NON-HOME SHOWING OF RENTED VIDEOS REQUIRES A LICENSE.

By law, as well as by intent, pre-recorded DVD and Blu-Ray formatted movies available for rental or purchase are for home use only. You must have a license to show them in any other setting. Rentals or purchases of home DVD / Blu-Ray movies do not carry with them licenses for non-home showings.

These rules are stated in the Federal Copyright Act, Public Law 94-553, Title 17 of the United States Code. Any institution, organization, company, or individual wishing to engage in non-home showings of home video-cassettes *must* obtain a special license to show video materials. Among other rights, the Copyright Act grants to the copyright owner the exclusive right “to perform the copyrighted work publicly” (Section 106).

OBTAINING A LICENSE FOR NON-HOME USE OF COPYRIGHTED MATERIALS.

Licenses to show motion pictures at a church meeting and to display song lyrics are available through the following businesses, as well as through other channels:

- **Motion Picture Licensing Corporation**, P.O. Box 66970, Los Angeles, CA 90066. (800) 462-8855. The MPLC offers an umbrella license for a number of studios whose films are already available for rental. They charge an affordable yearly fee (**mplc.com**).
- Swank Motion Pictures, 201 S. Jefferson Avenue, St. Louis, Missouri 63103-2579. (800) 876-5577. **swank.com** Swank offers copies with license for public showings of films not yet available for rental.
- Criterion Pictures, 800-890-9494
- Christian Copyright Licensing International (CCLI), 17201 N.E. Sacramento St., Portland, OR 97230. 800-234-2446 or **ccli.com**.

Visit <http://www.ccli.com> to learn about licensing for worship songs, video use in services, worship live-streaming, and for the use of movie clips in your teaching

INSTRUCTIONS:

Document all vital information about the damaged items.

Date report is filed?

Date the damage occurred?

Person filing the report?

What was your involvement with the damage?

What happened and how did the damage occur?

Who, if anyone, was involved with the damage?

Where is the damaged item now?

What action was taken?

What do you believe is the reason the damage occurred?

Additional comments?

Assuming you call an EMT immediately when you have a serious injury—and a hospital is readily accessible—your medical kit should be filled with these medical supplies:

- ☐ Band-Aids
- ☐ Instant ice packs
- ☐ Hydrogen peroxide
- ☐ Rubbing alcohol
- ☐ Tweezers
- ☐ Medications, prescription and non-prescription, will be administered to minor participants only with written authorization from a legal guardian/parent. *Consult with your insurance agent about dispensing medications, including aspirin.
- ☐ Surgical (rubber) gloves
- ☐ Thermometer (the small, plastic, disposable ones are handy)
- ☐ Antibiotic ointment or cream (such as Neosporin)
- ☐ Antibacterial or antiseptic spray (such as Bactine)
- ☐ Bug bite cream or lotion (such as Cortaid or Cortizone 10)
- ☐ Various size bandages, butterfly wound closures, etc.
- ☐ Gauze
- ☐ Medical tape

You may also need to stock a biohazard kit in case of bleeding (available in janitorial supply catalogs, or visit www.safetyonline.com for links to suppliers). In addition to surgical gloves and medical supplies, you'll need a chemical that absorbs blood spills and sanitizes the area.

If you need a more extensive medical kit (remote location, international travel, special-needs students, etc.) consult with trained medical personnel.

REGARDING INSURANCE:

Meet with your insurance agent *prior* to having an incident. Seriously. Call your agent and grab coffee. It can be costly to assume you have adequate coverage. And don't assume that your church administrator completely understands all the issues. Go to the insurance source. Ask questions. Protect yourself, your staff, your students, and your church.

- Who do I ask when I have questions about our church's insurance coverage?
- Who is the insurer?
- Who is covered by our insurance?
- Is my vehicle covered if I am required to drive it for the church? What about our volunteer leaders?
- What crisis procedures does our insurance company suggest?
- What insurance coverage is in effect at the facility to which we're going?
- What kind and amount of insurance will protect a volunteer with my group?
- What about accident coverage for special events and camps?
- What level of driver training does our policy require of volunteer drivers?

Don't make the mistake of making assumptions in this area. Ask questions. Ask to see the written policy your church has in effect. Make sure your own personal coverage is adequate as well. Call your own agent and discuss your role at the church and personal risks that you are exposed to.

INSURANCE AND SAFETY GUIDELINES:

Parents can be your best supporters—until you put their child at risk by unwise choices. You will create and keep the trust and respect of parents by carefully thinking through the things you do with students. Use the following safety checklist to evaluate activities sponsored by your ministry:

- Do your staff members understand their overall roles and responsibilities?
- Do you have enough adult leaders for this activity? Do they understand their roles for this event? Have you given them clear assignments? Rule of thumb—the younger the students, the more adults you'll need. For junior highers you'll want one sponsor for every eight students; senior highers require a one-to-ten ratio. The number of sponsors needed is also influenced by the type of activity.
- Have you clearly spelled out, to both adult leaders and students, guidelines for student behavior for each event?
- Do you and your staff have a clear, written plan for responding to and handling incidents that you may face? Parents are counting on the answer to this being YES.

When you're considering doing an activity or event that you haven't done before, run the idea through this set of questions.

1. What could possibly go wrong?
2. If something goes wrong, do I know what to do?
 - Emergency phone numbers for the event site and type of potential emergencies
 - How to get the proper help
 - Directions to closest medical facility
 - Evacuation plan
 - A way to account for every student in case of large-scale emergency
3. How much could this mistake cost (medical bills, repair, liability, legal bills, etc.)?
4. Has someone done this successfully and safely before?
5. What is the safety record of the organization/person you are hiring to lead the event?
6. Are protections in place to lessen the risk to the safety of students? Is the value of the experience worth the risk to students and to your career?
7. If your senior pastor knew you were doing this, what would she think? Would you still be employed?
8. Should an accident policy be purchased for this activity?
9. How many adults will it take to properly supervise this event?

How good are your current screening processes?
Check off the formal employee/volunteer screening programs you have below.

SCREENING AND TRAINING:

- ☐ Verification of educational background and degree.
- ☐ Checking at least three past references.
- ☐ Taking a photo I.D.
- ☐ Interviews by at least three individuals.
- ☐ Obtaining a police records check, including fingerprinting and verification on state and national levels.
- ☐ Maintaining employee/volunteer secure personnel files that document all screening records.
- ☐ Keeping a checklist for each employee that documents all training.
- ☐ Guided supervision of new staff members during the first three months on the job.
- ☐ Orientation of new workers, volunteers, or employees, including a review of the organization's policy on abuse/molestation incidents.
- ☐ Release form signed by potential volunteers/employees, informing them that there will be extensive screening of applicants through background checks, personal references, and criminal checks specifically geared toward controlling the problem of abuse and molestation.
- ☐ In-service training for all staff members, including specific information about abuse/molestation and its indications and effects.
- ☐ Regular written performance appraisals of all staff members.

POLICES AND OBSERVATIONS:

- ☐ If a student is injured and requires first aid, at least two adults will be present at the examination of the injuries.
- ☐ At least two staff members are assigned supervisory responsibility over a student.
- ☐ Students are only released to their legal guardian or someone designated in writing by the guardian.
- ☐ Students may not be touched on areas of their bodies that would be covered by swimming suits.
- ☐ Administrators interview students periodically to hear about their experiences in the program.
- ☐ Staff must immediately report any signs of injury or possible child abuse to the program administrator.
- ☐ Supervisors make frequent and unannounced visits to observe staff as they work with students, including (for 24-hour programs) late-night visits and shower times.
- ☐ Staff may not use physical punishment, verbally abusive comments, or denial of necessities of care in dealing with a student.

Here are a few practical steps to follow as you seek to provide safe transportation for your ministry.

- Have all drivers go through a driving & vehicle safety session. Check with your insurance company for recommendations.
- Don't assume your insurance coverage is adequate or in effect. Check with your church business administrator *and* your insurance agent.
- Check out the driving record of your staff. *Do not skip this step.* Use the Driver Application form to screen potential drivers.
- *Don't let students drive.* Period. Adult leaders should be at least 21 years old to drive.
- Tell your staff drivers that you expect them to obey all traffic laws. Seriously.
- Don't put more people in the car or van than it was designed to handle. Counting seatbelts generally lets you know how many you can legally transport. Don't exceed that number—ever. Then, require the use of these seatbelts.
- Check with your insurance agent regarding insurance coverage. Your church can be held liable for the damage and injuries caused by its employees or volunteers using their own vehicles or vehicles that the church rents or borrows for its operations. If your church uses vehicles owned by staff or volunteers, you should consider purchasing non-owned/hired auto liability coverage.
- When you leave for an event, make sure someone knows who went, where you are going, how you're getting there and when to expect your return. Carry copies of permission slips and medical forms. Leave trip details and a complete list of participants and staff at the church office.
- It's generally safer to rent or lease a vehicle than to borrow. Any problems with the vehicle are the responsibility of the rental company. Plus, insurance coverage is more clearly defined.
- Before driving a vehicle, conduct a safety check including (but not limited to):
 - ☐ Tire tread and pressure
 - ☐ Fluid levels
 - ☐ Lights - working and correctly adjusted
 - ☐ Rearview mirrors in proper position
 - ☐ Brakes have adequate stopping power
 - ☐ Check with your state's safety requirements by searching online for: [State] Vehicle Safety Inspection or Vehicle Safety Check.



SAFETY PROCEDURES

The church expects each of the staff, regardless of his/her position with the church/organization, to cooperate in every respect with our safety program. Some of the major points of our program require that:

All injuries and accidents are reported immediately to the Pastor of Student Ministries or designated leader and to obtain medical aid without delay.

Personal protective equipment, where required, must be worn by all staff. There will be no exceptions to this requirement.

Hazardous conditions and other safety concerns must be reported immediately to the Pastor of Student Ministries.

The staff will follow all safety rules. Failure to follow the rules will result in disciplinary action or removal from staff.

ACCIDENT POLICY

When there is a staff member or a student injured your first priority is for them to receive medical help. Apply immediate first aid and if it is serious call 911 for help or bring the person to the hospital.

Immediately call the parents of the student and let them know about the injury.

Let the Pastor of Student Ministries or designated leader know about the accident and explain the details. Notify other church leaders if appropriate.

Fill out an accident report form and turn in to the Pastor of Student Ministries. Secure witness statements when possible. Include appropriate photographs.

Notify the church / ministry insurance carrier of the accident and open a claim immediately.

ACCIDENT REPORT FORM

Injured's name _____ Age _____

Parent or caregiver's name _____

Contact information _____

Gender _____ Date and time of accident _____

Location _____

Task being performed when accident occurred _____

Date and time accident reported _____ To whom _____

Name(s) of witness(es) _____

Describe how the accident occurred _____

What part of body was injured _____

Describe the injuries in detail _____

Date and time you sought medical attention _____

Name of doctor and/or hospital _____

Could anything be done to prevent accidents of this type? If so, what? _____

Signature of Staff _____ Date _____

Staff Name (please print) _____

RISK MANAGEMENT SAFETY GUIDELINES FOR VARIOUS ACTIVITIES—SAMPLE

Because of who we are in Christ, the organization we represent, and the vulnerable age group we work with, each of us must be willing to pay the price of leadership in every area of our lives.

The following areas are very important if you are to maintain a good reputation. We need your compliance in each of these areas for you to be a staff member.

You must not have a lifestyle that is contrary to clear Bible principles.

Do not plan activities with students or communicate with students without formal parental approval. Activities should also be approved by the youth pastor.

Attend church on a regular basis. Pursue spiritual growth.

Do not form exclusive relationships, e.g., date, with junior high/middle school or senior high youth or any person under your supervision or care.

Do not voice critical opinions about any Christian church, staff, parents, or students in front of students.

Do not use illegal drugs.

Do not get drunk.

When driving students you must obey all laws and use safe driving habits.

Never drive a student home alone.

Male staff are expected to spend time primarily with male students, female staff with female students.

Maintain appropriate physical and emotional boundaries at all times.

TOUCH

Do not initiate or demand touch with any student. Do not force touch upon a student or leader.

Use only appropriate touch. Appropriate touch honors physical and emotional boundaries and communicates encouragement or comfort.

Appropriate touch should take place only when in the presence of two or more leaders.

Counseling and mentoring appointments are confidential so you should not share conversations with any person other than a pastor or supervising staff.

In our setting, we prefer that men build mentoring relationships with young men, women build mentoring relationships with young women.

Always seek to conduct meetings in a visible setting which can be accessed at any time by staff, parents, and/or caregivers.

You **must** report to your supervisor any of the following situations **immediately**. **Call 911 when appropriate.**

Physical abuse reported to you.

Sexual abuse of any minor reported to you.

When a student tells you he/she is suicidal (take them seriously and report **immediately**).

When a student is in a life-threatening situation.

When the student is threatening someone else.

When a student discloses a pregnancy.

When a student is involved in a runaway situation.

When a student confesses a felony to you.

When you have reason to believe a student is going to commit a crime.

I have read the above and accept the STAFF CONDUCT AND GUIDELINES.

Signature of Staff _____ Date _____

Event title _____ Event date _____

Formula: All expenses divided by the *least* number of participating students = the break even point.

Description	Total
STAFF COST	
Number of staff:	
Food:	
Housing:	
Transportation:	
Misc. staff expenses:	
A: Subtotal	
GENERAL EVENT EXPENSES	
Programming:	
Promotional materials:	
Transportation:	
Speaker:	
Teaching materials:	
Sports and activities:	
Rental equipment:	
B: Subtotal	
STUDENTS AND PAYING ADULTS COST FORMULA	
Food:	
Housing:	
Other misc. per-person expenses:	
C: Subtotal	
TOTAL A + B + C = D: TOTAL EVENT COST	
D: Total event cost	
E: Student per-person cost divided by number of students (Round number up to nearest even number or go back and cut expenses.)	
Student per-person price:	

EVENTS CHECKLIST FOR STAFF ASSIGNMENTS

Event name _____ Dates _____

Time / schedule _____

Location _____ Maximum number of attendees _____

Accounting:

Per-person price for attendees _____ Total anticipated income _____

Total anticipated expenses _____

\$ break for early registration? _____ By what date? _____ Refunds given? _____

Deadline for forms or money to be turned in? _____

Other specific rules or regulations? _____

* Beside the asterisk, write the name of the individual who's responsible for the listed task.

☐ **Folder setup** * _____

☐ **Database setup** * _____

☐ **Special equipment** * _____

☐ **Room reserved** * _____

☐ **Promotional materials:**
(Include registration form, permissions, medical releases, emergency #s)

Brochure / invitation / fliers * _____

Postcards or posters * _____

Need content by? * _____

How many? _____ Mail? _____ Bulk? _____

By what date? _____ Mail to whom? _____

Production: in-house or printer? _____

Advertising media

☐ **Posters** * _____

Dates _____

☐ **Church news** * _____

Dates _____

☐ **Worship folder** * _____

Dates _____

☐ **Pulpit announcement** * _____

Dates _____

☐ **Church communities** * Which one(s)?

Dates _____

☐ **Pastoral staff** * _____

☐ **Radio** * _____

☐ **Local newspapers** * Which one(s)?

Dates _____

☐ **Mail to churches** * Which one(s)?

Dates _____

☐ **Emails** * To whom?

☐ **Other** * To whom?

☐ **Schedule / booklet** * _____

How many? _____ Date content needed? _____

☐ **Nametags** * _____

☐ **What-to-bring list** * _____

List _____

☐ **Meals or food** * _____

Menu _____

Budget _____ Cost _____

☐ **Transportation** * _____

What? _____ Company _____

Budget _____ Cost _____

☐ **Accommodations** * _____

Where? _____

Budget _____ Cost _____

☐ **Special purchases** * _____

What? _____

By what date? _____

Budget _____ Cost _____

☐ **Adult chaperones** * _____

How many? _____ Who? _____

By what date? _____

☐ **Any special forms to fill out?** * _____

If yes, which forms? _____

By what date? _____

☐ **Other** * _____

To: Team leaders
From: H2O steering committee
RE: Evaluation
Date: October 20, 20xx

Thank you for the awesome job you've done with H2O. We need your help evaluating the effectiveness of H2O, and making suggestions for improving it for next year. Please answer the following questions in detail, and return this feedback to the event director. Thanks.

1. Did you have enough information to effectively lead your team over the course of the event? If not, what more could we have provided for you?
2. Were you clear on why we did this event—event goals, status of pledge achievement, etc.? If not, what other information could we have provided for you?
3. What was your biggest challenge in leading your team?
4. Do you think that the incentives/giveaways motivated the students? Which items got the most enthusiastic response from the students?
5. How did the teams respond to the incentives?
6. On a scale of 1 to 10 (10 being the highest), how would you rate your team's enthusiasm for H2O?
7. How many students did you have on your team? Of that number, how many of the students actually participated in H2O?
8. What could we do to improve student enthusiasm and involvement in H2O?
9. How was your job site (the work, the site contact, etc.)?
10. What one thing about H2O would you change for next year?

EVENTS
EVALUATION WORKSHEET

Page 1 of 2

Event _____ Date _____

Group _____ Leader _____

Purpose

Goals

Attendance
Students _____
Staff _____
Total _____

Evaluation	Comments or recommended changes or suggestions for improvement:
1 Promotion: Was it quality work? Timed appropriately? Did we promote enough? Any changes?	
2 Staffing: Did we have enough staff? Any problems? What was their evaluation of the event?	
3 Budget: Did the results justify the effort and money spent? Attach completed Budget .	
4 Program: Describe its effectiveness. Attach an actual schedule.	
5 Benefits: What were the PROS for this activity?	

Evaluation	Comments or recommended changes or suggestions for improvement:
6 Problems: What were the cons for this activity?	
7 Materials needed: What items, supplies, equipment, et cetera, did we forget that we need to bring next time?	
8 Repetition: Should we do this activity again? Why or why not?	
9 Guest performance: Evaluate how well the speaker or musicians related to and connected with our students.	
10 Contact list: Write out names, phone numbers, addresses, or directions that we need for next time.	
11 Discipline: Any discipline problems with students? Action taken? Attach any Incident Report filed.	
12 Spiritual results: What difference did this activity make in the lives of our students? Decisions made? Evidence of spiritual growth that occurred?	
13 Other comments? Next time, make sure...	

EVENTS FINANCIAL ACCOUNTABILITY WORKSHEET

Event name _____ Event date _____

Cost per student _____

Attendance

Students _____

Staff _____

Total _____

Deposit 1: amount and date _____

Deposit 2: amount and date _____

Deposit 3: amount and date _____

Deposit 4: amount and date _____

Deposit 5: amount and date _____

Student income total

\$

Attach registration forms with list of students and payment amounts.
Indicate on registration form whether money collected is cash or check.

Student income total divided by total number of students attending should equal cost per student.

_____ divided by _____ = _____
(income) (students) (cost / student)

Difference / shortage explanation _____

MINISTRY TARGET MESSAGING

Target messaging is a way to find groups of people who may be interested in your event—groups you wouldn't have thought of otherwise—and then to rate these groups according to how seriously you want to pursue them. The markets on the “A” list are given the most attention. The markets on the “B” and “C” lists receive attention only if resources and time are available.

Define your audience (for example, high school boys who don't regularly attend, but who have shown some interest in spiritual things): _____

With your audience in mind, list all possible advertising options, regardless of expense:

Prioritize your target: Your *A-list groups* are those you most want to come to the event; it's designed for them (for example, middle schoolers at your church who are going into high school and might be a little nervous about it). *B-list groups* are your next target group if you've covered all of A and have more time and resources (for instance, middle schoolers who go to the nearest school). *C-list groups* are of lesser importance. (If you've covered A and B markets and have time and resources left, market your event to middle schoolers who go to the three local schools).

A-list groups	B-list groups	C-list groups

SAMPLE TARGET MARKETING FOR AN EVENT

Video promotions—or clips

MP3 downloads sampling the musicians and speakers at an event and/or create iTunes playlists

Social media channels: Facebook, Twitter, Vine, Instagram etc. Create a hashtag for your event and use it leading up to the event.

E-News announcements that build up to the event

Texts and calls to key students (consider how to use group text messaging)

Web presence—on the church site, the youth group page, or a page dedicated solely to the event

Informed and inspired staff who can pump the event (Meet with the staff, send them frequent updates, and call them to keep them energized.)

Create an event on Facebook with all the details and invite everyone in your group

Place a poster at the church information table or lobby bulletin board

Registration brochures at the church information table—make sure new families are aware of your event

Letters to parents and church families

With appropriate permissions, place brochures at other churches

With appropriate permissions, place brochures at the school

Send a postcard

Partner with other youth ministries in the area. Meet with the youth staff to explain the event and to deliver promotional materials—fliers, videotape, brochures, registration forms.

Provide the local radio stations with a press release. See if they can arrange a brief interview with you or the speaker.

Consider a paid Facebook campaign

Take out an advertisement in the local paper, or request they list your event in the religion section of the paper

Invite the local media to come and photograph the event if the event is newsworthy

Promote at local Christian colleges and seminaries when suitable

Promote through local Christian bookstores using posters or brochures

Send press releases to local Christian radio or TV stations. Include a media packet and request a public service announcement; see about advertising on their Web site(s).

TARGET MARKETING WORKSHEET

What groups of people do you want to attract to your event? List them according to how seriously you want to pursue them—

- A-list** = must attend
- B-list** = those to whom you market your event if you're confident your A-list will attend, and as long as your time and resources last
- C-list** = market to these groups if your A- and B-lists are in the bag, and you have time and resources left

A-list	B-list	C-list
•	•	•
•	•	•
•	•	•
•	•	•
•	•	•
•	•	•
•	•	•
•	•	•

SIX MONTHS TO ONE YEAR OUT

- ☐ Start your event project—use a physical notebook, or online Evernote or Basecamp (**Notebook Checklist**)
- ☐ Determine a rough schedule for the event—how many days, arrival, and departure times (**Checklist**)
 - Location size inspection and booking (**Site Inspection**)
- ☐ Sign contact for the location size
- ☐ Develop a rough budget and student prices (**Budget**)
- ☐ Develop a rough timeline of what needs to get done by when (**Event Manager's Task Master**)
- ☐ Reserve transportation
- ☐ Determine the event purpose (**Planning Worksheet**)
- ☐ Choose a theme
- ☐ Firm up timeline and assign tasks to individuals in the areas of programming, speaker, games, transportation, promotion, Event Coordinator, and housing and registration.
- ☐ If possible, take staff to the location to assist with planning.
- ☐ Firm up budget and student prices. Make a system for recording all event expenses and income (**Financial Accountability Worksheet: Single-Event Registration**)
- ☐ Start developing the registration brochure and promotional materials, and determine cutoff date. Confirm the date with the facility to make sure there's enough time for the final count. (**Medical Release and Permission**)
- ☐ Develop the promotional strategy (**Marketing Strategy**)
- ☐ Keep in touch with the facility and send them any information they need. Also, plan the meals and reserve all the appropriate meeting spaces.

ONE TO THREE MONTHS OUT

- ☐ Start promoting the event and send out brochures.
- ☐ Meet with the programming team to determine the details of the general sessions and breakout sessions.
- ☐ Determine a detailed schedule, and let all staff and other appropriate individuals know what's expected of them while they're at the event.
- ☐ Develop any handouts that are needed for the event.
- ☐ Meet with each of the committee heads and find out where they are in the planning process. Assist where needed.
- ☐ Outline emergency procedures with Top Dog and come up with any contingency plans needed.
- ☐ Have each committee make a list of all equipment and supplies needed and authorize any purchases.
- ☐ Reserve any rental equipment needed.
- ☐ Secure needed volunteers and assign jobs.

TWO WEEKS OUT

- ☐ Cutoff date for registration is one to two weeks out. (Set a firm date and stick to it!)
- ☐ After the cutoff date, place students and leaders in housing.
- ☐ Meet with staff to go over every aspect of the event, giving enough details so that they are informed: Bible

study information, small group questions, detailed schedule, expectations, emergency procedures, driving directions, student policies and rules, etc.

- ☐ Develop a parent handout sheet with retreat address, phone number, contact person, and any other pertinent information
- ☐ Gather any supplies and equipment.
- ☐ Organize the registration process.
- ☐ Make all signs and decorations.
- ☐ Get petty cash, and request financial officer to cut any checks that you'll need.

TWO DAYS OUT

- ☐ Confirm facility, transportation, and any rental equipment.
- ☐ Have all registration forms and permission slips in alphabetical order and available to Top Dog.
- ☐ Check in with all committee leaders to see if they have any needs.
- ☐ Get extra sleep, if possible.

DAY OF EVENT

- ☐ Pack up, load up, get ready to go.
- ☐ Prepare registration area.
- ☐ Instruct any last-minute volunteers.
- ☐ Troubleshoot as different situations arise.
- ☐ Keep your event notebook with you at all times. Try to keep at least one step ahead of the group so that you can make eleventh-hour changes as needed.
- ☐ Encourage where needed.
- ☐ Instruct when necessary.
- ☐ Step in if you have to.
- ☐ Keep on schedule.
- ☐ Implement your plan.
- ☐ See God work.

A SOON AS HUMANLY POSSIBLE AFTER THE EVENT

(within a week before moving on to the next crisis)

- ☐ Finish any paperwork.
- ☐ Pay all your bills.
- ☐ Complete your entries on your budget and see how you did. Panic, if necessary, and make an appointment with the senior pastor to confess.
- ☐ Thank those who need to be thanked.
- ☐ Praise those who deserve to be praised.
- ☐ Fill out **Evaluation**.
- ☐ File any **Incident Reports**.
- ☐ Reorganize your event notebook and put it on the shelf until you start planning next year's event. Archive everything.

EVENTS MEDICAL RELEASE & PERMISSION FORM

Page 1 of 2

Please print in ink

Effective dates: _____ to _____

Name _____ Age _____ Birthday _____
LAST FIRST MIDDLE

Graduation Year _____ ☐ Male ☐ Female Email _____

Address _____ City _____ State _____ Zip _____

Name of parents/guardians _____

Address _____ Phone _____

Emergency contact _____ Phone: Day _____ Night _____

Medical insurance company _____ Policy # _____

Physician _____ Office phone _____

Dentist _____ Office phone _____

MEDICAL HISTORY

If necessary, describe in detail the nature and severity of any physical and/or psychological ailment, illness, propensity, weakness, limitation, handicap, disability, or condition to which your child is subject and of which the staff should be aware, and what, if any action of protection is required on account thereof. Submit this notification in writing and attach it to this form. Include names of medications and dosages that must be taken.

Check the following areas of concern for this student. If necessary, add another page with details:

1. For your student's safety and our knowledge, is your student a—
☐ good swimmer ☐ fair swimmer ☐ non-swimmer
2. Does your student have allergies to—
☐ pollens ☐ medications ☐ food ☐ insect bites
3. Does your child suffer from, or has ever experienced, or is being treated currently for any of the following:
☐ asthma ☐ epilepsy / seizure disorder ☐ heart trouble ☐ diabetes
☐ frequently upset stomach ☐ physical handicap
4. Date of last tetanus shot: _____
5. Does your student wear ☐ glasses ☐ contact lenses
6. Please list and explain any major illnesses the student experienced during the past year:

Additional comments:

Should this student's activities be restricted for any reason? Please explain:



MEDICAL RELEASE & PERMISSION FORM

EVENTS

Page 2 of 2

For your information, we expect each student to conform to these rules of conduct

- No possession or use of alcohol, drugs, or tobacco
- No students can drive to or from events
- No fighting, weapons, fireworks, lighters, or explosives
- No offensive or immodest clothing
- No boys in girls' sleeping quarters and no girls in boys' sleeping quarters
- Participation with the group is expected
- Respect property
- Respect one another, staff, and adult leaders
- Respect and comply with event schedules

Students who fail to comply with these expectations may be sent home at their parents' or guardians' expense.

I, the student, have read the rules of conduct, the above evaluation of my health, and permission to participate in youth group activities. I agree to abide by the stated personal limitations and code of conduct.

Student signature _____ Date _____

Activities may include, but are not limited to: cookouts, boating, bowling, water skiing, swimming, basketball, skate boarding, roller skating, games in the park, soccer, broomball, ice skating, volleyball, softball, baseball, camping, snowboarding, hiking, biking, concerts, Bible studies, golfing, miniature golf, hayrides. *Note: If you desire to limit your child's participation in any event, please submit your wishes in writing to the church youth pastor prior to that event.*

_____ has my permission to attend all
youth activities sponsored by _____ (hereinafter the
"Church") from _____ to _____.
NAME OF STUDENT
NAME OF ORGANIZATION
DATE DATE

This consent form gives permission to seek whatever medical attention is deemed necessary, and releases the Church and its staff of any liability against personal losses of named child.

I/We the undersigned have legal custody of the student named above, a minor, and have given our consent for him/her to attend events being organized by the Church. I/We understand that there are inherent risks involved in any ministry or athletic event, and I/we hereby release the Church, its pastors, employees, agents, and volunteer workers from any and all liability for any injury, loss, or damage to person or property that may occur during the course of my/our child's involvement. In the event that he/she is injured and requires the attention of a doctor, I/we consent to any reasonable medical treatment as deemed necessary by a licensed physician. In the event treatment is required from a physician and/or hospital personnel designated by the Church, I/we agree to hold such person free and harmless of any claims, demands, or suits for damages arising from the giving of such consent. I/We also acknowledge that we will be ultimately responsible for the cost of any medical care should the cost of that medical care not be reimbursed by the health insurance provider. Further, I/we affirm that the health insurance information provided above is accurate at this date and will, to the best of my/our knowledge, still be in force for the student named above. I/we also agree to bring my/our child home at my/our own expense should they become ill or if deemed necessary by the student ministries staff member.

Parent/guardian signature _____ Date _____

For each room you use in your church, hotel or retreat center, you'll need to answer these questions—both for general sessions and breakouts.

1. Do you require staging? If so, what size and what height?
2. Do you want chairs? How many? Set up in which way?
 - Theater: chairs in rows, all facing front.
 - Classroom: narrow tables with chairs behind them, all facing front.
 - Rounds: round tables for 6-10 people each (good for discussions; bad for lectures).
 - High-top rounds: taller, small round tables for 3-4.
 - Table square: Four or eight tables set in a square. Participants sit around the outer edge of the table facing each other.
 - Horseshoe: U-shaped setup.
3. How many tables and where? Do you need numbers on the tables to indicate where students sit?
4. Do you need information tables?
5. Do you want the tables skirted?
6. Do you want water/beverage service in the meeting rooms?
7. What audio-visual equipment do you need?
 - Audio needs
 - Video needs
 - Lighting requirements
 - Are you planning to record your sessions?
 - Has your guest speaker or band provided a tech rider? If so, place close attention to specific equipment you have agreed to provide when you signed the agreement.
8. Is there a Green Room off of the staging area for the musicians and speakers? Describe the setup needs. Is refrigeration required?
9. Do they require a certificate of insurance prior to your arrival? You can get this from your ministry insurance company.

This form is to facilitate the process of scheduling, planning, and implementing a church ministry event to ensure that it aligns with our overall purposes and runs as efficiently and effectively as possible. Our goal is to be unified as a church in everything we do.

PLEASE SELECT THE MINISTRY YOU ARE REPRESENTING:

- | | | | |
|-----------------------------------|--|--|--|
| ☐ Outreach | ☐ Missions | ☐ Music | ☐ Children |
| ☐ Men | ☐ Adult Education | ☐ Small Groups | ☐ Jr. High Students |
| ☐ Women | ☐ Counseling | ☐ Senior Adults | ☐ Sr. High Students |

Name of group: _____

Contact person: (Last) _____ (First) _____ Phone number: _____ Email: _____

Requested event date(s): _____
(Please include day of week and dates of event)

Purpose statement: _____

Alignment with church: How does this event align with our core mission and vision? How can this help us ultimately become Christ-like in our followership?

Budget: _____ Prayer team: ☐ Yes ☐ No

Event agenda: _____

Rooms & facilities needed: _____

Audio/video needs/requests: _____

Refreshments needs/requests: ☐ Yes ☐ No *After event confirmation, a refreshments request form will be sent to you as needed.*

Other special arrangements: _____

When the form is complete, please contact your ministry pastor with the form, so you can discuss the next step. For questions, please call the church office, 555-555-5555.

EVENT APPROVAL

Ministry Pastor: _____ Date: _____

Calendar Coordinator: _____ Date: _____

EVENTS NOTEBOOK CHECKLIST

PLANNING

- ☐ Event Manager's Master Timeline
- ☐ Planning Worksheet
- ☐ Checklist
- ☐ Agendas and minutes from planning meetings
- ☐ Event Manager's Task Master
- ☐ To-do list

FINANCES

- ☐ Budget
- ☐ Financial Accountability Worksheet
- ☐ Actual event income and expenses

SCHEDULE

- ☐ Projected schedule
- ☐ Actual schedule

PROMOTION

- ☐ Event brochure / registration form
- ☐ Fliers
- ☐ Emails
- ☐ Internet promotion copy
- ☐ Event Marketing Packet

REGISTRATION

- ☐ Student participants
(copy of information on Single Event Registration Form)
- ☐ Staff
(names, payment information, other pertinent information)

FACILITY, HOUSING, AND MEALS

- ☐ Signed contract (keep copy in office)
- ☐ General information flier
- ☐ Site Inspection form (filled out)
- ☐ Facility guidelines (rising time, lights out, snack bar hours, lake front hours, etc.)

- ☐ Names and phone extensions for facility staff
(facilities manager, kitchen manager, etc.)
- ☐ Facility map(s) (of the whole campus, as well as sleeping room floor plans)
- ☐ Certificate of Insurance
- ☐ Menu plan
- ☐ Meeting space
- ☐ Sketch of room layouts
- ☐ Schedule of dates and times for room use and setup types
- ☐ Requests and schedules for AV equipment

TRANSPORTATION

- ☐ Signed contract (keep a copy in your office)
- ☐ Name(s) and phone number(s) of transportation provider(s)
- ☐ Map from church to the facility

PRINTED MATERIALS

- ☐ Simplified event schedules
- ☐ Study notes
- ☐ Brochure, logo, other PR originals

EVALUATION

- ☐ Notes taken during event
- ☐ Any Incident Report that was filed
- ☐ Evaluation

Event name _____ Event date(s) _____

Event manager _____ Event time(s) _____

Audience description

Projected attendance

Students _____

Staff _____

Total _____

Event goals and objectives

Weekend event schedule

Hours	Thursday	Friday	Saturday	Sunday	Monday

Facility name _____ Contact person _____

Phone number _____

Housing needs

Meals needed (Including special dietary concerns.)

General session room

Setup required	Equipment needs
Session 1	
Session 2	
Session 3	
Session 4	
Session 5	

Breakout rooms: *setup options—theater, classroom, rounds, et cetera*

Date and time	Topic	Teacher	Setup	Equipment needed

General session speaker name _____ Contact info _____

Date contract signed _____

Topic _____ Equipment needed _____

Program development meetings

Dates	Location	Attendees	Tentative agenda

Publicity and promotion

What type or piece	Who is in charge	Date implemented	Instructions

EVENTS PLANNING WORKSHEET

Page 4 of 4

Budget: What are your rough budget estimates? Place a copy of the budget with this information. Track expenses on a spreadsheet. (See **Budget** sample.)

Checks needed and when:

Housing needs: How many students and how many staff? What is the facility layout? Where do staff stay if they bring their family? Bedding needs?

Transportation requirements: Distance? Type of vehicles needed? Cost?

Company:

Contact person:

Vehicles reserved:

Office setup: What office and administration items need to be brought to the event site? Computer, printer, paper, stapler, pens, tape, etc.

First-aid requirements: What type of first-aid setup is needed? Who is coordinating the supplies?

Promotion strategy:

Flier design—due date: _____ Flier mailing date: _____

Other plans for promotion—

Church publications

Community papers

Posters

Event approval from ministry leadership: Placed on master church / ministry calendar

Program planning: (securing people and resources)

Speaker

Musician

Multimedia

Miscellaneous needs / equipment

THE CREW RETREAT**Confirmation**

You are about to experience a retreat full of challenge and fun that will alter the way you look at God and yourself.

We're excited that you're coming to The Crew retreat Friday through Sunday, September 1-3. Get ready for an incredible weekend of mind-blowing worship, in-your-face talks, small group discussions that will get you out of your comfort zone, lots of laughter, and some new friendships.

RETREAT INFO (READ THIS BEFORE YOU GO!)**Beginning**

Meeting at the south door of the church at 6:30 p.m. on Friday night. Check in at registration. Find a seat in our yellow, luxury limo (a.k.a. school bus) for a two-hour drive up to Mission Lodge. *Be sure to eat dinner before you come.*

Ending

We're back at the south door of the church at 2:30 p.m. on Sunday afternoon. Make arrangements here for a ride home *before* you leave home on Friday. The church phone will only be available for emergencies.

Staying

Mission Lodge, nestled in the beautiful mountains of southern Iowa, has log cabins, a sandy lake (bring your swimsuit for our traditional early morning polar-bear swim), trail riding (\$10), a small skate park, and two full basketball courts. Each cabin sleeps ten and has its own bathroom. Mission Lodge serves *great* food. We're eating three meals on Saturday and two on Sunday. They also have a snack shop.

Bringing

Sleeping bag, pillow, Bible, pen & notebook, personal stuff (soap, shampoo, towels, toothbrush, change of clothes, shoes, clean socks—you get the picture), flashlight, jacket or rain poncho, spending money, and any medications you might need.

Leaving

Leave these things at home: cell phones, iPads, iPods, etc., weapons, fireworks, alcohol, illegal chemical substances (this means drugs), and matches/lighters.

Office details—We received your ☐ registration ☐ permission slip ☐ medical release

We still need your **balance of payment**. You can bring it with you to registration.

If you have any questions or need assistance, please contact Chris at the church office by phone (555) 555-5555 or email (Chris@ourchurch.org).

We look forward to seeing you!

EVENING OF PRAYER

Setting: Youth Rooms—darkened, candles

6:45 Pre-Service—meditative music; quotes on prayer

7:00 Opening Prayer Becca and Zach

7:02 Scriptures on the Promises of Prayer

Psalm 34:4-6	Brian
Jeremiah 33:3	Maggie
Matthew 7:7-8	Kristina
Psalm 62:7-8	Heather

7:04 Song:

7:08 Worship Worship Team

7:20 Personal Prayer—Confession

Luke 18:9-12	Sheree
Luke 18:13-14	Tyler
1 John 1:9	Michael

Write out confession Quiet Music—2 min.

Kneel to confess Quiet Music—1 min.

Wrap up

Barb

7:30 Verses on Thanksgiving

Psalm 34:1-3	Chris
James 1:17	Kyle
Colossians 3:15-17	Ken

7:32 Large Group Prayer—Thanksgiving

Reading on thankfulness

Heather

Open mic sentence prayers of thanksgiving

7:40 Worship

Worship team

7:52 Guided Personal Prayer

Major themes

8:00 Small Group Prayer—groups of 6

8:15 Closing Verse

Ephesians 3:14-19 CT

Closing Song

6 MONTHS TO ONE YEAR AHEAD

- Determine event
- Seek approval
- Reserve location for event
- Publish dates (after checking for all possible conflicts)
- Get it on master church calendar
- Develop budget

3 MONTHS AHEAD

- Develop creative for event – Web and print
- Reserve transportation
- Line up staff and students to help
- Determine best promotion strategy

1 MONTH AHEAD

- Visit event location (take your digital camera!)
- Major announcements and promotion begins
- Finalize schedule for event
- Determine supplies needed
- Begin event sign-up (have system to register and collect money)

ONE WEEK AHEAD

- Confirm all event details
- Confirm all vendors
- Request needed checks
- Meet with parents and staff who will be helping
- Send emails to all you are inviting
- Phone blitz to secure final sign-ups
- Recruit people for event cleanup
- Final check: think backward through your event—from final cleanup to early planning stages.

FACILITY DISTANCE FROM YOUR CHURCH

- Can you get to it within the time you have for travel?
- What type of transportation will you need to arrange?
- What potential stops are along the way: restrooms, food, etc.?
- Map out the best route to get there

GENERAL FACILITY ACCESSIBILITY

- Is there access for your mode of transportation?
- Where will transporters drop off and pick up students?
- Is there parking to accommodate the vehicles?

GENERAL FACILITY MAINTENANCE

- Is it clean?
- Is it in good repair?
- Is the facility inspected yearly, and when was the last inspection?
- For recommended camps, see Christian Camping International's Web site (www.cci.org.au).

GENERAL FACILITY SAFETY

- Is there anything that might be unsafe for students to be around?
- Are there exposed electrical or other maintenance problems?
- Is there anything that you could not afford to replace if one of your students broke it?
- What injury has occurred most often at the site?

GENERAL FACILITY FLEXIBILITY

- Is the management helpful?
- Does the management seem flexible and able to work with your group's needs?
- Will there be other groups at the facility, or will you be the only group?
 - Is the facility staffed well enough to meet the needs of both groups?
 - Which group has priorities to which area?
 - Will both groups be eating together?
- Is there staff on duty 24/7? If not, what are their hours and in an emergency how can you contact them?
- Is there a certain time for lights out?
- Do you have access to the office area? Phone, fax, Internet? Photocopying?
- Sleeping room size, conditions:
 - Number of beds per room?

- Quality of beds?
- Number of bathrooms?
- Mirrors in the bathrooms?
- Are there areas that can be designated by gender, and how far apart are they?
- What ratio of staff to students can be used in these sleeping areas?
- Are the sleeping rooms in an area that might disturb other guests not in your party?
- Are there rooms available for program staff, speakers, and musicians? Linens available?

GENERAL SESSION ROOM SIZE, CONDITION, AND USABILITY

- What options are there for room setup?
- How many people can fit comfortably in the room?
- Is the room too big or too small?
- Is there permanent staging? What type of staging is available for the room?
- How are the acoustics?

JOB DESCRIPTION

Administrator of the event

RESPONSIBILITIES

General vision execution for the event; location, direction, quality, etc.

Overall finances: budget, accounting, honorariums

Arrange liability, accident, and CCLI licensing if needed.

Assign and follow through with the event logistics.

Quality control manager for the event.

Work in conjunction with the youth pastor for specific site inspection and selection and dates, according to the speaker and program availability.

Collaborate with the youth pastor and facility manager for menus, number of rooms needed, and other logistical details.

Develop Web site, brochures and promotional material with graphic designer.

Coordinate the programming and scheduling with the speaker representative.

Steering committee selection, recruitment, orientation, appointment of a chairperson, and quality control for the committee.

Make sure that the steering committee has the materials needed: media packet, fundraising information, speaker bios, etc.

Negotiate and contract the musicians, performers, sound crew, and tape individuals (from steering committees recommendations).

Make the travel and shuttle arrangements for the speakers.

Prepare final program schedule for the confirmation packets.

Be the on-site representative at the event.

Conduct the final evaluation with the committee and faculty onsite.

Prepare a final evaluation.

Send thank-you notes and gifts to the appropriate individuals.

JOB DESCRIPTION

Work with the Director for the selection of the event site.

Contract and manage the physical facilities for the ministry.

RESPONSIBILITIES

Inspect the site.

Select and contract with the site.

Act as on-site liaison for the director and the site/event location.

Arrange for the physical requirements for the event: meeting space, staging, platforms, podiums, screens, whiteboards, markers, tables, banquet facilities, etc.

Plan menus with the conference director and the steering committee.

Reserve lodging for the speakers and other contracted individuals.

Arrange for a site inspection for the steering committee members.

Review publicity materials.

Manage the event with the conference director and property representative.

Attend the post-event evaluation.

Review all charges posted to the event account.

JOB DESCRIPTION

To equip the event with adequate audio and lighting for the general sessions.

To record all sessions (when needed) and produce good quality, salable MP3 files.

RESPONSIBILITIES

Negotiate and finalize with the director.

Equip the general sessions with sound, lights, microphones, and any other contracted equipment.

Arrive and setup the equipment according to the time schedule determined by the director.

Work with the director to acquire the necessary media files for the event.

While on site, work with the director to meet the audio needs of the performers and speakers.

Arrive 30 minutes before the start of each general session for a sound check with the performers and speakers.

Record all the general sessions and seminar sessions the first time they are given.

Upload recordings for purchase by the event attendees. Reproduce CDs / DVDs if applicable.

Label and prepare the recording resources for sale, available by the end of the event.

Assist the sales volunteers with any recording questions or difficulties.

JOB DESCRIPTION

Represent and be the contact person for an event’s speakers, artists, etc. Be the mentor (shepherd), advocate, and team leader for these people.

RESPONSIBILITIES

- Work with the speakers/artists and conference director to develop the overall vision for the conference.
- Work with the conference director concerning scheduling of the conference and topic and programming coordination.
- Contact the speakers for prayer requests, special instructions, biographies, deadlines for notes and special media requirements, and any other special announcements or arrangements.
- Organize meals for speakers/artists during the event.
- Conduct any meetings or prayer times for speakers/artists during the event.
- Relay any messages to the speakers/artists during the event concerning scheduling and announcements.
- Debrief with the speakers/artists and steering committee members.
- Write evaluation of the overall conference and submit to the conference director.
- Send thank-you notes to the speakers/artists.

JOB DESCRIPTION

The committee coordinator

The liaison between the director and the committee

RESPONSIBILITIES

Bring enthusiasm, direction, and vision to the committee and volunteers.

Oversee all aspects of the steering committee's involvement with the event, and lead the team.

Meet (communicate) regularly with the director (by phone) or email, keeping him or her apprised of registration numbers, finances, progress on the event, etc.

Brief the director about any peculiarities of the region.

Assign tasks to the committee and check on follow through.

Arrange for the steering committee to visit the event facilities.

Implement the marketing strategy developed by the steering committee.

Raise funds with the assistance of the secretary/treasurer (a minimum of \$).

Determine the event schedule with the event director.

Host the visiting faculty and staff with a welcome meal.

Register the committee members with the meeting planner to receive their tuition discount.

Arrange an appropriate individual to be the emcee for the event.

Attend the event evaluation.

Submit a final evaluation and all financial records and other requested materials to the director.

Write thank-you notes to all committee members.



JOB DESCRIPTION

To be the local individuals who attend to the logistics of the event for their areas in conjunction with the director and the meeting planner.

To be the primary marketing agents for the event.

To create a unique environment facilitating growth, warmth, and comfort.

RESPONSIBILITIES

Meet together regularly prior to the event.

Determine each committee member's area of responsibility.

Map out a marketing strategy including letters, phone calling, press releases, Web strategy, social media strategy, advertisements, and radio.

Attend the post-event evaluation.

OFFICES OF THE STEERING COMMITTEE

Chairperson

Registration coordinator

Hospitality coordinator

Volunteer coordinator

Program coordinator

Secretary / treasurer

Marketing coordinator

JOB DESCRIPTION

To develop, implement, and install the decorations at the event.

RESPONSIBILITIES

Develop general session theme / look for staging, table arrangements, signs for seminar rooms, signs for facility, etc.

Work with the committee to establish a decorative theme for the event.

Establish a team of volunteers: designers, artists, and set-up crew.

Work with the volunteer coordinator to develop a cleanup crew for the event.

Submit decorations for the steering committee's approval.

Acquire the necessary materials (with prior financial approval from the chairperson and treasurer).

Develop the products.

Decorate the facility prior to the event in accordance to the schedule.

Arrange to sell the centerpieces / theme pieces and turn in a written report and the funds to the treasurer, if appropriate.

Remove all signs and clean up all decorations after the event.

Attend the event evaluation.

Submit a report to the chairperson.

Write thank-you notes to all the decoration contributors and volunteers.



JOB DESCRIPTION

Develop the special touches to make the program unique and effective.

RESPONSIBILITIES

Create an environment conducive to worship, learning, growth, and warmth.

Nominate and investigate appropriate singers, musicians, song leaders, and performers.

Submit the nominations, *with recordings or Web links* and written material about them, to the director for review.

Communicate any specific needs of the performers to the chairperson who will let the event director know.

Work with the decorations coordinator for the appropriate decorations for the staging.

Work with the committee and the event director for song selection.

Prepare the lyrics for the songs for the general sessions

(a minimum of 50 points depending on the screen size).

Acquire video projectors and sturdy music stands for use in the general sessions and in each of the seminar sessions and have them delivered to each of the rooms during setup time (a small self-standing podium would be helpful for the general sessions, preferably lightweight wood or acrylic).

Arrange time for rehearsals with the performers pre-event if necessary.

Host and assist the performers upon arrival and during setup.

Assist the sound technician and the performers to perform complete sound checks.

Meet performers / speakers 30 minutes before each general session to perform a sound check and to check any other stage props.

Communicate to the sound technician any special needs that the performers might have.

Oversee prop changes and adjustments during the session (adjusting the mic, moving equipment or scenery, keeping in mind that the goal is to help the audience to receive the clearest possible presentation without distraction).

Prepare the stage for the next session after the general session.

Tidy up the general session room and rearrange the chairs if necessary.

Assist the performers with the teardown of their equipment after the event.

Attend the event evaluation.

Write thank-you notes to your volunteers.

JOB DESCRIPTION

To take participants' registrations from the inquiry stage to checking participants in at the event.

RESPONSIBILITIES

Contact individuals from each of the local area churches.

Develop online registration system for the event. Spell out all policies regarding fees, cancellations, and refunds.

Send the information regarding the registration process to involved groups.

Process the registrations as they come in and forward the funds to the treasurer.

Develop a registration confirmation email with all applicable information in it to be sent to each of the registered individuals: location and map, schedule, available local restaurants, hotel arrangement suggestions, etc.

Submit weekly registration summary to the chairperson or directly to the director.

Make nametags for attendees and special nametags with the appropriate designations for speakers, committee members, and other volunteers.

Coordinate the on-site registration with a team of volunteers.

Submit registration funds to the treasurer with written documentation.

Attend the event evaluation.

Work with the treasurer to submit final records and numbers to the event director.

Write thank-you notes to all registration volunteers.

JOB DESCRIPTION

Assist the committee with the secretarial and financial matters of the event.

RESPONSIBILITIES

- Take minutes for all steering committee meetings and distribute them within 48 hours.
- Assemble a contact list of the committee members for the event director.
- Assemble a physical notebook or online Evernote file for the director with all correspondence and minutes taken during the event preparation.
- Submit a copy of all outgoing correspondence for final approval to the director before distribution (allow enough time for the director to respond).
- Make supplemental marketing tools such as a brochure, fliers, etc.
- Keep all the financial records, including all expenses (and the book and resource table).
- Work within the predetermined budget for the finances.
- Open a checking account if necessary.
- Make weekly deposits as registrations start arriving.
- Write checks when necessary with approval of the chairperson.
- Give weekly financial updates to the chairperson.
- Assist the chairperson with the fundraising.
- Distribute the evaluation forms and the faculty notes to the appropriate individuals (faculty assistants, ushers, etc.).
- Count the offering and fill out appropriate forms (store in a safe place).
- Collect and recount the funds from the resources and book tables, initial the appropriate form.
- Attend the event evaluation and take notes.
- Arrange for the extra books and resource's to be shipped.
- Distribute a list of the names and addresses of all event volunteers and steering committee members to the director at the evaluation.
- Make the final deposit of all the funds received at the event.
- Reimburse outstanding bills to committee members.
- Write a final check to the event manager with a full accounting of the financial records after the final accounting.
- Close the checking account.

JOB DESCRIPTION

To enthusiastically recruit, equip, and instruct volunteers to fill the assigned positions (possibly drawing from a variety of churches in the area).

RESPONSIBILITIES

The key responsibility is to see that each of the volunteer teams have a *clear* understanding of their positions and their responsibilities, and to monitor each of the teams on site—which may include meeting with them prior to the event

The teams / individuals needed are as follows:

1. **Speaker assistant:** One for each speaker

Job description

Contact speakers prior to the event to pray together.

Communicate any regional information appropriate for the speakers' presentation.

Meet the speakers at the beginning of the event.

Provide guides for the speakers at the facility.

Provide escorts for the speakers to their seminar room to help arrange the room as needed.

Be available if any errands need to be run (snacks, drinks, etc.) and submit receipts for reimbursement to the treasurer.

Escort the speaker to the reception if needed and introduce to others.

Check in on speaker occasionally to make sure that they are comfortable.

Get the speaker's handouts from the chairperson and put them in the speaker's seminar room.

Introduce the speaker in her seminar (then you can go to another seminar if you wish).

Help the speaker to gather supplies and prepare the room for the next seminar.

Assist the speaker when needed.

Escort the speaker to his or her next scheduled event if needed.

Be sensitive to the speaker to allow them to meet the needs of those asking questions after the seminar.

2. **Resource sales:** Two volunteers to set up and manage the resource table

Job description

Develop and set up an attractive table display for resource sales.

Work with the sound engineer to bring resources from the audio room to the sales table.

Assist customers in resource selection.

Fill out the appropriate forms.

Take the money for the resources: cash or check (with phone number) or credit card.

Give all the receipts, funds, and a completed report to the treasurer at completion of event.

At the end, box extra resources and bring them to the registration table.

Disassemble table display.

3. Assistants: for the meeting planner, director, the chairperson, and steering committee

Job description:

Be available to the individuals to be helpful with any logistical details that are necessary throughout the duration of the event. Specific instructions will be given by each individual.

4. Ushers for the general session

Job includes

Head usher arranges for the appropriate containers for the offering and assigns stations for other ushers.

Arrive 15 minutes prior to each general session.

Know the locations of emergency exits, telephones, restrooms, and lost and found (generally located at the registration table).

Keep the doors closed during the sound check until the head usher says that the doors can be opened to let attendees in.

Assist individuals with seat selection, filling in seats from the front.

Do not let individuals block the doorways.

Be attentive to any individuals needing special attention.

Distribute handouts when necessary.

Deliver messages to the general session performers and speakers as necessary.

Close the doors five minutes after the session starts and have latecomers remain in the back of the room until appropriate time to be seated.

Manage the doors to the room so they are closed quietly and minimize hallway noise when people come and go.

Do not seat attendees during special music, drama, or prayers.

Take the offering and bring the funds to the head usher, who counts the money with the treasurer in a private place.

Collect the evaluation forms from the event participants.

Deliver the evaluation forms to the head usher, then to the registration table.

5. Room hosts for the seminar sessions

Job includes

Arrive 15 minutes early to the seminar room.

Make sure that there is a bottle of water for the speaker in the front of the room.

Assist speaker with technology setup.

Welcome the participants into the seminar room and ask them to fill the seats in the front of the room first, filling in all the empty seats.

Distribute any handouts.

Turn on the audio recorder just *before* the speaker assistant introduces the speaker, if requested by the sound engineer.

Stay in the back of the room during the session and assist anyone needing to go in or out.

Cue the speaker five minutes before the session is over.

Stop the recording when the session is finished.

Collect the evaluation forms and bring to the registration table after the session.

Straighten the room and pick up any leftover handouts.

Prepare the room for the next session.

Return leftover handouts to the speakers or to the registration table after the session.

6. Photographer of the event

Job includes

Provide your own digital camera; ideally with a zoom lens.

Take multiple photographs during each phase of the event.

Take mostly *close-ups* of small groups of people (2-3 people at a time); also photograph individual participants, the speakers, and the steering committee members.

Seek to take photos that represent the diversity of the audience.

Leave the file of digital pictures at the registration desk when finished / or upload to the appropriate shared file location.

TASK MASTER LIST/LARGE EVENT—SAMPLE

Page 1 of 2

Sample for a large event that takes place in June

Progress keys—Not started (leave blank), In **P**rocess, **N**ear Completion, **C**ompleted, Needs **H**elp

NOVEMBER/DECEMBER

Housing—Laura

Task	Start	Due	Whom	Progress
Camp/retreat/hotel site inspections	Sept.	Dec.	Laura +	C
Camp/retreat/hotel contract negotiation	Nov.	Dec.	Laura +	C
Contracts signed	Dec.	Jan.	Pastor/Laura +	C
Speaker / performers selected and contracted	Sept.	Jan.	Pastor/Dawn	P

JANUARY / FEBRUARY

Event management—Dawn

Task	Start	Due	Whom	Progress
Preliminary calendar / timeline	Feb.	March	Dawn	C
Theme chosen	Feb.	March	Team	C
Mission statement defined	Feb.	March	Team	
Team leader job descriptions developed	Feb.	March	Dawn	C
Team leaders recruited and assigned tasks	Feb.	March	Dawn	P
Organizational flow chart developed	Feb.	March	Dawn	C
Budget developed	Feb.	March	Dawn	C
Take leaders and select staff to event location	Feb.	June	Dawn	P

Programming—Aidan

Task	Start	Due	Whom	Progress
Program team leader job descriptions developed	Feb.	March	Aidan	C
Organizational flow chart developed	Feb.	March		P
Budget developed	Feb.	March		C
Take programming staff to event location	Feb.	May		P

Housing—Laura

Task	Start	Due	Whom	Progress
Ministry staff housing assignments	Feb.			C
Site host's job description	March			C

MARCH

Event management—Dawn

Task	Start	Due	Whom	Progress
Team leaders meetings scheduled	March		John	
Detailed timeline	March	April	Dawn	C
Key leaders to event location	March	April	By Req	C

EVENTS TASK MASTER LIST/LARGE EVENT—SAMPLE

Page 2 of 2

Child care strategy developed	March	April	Dawn	C
Team chosen and assigned tasks	March	April	Dawn	N
Logo developed	March	June	Dawn	P
Giveaways chosen	March	June	Dawn	P

Communications—Jorden & Tari

Task	Start	Due	Whom	Progress
Determine needed communication & written materials	March		Team	C
Develop marketing plan	March	April	Tari	P
Develop schedule of materials and sign-off procedure	April		Dawn	P

Registration/data processing—TBD

Task	Start	Due	Whom	Progress
Scholarship management—detailed	March	May		
• Policies and procedures				
• Determine the ministry needs				
• Track appropriated scholarships				
• Coordinate with registration to document scholarships				
• Contingency plan for on-site troubleshooting of scholarships				

Residence Hall/Hotel/Cabin—Paul

Task	Start	Due	Whom	Progress
Determine space usage, room setups and room assignments for the following:	March	June	Dawn/Paul	P
• Registration				
• Operations				
• Equipment storage				
• Communion preparation				
• Counting the offering				
• Volunteer Central and hospitality				
• Registrations solutions				
• Lunch				
• Exhibits				
• Production / Green Room				

Housing—Laura

Task	Start	Due	Whom	Progress
Site host recruited	March			C

Key meetings—

Task	Start	Due	Whom	Progress
Executive committee	March	Weekly	Marni	P
Area leaders	March	Weekly	John	C/P



Progress keys—Not started (leave blank), In **P**rocess, **N**ear Completion, **C**ompleted, Needs **H**elp

6-12 MONTHS IN ADVANCE

Housing—

Task	Start	Due	Whom	Progress
Camp/retreat/hotel site inspections				
Camp/retreat/hotel contract negotiation				
Contracts signed				
Speaker / performers selected and contracted				

5-6 MONTHS IN ADVANCE

Event management—

Task	Start	Due	Whom	Progress
Preliminary calendar / timeline				
Theme chosen				
Mission statement defined				
Team leader job descriptions developed				
Team leaders recruited and assigned tasks				
Organizational flow chart developed				
Budget developed				
Take leaders and select staff to event location				

Programming—

Task	Start	Due	Whom	Progress
Program team leader job descriptions developed				
Organizational flow chart developed				
Budget developed				
Take programming staff to event location				

Housing—

Task	Start	Due	Whom	Progress
Ministry staff housing assignments				
Site host's job description				

3-4 MONTHS IN ADVANCE

Event management—

Task	Start	Due	Whom	Progress
Team leaders meetings scheduled				
Detailed timeline				
Key leaders to event location				

EVENTS TASK MASTER LIST/LARGE EVENT

Page 2 of 2

Child care strategy developed
Team chosen and assigned tasks
Logo developed
Giveaways chosen

Communications—

Task	Start	Due	Whom	Progress
Determine needed communication & written materials				
Develop marketing plan				
Develop schedule of materials and sign-off procedure				

Registration/data processing—

Task	Start	Due	Whom	Progress
Scholarship management—detailed				
• Policies and procedures				
• Determine the ministry needs				
• Track appropriated scholarships				
• Coordinate with registration to document scholarships				
• Contingency plan for on-site troubleshooting of scholarships				

Residence Hall/Hotel/Cabin—

Task	Start	Due	Whom	Progress
Determine space usage, room setups and room assignments for the following:				
• Registration				
• Operations				
• Equipment storage				
• Communion preparation				
• Counting the offering				
• Volunteer Central and hospitality				
• Registrations solutions				
• Lunch				
• Exhibits				
• Production / Green Room				

Housing—

Task	Start	Due	Whom	Progress
Site host recruited				C

Key meetings—

Task	Start	Due	Whom	Progress
Executive committee				
Area leaders				

EVENT MARKETING PACKET

In an attractive folder or a 9" x 12" envelope, send advertising information announcing an event that is open to the public. Distribute press packets primarily to your C markets and media outlets, such as the local paper, radio stations, and maybe even television. Free public service announcements for local events are common. The media may even be interested in interviewing participants or performers at your event. Your job is to convince the media through written and oral presentations, that your event is worth talking about to viewers and listeners.

Remember—

- Professional-looking and official press packets should be sent at least four to six weeks prior to the event. One or two weeks after sending the packet, follow up with a personal phone call to the organization.
- Network to find a personal contact within the radio or TV station. You don't want to be merely one of the many requests for airtime. If you can't uncover a personal contact, find out the name of the individual in charge of public service announcements and ask to speak to her. Let her know your packet is coming in the mail, or ask if you can deliver it in person. Without the personal contact, your press packet will likely be thrown away without a second look. Then follow up the press packet with another contact. The main ingredient of marketing success is follow-up, follow-up, follow-up (a perfect job for a motivated and articulate volunteer).

A press packet should include—

- Personal cover letter from the event director
- Event brochure
- List of notable achievements (in résumé style) of your group (social service projects make the most impact)
- Press releases - include two versions: a short paragraph and a longer one of no more than 500 words (one page)
- A short classified advertisement

The following are examples of a press release and a classified ad in the appropriate format.

Press Release

For immediate release

End Date: April 5, 20xx

Contact: Chris Pattersby

Phone: (312) 555-0000

Teens Spend Summer Serving Seniors

The Crew, 23 teenagers from Murray Hill Presbyterian Church, are paying money to spend six weeks of their summer renovating the local senior citizens' center. "Senior Summer" is their motto, and youth leader Chris Pattersby has helped them convince building supply and paint stores near their church to donate lumber, drywall, paint, and other supplies to put a new face on the building where senior citizens gather in the summer to stay cool, play bingo, talk, have a nourishing lunch, get regular medical assistance, and learn how to use the Internet.

Center manager Alex Stuart invited The Crew to make plans with the seniors who use the center. The church's youth staff and the center's staff are working with some of the seniors to repair walls---inside and out---and paint murals representing intergenerational relationships. Contractor Bill Hamaan is donating the time of one of his crew members each of the two weeks of work to supervise the project. "I've seen The Crew in action refurbishing the youth room at our church," Hamaan says. "They're hard workers, but there are building codes to follow and permits to get from the city, et cetera."

The efforts of The Crew and the transformation of the Senior Center will pop up in the pre-show slides at local movie theaters, and a local printer has donated the printing of paper bags for local merchants. Shoppers will carry home the message "Senior Summer: A neighborhood project of The Crew, Murray Hill Presbyterian Church, 2134 SW Franklin Rd. We care, but Jesus cared first! Call 223-0110 to find out about God's TLC for you."

The Senior Center has served residents of the surrounding neighborhoods for 42 years. "Seventy or 80 seniors find their way here every day," Stuart said. "The fix-up and murals these kids are planning will draw even more." If it does, an ad hoc citizens' group will approach the mayor to purchase the empty building next door for a full-fledged medical center that focuses on senior health care. "These seniors have given a lot to our community," said Ellen Davies, a Hillview Community College professor who tutors computer learning at the center once a week. "It's time we serve them. And it's good to see kids investing in another generation. We have to work at building bridges between the generations. We hope the kids will get as much out of this as our seniors will."

If you have professional skills, time, or money to donate, or a relative who uses the center, come to the renovation planning meeting on May 3, 7:30 p.m., at the Senior Center, 8475 First St. For more information, contact Chris Pattersby at 555-0000.

The Crew
2134 SW Franklin Rd.
Chicago, IL 07324
(218) 223-0110

April 15, 20xx

Record Eagle

ATT: Maria Lopez
101 Sonport Express
Chicago, IL 07324

Dear Ms. Lopez:

The Crew, the high school-age youth at Murray Hill Presbyterian Church, want to make a difference for the elderly by renovating the nearby Senior Citizens' Center.

Staff from our church and the center, building contractors, and donations are making it possible for us to repair walls, replace broken fixtures, and paint positive, intergenerationally oriented murals. The folks who use the center are providing artistic talent and volunteering their wisdom, expertise, and even their labor to improve the place where they spend their free time.

We need your help to get the word out to businesses and families who can attend a meeting to list the tasks that need to be done and help us get the remaining supplies. We request that you put out a press release or advertisement in your paper sometime during the weeks of April 20 to May 3. Also, we would like to invite you to come and join us for this kickoff event on May 3 at 7:30 p.m.

Sincerely,

The Crew
Murray Hill Presbyterian Church

Classified advertisement 30 words

For immediate release

Contact:

Phone:

Be part of renovating the Senior Citizens' Center with teens and adults from the Murray Hill Presbyterian Church. Saturday, May 3, at 7:30 p.m. at the Senior Center, 8475 First St. For more information, contact Chris Pattersby at (312) 555-0000.

The Crew
2134 SW Franklin Rd.
Chicago, IL 07324
(218) 225-0072

Mission Statement: The Crew is part of the youth ministry of Murray Hill Presbyterian Church. We are dedicated to making a difference in our community. Every year we research ways to use part of our summer to make something better for others.

Vision: The Crew is a model for Christian outreach that is used in seven churches in the Chicago area. We teach church youth groups, and now non-church youth groups, how to get kids excited about making a difference. We talk to the kids themselves about how to solicit donations and supplies, and how to find professionals to oversee whatever jobs they want to do.

Projects:

- Painted playground equipment at a preschool.
- Developed donors for supplies and professional skills to repair a home with Habitat for Humanity.
- Wrote our plan for another church to use in starting up its own Crew. Helped them scrape and paint two halfway houses where young offenders get a fresh start.
- Presented workshops for six churches and worked a little on each of their sites.

Board of Directors: The committee that oversees the ministry of The Crew is made up of the youth pastor, six adult church members, and three members of the youth group. Every year different teens make up the The Crew, but some stay with it all through high school.



WORKING WITH BOARDS AND COMMITTEES CONFLICT OF INTEREST DISCLOSURE FORM

FIRST CHURCH

Date: _____

Name: _____

Position (employee/volunteer/board member): _____

Please describe below any relationships, transactions, positions you hold (volunteer or otherwise), or circumstances that you believe could contribute to a conflict of interest between First Church and your personal interests, financial or otherwise:

- ☐ I have no conflict of interest to report.
- ☐ I have the following conflict of interest to report (please specify other nonprofit and for-profit boards you (and your spouse) sit on, any for-profit businesses for which you or an immediate family member are an officer or director, or a majority shareholder, and the name of your employer and any businesses you or a family member own):

1. _____

2. _____

3. _____

I hereby certify that the information set forth above is true and complete to the best of my knowledge. I have reviewed, and agree to abide by, the Policy of Conflict of Interest of First Church. I will inform First Church immediately if any information changes.

Signature: _____

Date: _____

WORKING WITH BOARDS AND COMMITTEES

MEETING PLANNING WORKSHEET

Page 1 of 2

Using these questions, tune up your next meeting a step or two above the last couple meetings you've led. With each meeting, add extra elements of purpose, design, participation, and prayer. And have some fun, while you're all at it.

DETERMINING GOALS-PURPOSEFUL PLANNING

What is the goal of the meeting? *(example—to brainstorm a theme for the winter retreat)*

What is the desired meeting outcome? *(That we come away with the theme for the retreat, Bible passages that illuminate the theme, ideas for games and speakers.)*

Who will participate? How many?

How long does it need to last? *(Remember, all meetings don't have to end on the half hour. Keep people only as long as needed.)*

Where is the best place to meet? *(Is there room to work? To gather in breakout groups? To write on butcher paper or a whiteboard?)*

When is the best time for this meeting? *(based on above answers)*

What resources will I contribute to the meeting?

Do I need to receive anything from the participants *(either before or during the meeting)*? What information would be helpful for attendees to receive in advance from you?

DESIGNING DETAILS-COORDINATED DETAILS

How are my goals best accomplished? *(example—brainstorming, feedback groups, surveys, discussion, a potluck for parents)*

When and how do I deliver the meeting agenda to participants?

Will there be any costs?

What do I need to do ahead of time to secure and make the most of the location of the meeting?

What food do I need to prepare for attendees?

What materials do I need to prepare ahead to bring to the meeting? (*handouts, posters, get-acquainted game, etc.*)

GETTING OUT THE WORD—INFORM AND ENERGIZE PARTICIPANTS

(Tailor promotion to the group size and makeup and the personality of the occasion.)

- Phone calls
- Group texts
- Email or snail mail invitations
- Pulpit announcements
- One-on-one invitations
- Other:

PURPOSE-DRIVEN CONTENT-FOCUSED PROGRAMMING

(Be accountable to yourself—check off these guidelines as you complete each one. Attach a copy of the agenda, handouts or game instructions and props, action points assigned at the meeting, and your follow-up notes.)

- ☐ Provide the agenda in advance.
- ☐ Start on time.
- ☐ Define meeting etiquette or protocol (*example—keep an open mind, listen for understanding, honor each other's comments, have fun, etc.*).
- ☐ Keep things moving.
- ☐ Use creativity to make meetings fun.
- ☐ Define action points.
- ☐ End on time.
- ☐ Provide follow-up notes.
- ☐ Follow through on what you decide and plan before the next meeting.

PRAYER—TRUST IN GOD

(List your prayer requests regarding the meeting, and list prayer requests generated at the meeting.)

WORKING WITH BOARDS AND COMMITTEES

MEETING AGENDA WORKSHEET



MEETING AGENDA

Date _____

Meeting called by: _____ Type of meeting: _____

Purpose: _____

Time: _____ Place: _____

Attendees: _____

Observers: _____

UPDATES FROM PREVIOUS MEETINGS

AGENDA ITEMS

Topic	Presenter	Time ALLOTTED

OTHER INFORMATION

Action steps:

Resources:

Special notes:

Confidential

Check desired ministry area: ☐ Middle school ☐ Senior high ☐ College-age

BASIC INFORMATION

Name _____
LAST FIRST MIDDLE

Address _____
CITY STATE ZIP

Email _____ Phone _____

Your communication preference ☐ phone call ☐ text ☐ email ☐ other: _____

Best times to reach you are _____

You are applying for an: ☐ Independent internship (not for course credit) ☐ University or seminary internship (for course credit)

If applying for university or seminary internship: School _____

Major or program _____ Anticipated graduation date _____

Program advisor and email _____

If you are currently employed: Employer _____

Employer Web site _____ Position at work _____ Years at current job _____

Church affiliation _____ ☐ Member ☐ Regular attendee

How long have you attended the church? _____

Emergency contact _____ Phone _____
NAME AND RELATIONSHIP

FAMILY INFORMATION (OPTIONAL)

Marital status (circle one): ☐ Single ☐ Married ☐ Divorced ☐ Widowed

If married, spouse's name _____

If you have children, their names and ages:

- | | |
|----------|----------|
| 1. _____ | 4. _____ |
| 2. _____ | 5. _____ |
| 3. _____ | 6. _____ |

MINISTRY EXPERIENCE OR EXPERIENCE WITH YOUTH (LIST MOST RECENT FIRST)

Church (name, city, state, and zip)	Dates	Area of service	Contact	Phone
1. _____	_____	_____	_____	_____
2. _____	_____	_____	_____	_____
3. _____	_____	_____	_____	_____

TELL US ABOUT YOURSELF

1. Describe your faith journey.
2. What have you been doing to grow spiritually in the past year?
3. What would you do to maintain your spiritual growth as an intern?
4. What are your expectations of this youth ministry and the youth pastor?
5. Describe your background in student ministry at this church or elsewhere.
6. What are your goals as an intern? What experiences would you like to have?
7. Describe your vocational calling.
8. What education, conferences, experiences, gifts, skills, etc. have prepared you for youth ministry to this point?

REFERENCES

Please provide three character references (other than family members) who can identify your strengths and growth areas and describe your fitness for ministry. (Please mail one copy of **Letter of Reference for Applicant** and an addressed, stamped envelope to each of these references, and ask them to mail it back to the church office. If they prefer email, have them send a scanned copy, including their signature, to _____)

1. _____	_____	_____	_____
Name	Email	Home / work phone	Relationship
2. _____	_____	_____	_____
Name	Email	Home / work phone	Relationship
3. _____	_____	_____	_____
Name	Email	Home / work phone	Relationship

SELF-DESCRIPTION

Please circle the words that best describe you. Cross out words that least describe you.

trustworthy *dependable* *active* *compassionate* *reliable* *self-starter* *punctual* *flexible* *laid-back*
quick thinker *spontaneous* *decisive* *teachable* *team player* *humorous* *thoughtful* *solitary* *leader*
cautious *risk taker* *patient* *reflective* *honest* *organized* *creative* *disciplined* *faithful*

What are your spiritual gifts?

Please list any personal weaknesses, areas where you need to grow, or special concerns that could affect your ministry with students.

1. _____
2. _____
3. _____

MEDICAL INFORMATION

Have you had any prior injuries that might be aggravated by working in youth ministry?

Are you currently taking any medication prescribed by a doctor for physical or other conditions that would affect your ministry?

Do you have any medical conditions(s) that might be hazardous to others?

If you answered yes to any of the questions above, please attach another page and explain completely.

BACKGROUND INFORMATION

Have you, at any time, been involved in or accused, rightly or wrongly, of sexual abuse, maltreatment, or neglect? ☐ Yes ☐ No

Have you ever been accused or convicted of possession / sales of controlled substances or of driving under the influence of alcohol or drugs? ☐ Yes ☐ No

Are you using illegal drugs? ☐ Yes ☐ No

Have you been arrested or convicted for any criminal act more serious than a traffic violation? ☐ Yes ☐ No

Have you ever been involved romantically or sexually with any student in the youth ministry, or had sexual relations with any minor after you became an adult? ☐ Yes ☐ No

Have you ever been asked to step away from ministry or work with students or children in any setting, paid or volunteer? If yes, please explain. ☐ Yes ☐ No

Is there anything in your past or current life that might be a problem if we found out about it later? If yes, please explain. ☐ Yes ☐ No

I have read the _____ (church organization) statement of faith, **Staff Expectations**, and **Reducing the Risk of Physical and Sexual Abuse** enclosures and agree to be bound by them.

☐ Yes ☐ No _____
Initial here

If the answer to any of the above questions is yes, please attach another page and write a full explanation. These will be discussed confidentially during your interview.

WAIVER / RELEASE

I, the undersigned, give my authorization to _____ representatives—hereafter
Church name
referred to as The Church—to verify the information on this form. The Church may contact my references and appropriate government agencies as deemed necessary in order to verify my suitability as a church youth ministry worker. I am willing to request and submit to The Church background reports on myself from the _____.
Background checking service

The information contained in this application is correct to the best of my knowledge. I authorize any references or churches listed in this application to give you any information (including opinions) that they may have regarding my character and fitness for student ministry. In consideration of the receipt and evaluation of this application by The Church, I hereby release any individual, church, youth organization, charity, employer, reference, or any other person or organization, including record custodians, both collectively and individually, from any and all liability for damages of whatever kind or nature that may at any time result to me, my heirs, or family, because of compliance or any attempts to comply, with this authorization. I waive any right that I may have to inspect any information provided about me by any person or organization identified by me in this application.

Should my application be accepted, I agree to be bound by the constitution, statement of faith and policies of The Church, and to refrain from conduct unbecoming to Christ in the performance of my services on behalf of The Church. If I violate these guidelines, I understand that my intern status may be terminated. By signing this application, I state that all of the information given about myself is true.

I further state that **I HAVE CAREFULLY READ THE FOREGOING RELEASE AND KNOW THE CONTENTS THEREOF, AND I SIGN THIS RELEASE AS MY OWN ACT.** This is a legally binding agreement that I have read and understand.

Print name _____

Signature _____ Date _____

Witness _____ Date _____

INTERNS DEVELOPING AN INTERN JOB DESCRIPTION - WORKSHEET



Page 1 of 3

Use the following categories and questions to develop a job description for an intern.

What is the mission statement for the internship?

Is church membership an expectation?

Is church attendance an expectation?

What meetings must they attend on a regular basis?

What meetings should they attend once or twice for the experience?

When are they expected to be in the office?

What is the policy regarding days off and compensation time for events that last several days?

What is the length of the internship? Does it run concurrently with school, or does the intern commit a block of time like one year before starting seminary or a summer?

How many hours a week will the intern work? If the internship runs concurrently with school, how many hours a week is it feasible for the intern to work? Is the church willing to be flexible when finals roll around?

What is the salary or compensation package? Is insurance included? If it is an academic internship, is the church willing to help with tuition?

What age group will the intern focus on?

What programs or projects will the intern work focus on?

What *knowledge* objectives will the intern achieve by the end of the internship?

For example: By the end of this internship, the intern should be able to—

- Begin to formulate and articulate a philosophy of youth ministry.
- Identify the key characteristics of adolescence, as well as the impact on adolescents of family, society, and church.
- Explain the rationale behind the model of youth ministry the church uses.
- Articulate the demographics of the community and the services available through the local community.
- Describe the importance of the youth minister, whether professional or volunteer, in effective leadership of adolescents and their families.
- What *skills* will he achieve by the end of the internship? Include goals like these in the learning contract:

By the end of this internship, the intern should be able to—

- Write and lead a Bible study appropriate for senior high students.
- Initiate exploratory conversations with parents and with several subcultures of adolescents.
- Develop and produce a worship service.
- Put together a three-month program that includes a variety of events and topics geared toward adolescents' felt and real needs. It may include Sunday school, confirmation, and weekly activities.
- Develop and manage a youth ministry budget.
- Run an effective meeting.
- Recruit and interview potential volunteers.
- What *areas and tasks* will the intern be exposed to?

By the end of this internship, the intern will have experienced—

- Weekly church staff meetings in order to better understand how the whole church operates
- A weekly Bible study / small group as both an observer and a leader
- Participating in the organization and leadership of a weeklong missions trip

INTERNS

DEVELOPING AN INTERN JOB DESCRIPTION - WORKSHEET

Page 3 of 3

- Producing a variety of communication tools: fliers, church and youth ministry announcements, calendars, permission slips, and involvement with ministry-focused social media
- Participation in planning and strategy meetings
- What can the intern expect from you and the church?

During this internship, the intern can expect—

- Weekly or biweekly meetings with the supervisor
- Exposure to the full scope of the ministry, including administrative areas (budget development, hiring and development of volunteer staff, church staff meetings, congregational meetings, and counseling appointments when appropriate).
- Timely payment of a salary or stipend; reimbursement for approved expenses
- Medical insurance
- Conference registration for a professional seminar for youth worker
- What can the church expect from the intern?

During this internship, the church can expect that the intern will—

- Show up on time to all meetings or responsibilities
- Dress appropriately for the ministry situation
- Maintain a model lifestyle during the internship
- Immediately inform the supervisor of any areas of concern or conflict
- How will success be determined?

At the end of the internship, the intern will be evaluated—

- By means of a formal self-evaluation and a written evaluation by the supervisor.



LETTER OF REFERENCE FOR INTERN APPLICANT

INTERNS

Page 1 of 3

Applicant's name _____

Email _____ Phone _____

The person named above is applying for a 12-month youth ministry internship with _____
Church name

The applicant has been instructed to give you this form as part of their application process to serve as an intern. They will be working with adolescents and their families and, thus, will have contact with vulnerable populations. Please complete it to the best of your knowledge. It will become part of the application and will be used to help determine the applicant's suitability for the desired ministry. No single reference will determine acceptance or refusal, so frank appraisal will be appreciated both by the applicant and the selection committee. Your response will be kept confidential and not shared directly with the applicant. Thank you for your time on behalf of the applicant.

1. How long have you known the applicant and in what capacity?
2. What is your occupation?
3. In each category, check the characteristics that to your knowledge best describe the applicant. Add brief comments if necessary.

Achievement

- ☐ starts but often does not finish
- ☐ does only what is assigned
- ☐ meets average expectation
- ☐ resourceful and effective
- ☐ superior creative ability

Emotional stability

- ☐ somewhat over-emotional
- ☐ inclined to be apathetic
- ☐ rapidly shifting moods
- ☐ appropriate emotions for the situation
- ☐ usually well balanced
- ☐ good control in difficult situations
- ☐ learns and thinks slowly
- ☐ average mental ability
- ☐ alert, has good mind
- ☐ intelligent, makes thoughtful analysis
- ☐ brilliant, exceptional capability

Knowledge of the Bible

- ☐ sketchy, limited
- ☐ basic, but improving
- ☐ well established
- ☐ superior grasp

Leadership

- ☐ makes no attempt to lead
- ☐ tries but lacks ability
- ☐ has some leadership skills
- ☐ unusual, exceptional leadership

Personality

- ☐ avoided by others
- ☐ tolerated by others
- ☐ accepted by others
- ☐ liked by others
- ☐ sought after by others
- ☐ somewhat below par
- ☐ will face challenges in a physically rigorous setting
- ☐ fairly healthy
- ☐ good health

Responsiveness

- ☐ slow to sense how others feel
- ☐ reasonably responsive
- ☐ understanding and thoughtful
- ☐ accurately aware of others
- ☐ responds with unusual insight

Spiritual maturity

- ☐ immature faith
- ☐ has made basic commitment
- ☐ somewhat rigid beliefs
- ☐ active and growing faith
- ☐ exceptional insight and discipline

Teamwork

- ☐ frequently causes friction
- ☐ prefers to work alone
- ☐ knows how to follow
- ☐ works well with others
- ☐ most effective in teamwork

INTERNS LETTER OF REFERENCE FOR INTERN APPLICANT

Page 2 of 3

Please use the scale indicated below to further describe the applicant.

Rating scale: 1 = Outstanding, 2 = Good, 3 = Satisfactory, 4 = Fair, 5 = Poor, u/k = Unknown

1. Self-understanding

ability to identify his/her own personal strengths	1	2	3	4	5	u/k
ability to identify his/her own weaknesses	1	2	3	4	5	u/k
ability to see self as others see him/her	1	2	3	4	5	u/k
openness to growth and change	1	2	3	4	5	u/k

2. Emotional strength

ability to deal constructively with personal feelings	1	2	3	4	5	u/k
ability to receive constructive criticism	1	2	3	4	5	u/k
ability to be flexible in the face of change	1	2	3	4	5	u/k
ability to persevere through difficulties	1	2	3	4	5	u/k

3. Interpersonal relationships

shows honesty in decision-making	1	2	3	4	5	u/k
follows through on commitments	1	2	3	4	5	u/k
shows initiative and ambition	1	2	3	4	5	u/k
sets appropriate boundaries with students	1	2	3	4	5	u/k
sets appropriate boundaries with coworkers	1	2	3	4	5	u/k

4. Motivation for Ministry

ability to listen accurately to others	1	2	3	4	5	u/k
ability to respond to feelings and needs of others	1	2	3	4	5	u/k
ability to initiate friendships and care for others	1	2	3	4	5	u/k
willingness to resolve interpersonal conflicts	1	2	3	4	5	u/k

5. Ministry & Administration

desire to serve out of genuine love for Christ	1	2	3	4	5	u/k
desire to serve out of genuine love for others	1	2	3	4	5	u/k
ability to speak in front of large groups	1	2	3	4	5	u/k
willingness to do humble tasks joyfully	1	2	3	4	5	u/k
shows enthusiasm and vivacity	1	2	3	4	5	u/k
ability to take risks and respond to challenges	1	2	3	4	5	u/k
willingness to step outside personal comfort zone	1	2	3	4	5	u/k
uses diligence in studying	1	2	3	4	5	u/k
is organized and handles multiple tasks well	1	2	3	4	5	u/k
shows responsibility with finances	1	2	3	4	5	u/k
uses common sense relating to safety	1	2	3	4	5	u/k



INTERNS LETTER OF REFERENCE FOR INTERN APPLICANT

Page 3 of 3

Working in a team, working with children, youth, or people older than oneself, experiencing new ways of handling things, and getting to know new people - while all these things make being an intern exciting, they're stressful as well. Such stress may sometimes exaggerate some personality traits such as those listed below. Please check any that you feel apply to the applicant.

- | | |
|---|---|
| ☐ Impatient | ☐ Easily discouraged |
| ☐ Perfectionist | ☐ Cocky |
| ☐ Argumentative | ☐ Withdrawn |
| ☐ Critical of others | ☐ Irritable |
| ☐ Domineering | ☐ Anxious |
| ☐ Easily embarrassed | ☐ Easily offended |
| ☐ Sullen | ☐ Lacking a sense of humor |

Additional comments:

Overall:

- ☐ I strongly recommend this applicant.
- ☐ I recommend this applicant with reservations. (Please identify your reservations.)
- ☐ I prefer to discuss this further. Please contact me at the following number:
- ☐ I cannot recommend this applicant for this internship.

Name of reference _____

Title or position _____

May we contact you? ☐ Yes ☐ No

Email _____ Phone _____ Best time to reach you _____

Signature _____ Date _____

Please send the completed form to _____
Church name Address City State Zip

Or email it with "Confidential" in the subject line, to:

INTERNS SELF-EVALUATION FORM

Page 1 of 3

Name _____ Date of evaluation _____

Internship site _____

Internship supervisor _____

Description of internship _____

Please circle the number that describes you.

1 is a solid yes **2** is a tentative yes **3** is a tentative no **4** is a solid no

- | | |
|-------------------------------------|--|
| 1 2 3 4 | I feel positive about my overall internship experience. |
| 1 2 3 4 | I helped set the pace in developing the ministry's identity, enthusiasm, momentum, and unity/teamwork. |
| 1 2 3 4 | My internship prepared me well for ministry. |
| 1 2 3 4 | I believe I have been able to use my gifts in my internship. |
| 1 2 3 4 | I have grown as a Christian as a result of my internship experience. |
| 1 2 3 4 | I believe that my internship experience allowed me to grow in being a leader in ministry. |
| 1 2 3 4 | I was open to evaluation and feedback from my supervisor. |
| 1 2 3 4 | I fulfilled the responsibilities of my internship in an effective manner. |
| 1 2 3 4 | I related well to other staff/coworkers. |
| 1 2 3 4 | I actively sought new experiences and challenges. |
| 1 2 3 4 | I was open to new ideas. |
| 1 2 3 4 | I believe students and parents were pleased with my work as an intern. |

Please answer the following questions.

What were the highlights of your internship?

What tasks, events, and projects were you involved with in your internship? Place a star by those you led.

What skills did you acquire during your internship?

What area(s) need improvement in the youth ministry where you served?

What was the most challenging aspect of your internship for you?

How did you balance your time between your ministry and your personal time?

How has your relationship with God grown as a result of your internship?

What do you consider the most helpful aspect of the time spent as an intern?

Was there any time in which your time as an intern was a disappointment? If so, please describe.

Would you recommend other people to serve in this internship in the future? Why or why not?

INTERNS SELF-EVALUATION FORM

Page 3 of 3

As a result of your internship, rate the following—as you now see yourself—by checking the appropriate box:

POSITION DESCRIPTION CATEGORIES	Never did it	I'm hesitant	I'm strong in this area
Contacting new students			
Talking with a student about their faith journey			
Introducing a person to Christ			
Pastoral counseling			
Writing a Bible study			
Leading a Bible study			
Long-range planning: theme development, vision & mission			
Publicizing events			
Budget preparation & management			
Equipping adult leaders			
Equipping student leaders			
Working with a committee			
Working with a board			
Organizing & leading recreational activities			
Organizing & leading retreats			
Organizing & leading service projects &/or mission trips			
Teaching Sunday school &/or confirmation			
Giving a youth talk			
Leading a parents' meeting			
Leading a volunteer meeting			

What areas do you still need experience in before you graduate?

Any other comments:

Supervisor name _____ Phone _____

Supervisor's title _____ Email _____

Intern name _____ Date of evaluation _____

Description of internship _____

Please evaluate the following competencies of the intern as you have observed him or her in ministry. Circle the number that best describes the intern.

1 is a solid yes 2 is a tentative yes 3 is a tentative no 4 is a solid no

COMPETENCIES	ADDITIONAL COMMENTS
1 2 3 4	Appeared enthusiastic about ministry
1 2 3 4	Was prepared to fulfill their responsibilities
1 2 3 4	Related well to the students
1 2 3 4	Related well to other staff and coworkers
1 2 3 4	Took the initiative with projects and assignments
1 2 3 4	Was open to constructive criticism from me
1 2 3 4	Shared ideas without insisting on implementation
1 2 3 4	Recognized when they needed help and sought it
1 2 3 4	Demonstrated a loving, patient spirit
1 2 3 4	Reached out to persons on the fringe
1 2 3 4	Arrived on time
1 2 3 4	Organized effectively
1 2 3 4	Was resourceful
1 2 3 4	Demonstrated gifts for ministry

What areas of strength did you observe in this intern? (list and be specific)

What areas for further growth did you observe in this intern?

INTERNS SUPERVISOR EVALUATION



Page 2 of 2

How often did you meet with the intern? What did you discuss or do in those meetings? Did the intern meet with any other staff members?

Describe the interaction between the other staff members and/or the congregation:

Did the intern display the maturity level needed for ministry?

Would you recommend this intern for ministry?

☐ Yes, enthusiastically

☐ Yes, but with the following recommendations:

☐ No, for the following reasons:

I have discussed the results of this evaluation with the intern. ☐ Yes ☐ No

Additional comments:

Supervisor's Signature: _____

Work through these questions before you take the step of proposing a youth ministry internship to your church or organization:

Do I have a clear job description with measurable goals? What exactly would an intern accomplish in the youth ministry?

Am I clear on what I expect from an intern?

Do I have time and capacity to supervise an intern? Do I have enough experience to develop another youth worker? Does anyone else on staff? What will an aspiring youth worker learn from spending time with me and this ministry?

Is church membership an expectation?

Is church attendance an expectation?

What meetings must they attend on a regular basis?

What meetings should they attend once or twice for the experience?

When do I expect them to be in the office?

What is our policy regarding days off and compensation time for events that last several days?

What is acceptable dress in the church? At ministry events? With students?

How does the intern access resources—administrative help, church vehicles, etc.?

How will the intern pay for meetings with leaders or students?

What is the length of the internship? Does it run concurrently with school, or does the intern commit a block of time like one year before starting seminary or a summer?

How many hours a week will the intern work? If the internship runs concurrently with school, how many hours a week is it feasible for the intern to work? Is the church willing to be flexible when finals roll around?

Does the internship pay enough to live on, or will the intern need a part-time job to supplement their income?

What age group will the intern work with: Middle school? High school? College-age?

What programs or projects will the intern work focus on: Vacation Bible School, day camp, small groups, worship ministry?

INTERNS ASSESSING ORGANIZATIONAL READINESS



Page 2 of 2

Who will be the intern's direct supervisor? Who else will have authority over them?

How will having an intern affect my ability to do my job?

Is my church or organization supportive of bringing on an intern? Have they hired an intern before? Has any of the leadership done an internship as part of their professional development?

Who would I need to clear the idea with before proceeding?

Does the church staff understand the job description of a youth ministry intern? Or will the church administrator expect an intern to stuff envelopes? Will the custodian expect to delegate the setup of Sunday school rooms to the intern?

Is the church willing to provide compensation to the intern? If the compensation is room and board, with whom will they live? If it's a church family, will boundaries be an issue?

If it's a small stipend, tuition credit, or cash, out of which budget will it come?

What will they use for transportation? Will the ministry loan them a car or reimburse them for travel and job expenses?

Does the church's insurance cover an intern? How about Workers' Compensation?

Does the church believe in developing future leaders for ministry, and are they willing to take on the accompanying risks? The internship is a step in the intern's discernment process. It may be that during the internship, it becomes clear that ministry is not the right direction for this person. Is the church willing to take that risk?

How can the internship be terminated if things don't work out as planned?

Is there a written description of the process involved in terminating an internship?

Is the church willing to let this person fail as well as succeed? Interns are rookies. As they try out their ministry legs, there are bound to be messes as well as successes. In what areas is the church willing to extend grace? In what areas can there be no mess-ups?

Am I ready to take appropriate and decisive action if conflict arises with an intern or about the intern? How can I be proactive in conflicts involving the intern? Can I confront based on early recognition of potential problems, or am I inclined to let things slide until I'm forced to react?

Do our students and their families understand the short-term commitment of an internship?

If this is an academic internship, what are the expectations of the sponsoring institution in regard to the intern? In regard to my supervision? In regard to my communication with the institution?



TYPES OF ABUSE

Physical: Bruises, welts, burns, scratches, or bite marks, which are often explained away as accidental. Marks will appear in peculiar clusters, such as patterns consistent with teeth or fingernails. Wounds may appear in various stages of healing. There may be reluctance on the part of the child to discuss the “suspected” abuse and tendency will be to hide the marks that are a result of the abuse.

Emotional and Psychological: Symptoms are less obvious than those of physical abuse. Symptoms are usually observed in the behavior of the child. The child may seem unusually adult or juvenile, hard to get along with in general, or even unusually submissive. (It is important to note that these behaviors either separately or simultaneously do not always indicate abuse. Some signs may occur as part of the maturation process of the child or the result of a different problem.)

Neglect: Child may be emotionally, psychologically, physically, or developmentally impaired. Medical and dental needs may be unmet. Child may be inappropriately dressed for the weather or activities. The child may have the ongoing condition of being unclean, tired, or in trouble at school. Often times the student may be a “loner” and may steal or beg.

Sexual: Sexual abuse consists of any sexual exploitation of children under the age of 18 by an adult or a person 4 years older than the victim even if the child seems to be consenting. This form of abuse includes fondling, incest, rape, murder, assault, oral stimulation, genital or anal stimulation, or nonviolent sexual stimulation. Child sexual abuse can be inflicted in ways other than the physical assaults listed above. It can take such forms as witnessing adult sexual relations, indecent exposure, verbal sexual stimulation, peeping toms, exhibitionism, or obscene phone calls. Involving children in pornography or prostitution are also forms of child sexual abuse.

GUIDELINES

Any verbal or nonverbal sexual interaction with a child is inappropriate. Appropriate expressions of love and support include touching; however, children must be physically respected.

As much as possible, use the buddy system when working with individual youth. Let another adult know where you are.

One-on-one interaction should be male-male and female-female only.

Never take a member of the opposite sex home by yourself.

Special note: Keep a log of any unusual events or incidents involving a child that might indicate abuse.

REPORTING

Reporting child abuse or even suspected child abuse is the law. You can be held responsible in the future if a victim informs anyone of authority that you were aware of the abuse and did not report it. If you need to report proven or suspected abuse, notify the Pastor of Student Ministries immediately. The report must be made within 24 hours after you receive knowledge of the abuse.

Special note: Never promise a student you will keep a secret if they confide in you.

HARASSMENT POLICY

We are committed to providing a work environment free of unlawful harassment. Church policy prohibits sexual harassment because of race, religious creed, color, national origin or ancestry, physical or mental disability, medical condition, marital status, age, sexual orientation, or any other protected basis, including but not limited to the following behavior:

- Verbal conduct such as derogatory jokes or comments, slurs or unwanted sexual advances, invitations, or gestures;

- Visual conduct such as derogatory or sexually oriented posters, photography, cartoons, drawings, or gestures;

- Physical conduct such as assault, unwanted touching, blocking normal movement or interfering with work because of sex, race, or any other protected basis;

- Threats and demands to submit to sexual requests as a condition of continued employment, or to avoid some other loss, and offers of employment benefits in return for sexual favors;

- Retaliation for having reported or threatened to report harassment.

If you believe you have been unlawfully harassed, we urge you to report the incident immediately. Follow the procedure so that your complaint can be resolved quickly and fairly:

- When possible, confront the harasser and persuade him/her to stop.

- Provide a written complaint to the Pastor of Student Ministries, or another pastor on staff as soon as possible after the incident. Include details of the incident(s), names of individuals involved, and the names of any witnesses.

The Pastor of Student Ministries will refer all harassment complaints to the Senior Pastor (if not the accused). The church will immediately undertake an effective, thorough, and objective investigation of the harassment allegations.

If the ministry determines that unlawful harassment has occurred, it will take effective remedial action in accordance with the circumstances. Any individual the ministry determines to be responsible for unlawful harassment will be subject to appropriate disciplinary action.

Whatever action the ministry takes against the harasser will be made known to the individual lodging the complaint. The ministry will take appropriate action to remedy any loss to you resulting from harassment.

The ministry will not retaliate against you for filing a complaint and will not tolerate or permit retaliation by volunteers or employees.



STEPS TOWARD PREVENTING SEXUAL ABUSE

1. Selection and screening

- Church membership requirement
- Clearing the applicant's name with the pastoral staff
- Requiring thorough staff application, including references that you must contact
- Conducting an application interview with two staff
- Enforcing a probationary period
- Accepting only those applicants willing to let the ministry do a thorough background check

2. Supervision

- New volunteers are paired with veterans for a time and are not alone with students.
- New volunteers are specifically evaluated at 30, 60, and 90 days.
- All volunteers receive at least yearly evaluations based on supervisory observation.
- Require two ministry-approved adults be present with a student or group of students at all times.
- Any one-on-one meeting is conducted in a visible setting such as a public coffee shop and can be accessed at any time by staff, parents, and/or caregivers.

3. Specific reporting process

Basic steps to be followed in possible abuse cases:

- All efforts to handle an incident will be well documented immediately.
- The incident will immediately be reported to ministry supervisors and, very likely, the ministry attorney.
- Contact the proper civil authorities immediately. Most states have a reporting deadline of serious allegations of 24 hours or less. These authorities, and not our ministry, will handle the investigation. Child Welfare Information Gateway has helpful resources when it comes to mandated reporting and state guidelines: <https://www.childwelfare.gov>.
- Notify the parents. (If notifying the parents appears to place the child at further risk, work with a licensed therapist, medical professional, or other appropriate authority.)
- Take allegations seriously; reach out to the victim and his or her family; and treat the accused with dignity and support.
- If the accused is a church worker, that person will be relieved temporarily of his or her duties until the investigation is completed.
- Use the text of a prepared public statement to answer the press and convey news to the congregation. Appoint a press liaison for your church. Typically, this is the senior pastor, executive pastor, or the chair of the board. Safeguarding the privacy and confidentiality of all involved must be a priority.

4. The following are reporting procedures for volunteer staff

- If a child or student is observed to have signs of physical abuse (bruises caused by hitting, unexplainable injuries, etc.), volunteer staff should call these things to the attention of a pastoral staff member immediately and document the report.
- If a child or student verbally accuses a family member or other person of abusing them in some way, the volunteer staff member should ask appropriate questions in an attempt to determine the veracity of the claims and the imminence of danger. If the truth of the claims seems clear, the matter should be immediately brought to the attention of a pastoral staff member. If the truth of the claims seems questionable, the claims should still be brought to the attention of a pastoral staff member on the same day that the claims are expressed.
- Whether clearly true or questionable in the estimation of the volunteer staff member, the allegations or observations should be put in writing on the day of the incident, including a verbatim/exact account

of the observation and/or accusation. Every detail of the event/s—including date, time of day, names of persons involved, etc.—should be included in this report. The person making the report should keep one copy, and one copy should be given to the pastoral staff member who oversees that area of ministry. These reports must be kept safe and confidential. The pastoral staff member will be responsible for making a determination as to the appropriate actions to be taken as follow-up to these observations/accusations.

5. Defining Sexual Abuse

A. Touching

1. Fondling—touching the body on private parts
2. Inappropriate kissing
3. Intercourse (consensual or non-consensual)
4. Oral or anal intercourse

B. Non-touching

1. Sexual remarks
2. Showing pornography
3. Watching any sexual activity
4. Exhibitionism

6. Detecting sexual abuse

- Most cases of sexual abuse go undetected. There may be no apparent physical signs, or there may be physical signs detected only through medical examination.
- The cases that *are* reported are generally reported by abused children to their parents, siblings, or other caretakers—often in the form of casual remarks that lead the listener to query further.
- Most children say nothing. They may not realize that what was done to them was wrong. Or they may be too embarrassed or frightened to speak up. They may not want to get the offender in trouble—especially if a friendship has developed between offender and victim.
- In some cases, telltale physical or emotional signs may arouse your suspicion. In its publication *The Educator's Role in the Prevention and Treatment of Child Abuse and Neglect*, the National Center on Child Abuse and Neglect outlines certain indicators of sexual abuse.

Physical indicators

Difficulty in walking or sitting
Torn, stained, or bloody underclothing
Pain or itching in the genital area
Bruises or bleeding in external genitalia, vaginal or anal area
Venereal disease, especially in preteens
Pregnancy

Behavioral indicators

Unwilling to change for gym or participate in physical education class
Withdrawal, fantasy, or infantile behavior
Bizarre, sophisticated, or unusual sexual behavior or knowledge
Poor peer relationships
Delinquency or running away
Reports sexual assault by caretaker

These signs can be indicative of other problems and are not exclusively tied to sexual abuse. But the repeated occurrence of an indicator, or the presence of several indicators warrants further investigation.

Because of who we are in Christ, the organization we represent, and the vulnerable age group we work with, each of us must be willing to pay the price of leadership in every area of our lives.

The following areas are very important if you are to maintain a good reputation. We need your compliance in each of these areas for you to be a staff member.

- You must not have a lifestyle that is contrary to clear Bible principles.
- Do not plan activities with students or communicate with students without formal parental approval. Activities should also be approved by the youth pastor.
- Attend church on a regular basis. Pursue spiritual growth.
- Do not form exclusive relationships, e.g., date, with junior high/middle school or senior high youth or any person under your supervision or care.
- Do not voice critical opinions about any Christian church, staff, parents, or students in front of students.
- Do not use illegal drugs.
- Do not get drunk.
- When driving students you must obey all laws and use safe driving habits.
- Never drive a student home alone.
- Male staff are expected to spend time primarily with male students, female staff with female students.
- Maintain appropriate physical and emotional boundaries at all times.

Touch

- Do not initiate or demand touch with any student. Do not force touch upon a student or leader.
- Use only appropriate touch. Appropriate touch honors physical and emotional boundaries and communicates encouragement or comfort.
- Appropriate touch should take place only when in the presence of two or more leaders.

Counseling and mentoring appointments are confidential so you should not share conversations with any person other than a pastor or supervising staff.

In our setting, we prefer that men build mentoring relationships with young men, women build mentoring relationships with young women.

Always seek to conduct meetings in a visible setting which can be accessed at any time by staff, parents, and/or caregivers.

- You **must** report to your supervisor any of the following situations **immediately. Call 911 when appropriate.**
- Physical abuse reported to you.
- Sexual abuse of any minor reported to you.
- When a student tells you he/she is suicidal (take them seriously and report **immediately**).
- When a student is in a life-threatening situation.
- When the student is threatening someone else.
- When a student discloses a pregnancy.
- When a student is involved in a runaway situation.
- When a student confesses a felony to you.
- When you have reason to believe a student is going to commit a crime.

I have read the above and accept the STAFF CONDUCT AND GUIDELINES.

Staff Signature _____

Staff Contact List Monthly

P - Personal appointment T - Telephone L - Letter C - Card E - Email

Name	Phone number	1	2	3	4	5	6	7	8	9	10	11	12	Important dates
1. _____														
2. _____														
3. _____														
4. _____														
5. _____														
6. _____														
7. _____														
8. _____														
9. _____														
10. _____														
11. _____														
12. _____														
13. _____														
14. _____														
15. _____														
16. _____														
17. _____														
18. _____														
19. _____														
20. _____														

Once potential youth ministry volunteers receive application packets, you should start files on them. Use this form to track their progress.

• **Date that the application packet is sent or given out** _____

• **Date when each item is returned:**

Application _____

Reference 1 _____

Reference 2 _____

Reference 3 _____

Background check permission _____

Reading assignment statement
(completion of statement of faith, child abuse policy, etc.) _____

• **Fingerprinting completed** _____

Results _____

• **Child registry/background check completed** _____

Results _____

• **Interview date** _____

Interviewer _____

Notes placed in folder _____

• **Observation period started** _____

• **Observation period completed** _____

• **Observation partner** _____

• **Talked to observation partner** _____

Notes placed in folder _____

• **Final conversation** _____

Decision _____

• **Welcome and introduction to students and leadership team** _____

TEAMS DRIVER APPLICATION

Page 1 of 2

Effective year _____

Driver's name _____

Driver's license number _____

State of Issue _____ Expiration date _____

Current address _____

City _____ State _____ Zip _____

Home phone _____ Cell phone _____

Email _____

Birth date _____ Social Security no. _____

Type of license

- ☐ Operators
- ☐ Commercial (CDL)
- ☐ Chauffer
- ☐ Other (please specify)

Describe any medical conditions that could affect your ability to safely transport students or adults.

Date of your last physical:

List any medications you currently take that could potentially impair driving ability.

If you hold a CDL, please attach a copy of your current health form.

Please describe driver training that you have received:

Have you been convicted of any moving violations in the last five years?

☐ Yes ☐ No If yes, please describe each conviction.

Do you have any restrictions or endorsements on your driver's license?

☐ Yes ☐ No If yes, please list those restrictions or endorsements.

Have you been involved in any motor vehicle accidents in the last seven years?

☐ Yes ☐ No If yes, please give the date and briefly describe each accident.

Have you been convicted of a DUI, or had your license revoked or suspended in the past 10 years?

☐ Yes ☐ No If yes, please provide complete details.

Do you carry personal auto insurance?

☐ Yes ☐ No If yes, please identify the insurance company and policy #.

Does our church or ministry have any reason to be concerned about your ability to be a responsible and careful driver?

☐ Yes ☐ No If yes, please briefly describe.

I certify that all the information on this application is truthful and completely accurate. I agree to notify the church within 14 days of any changes in any of the above information. I authorize the church to verify this information with the Department of Motor Vehicles and to check references on my driving. I understand that false statements on this application will constitute grounds for immediate dismissal.

By signing, I agree to abide by safety procedures established by the church and abide by all laws.

Signature _____ Date _____

Print name clearly _____

Please attach a full color photocopy of both sides of your current driver's license to this form.

Office Use Only

DMV check ☐ Yes ☐ No Date _____

Contact name _____

Cleared with insurance company ☐ Yes ☐ No Date _____

Contact name _____

Approved to drive _____

Date _____

_____ is applying to become a volunteer youth worker with the student ministry at _____ Church and has given your name as a personal reference.

The person in this staff position will be in close contact with students, and we want to ensure that these relationships will be healthy ones. Please complete the form below and use the enclosed envelope to send us your evaluation of this person's character and integrity. Your response will remain confidential.

1. Describe your relationship with this person.
2. How long have you known this person and in what context?

Please use the following scale to respond to the following questions:

1 low **2** below average **3** average **4** very good **5** excellent

How would you rate his/her ability in the following:

- | | | | | | |
|--|---|---|---|---|---|
| 1. Involvement in peer relationships? | 1 | 2 | 3 | 4 | 5 |
| 2. Emotional maturity? | 1 | 2 | 3 | 4 | 5 |
| 3. Resolving conflict? | 1 | 2 | 3 | 4 | 5 |
| 4. Following through with commitments? | 1 | 2 | 3 | 4 | 5 |
| 5. Ability to relate to students? | 1 | 2 | 3 | 4 | 5 |
| 6. Spiritual maturity? | 1 | 2 | 3 | 4 | 5 |
| 7. What are this applicant's greatest strengths? | | | | | |

8. Do you have any concerns with this person working with students? If so, please explain.

☐ Please check this box if you have concerns that you would prefer discussing in person.

Thank you for taking the time to fill this out. If you have any questions regarding this reference, please contact

_____ at _____ or _____
Name of youth pastor phone email

Signature _____ date _____

Please forward this document to _____

Name and address of church	City	State	Zip
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1. CHURCH BACKGROUND

How did you hear about our ministry?

Why are you interested in working with us?

How long have you been going to our church?

What brought you here?

Are you a member of the church?

2. SPIRITUAL BACKGROUND

Describe your faith journey.

How long have you been a Christian? Talk about your journey to become a Christian.

How would you describe your relationship with Christ now?

What do you do to keep your spiritual life fresh?

Who else knows you deeply? How would they describe you?

TEAMS PROSPECTIVE STAFF INTERVIEW WORKSHEET



Page 2 of 2

3. MINISTRY EXPERIENCE

Are you serving with any other ministries currently?

Have you served in another ministry in the past? If so, when and why did you stop serving?

What do you believe your spiritual gifts are? What do you love doing? What have other people told you you're good at?

Have you ever worked with our ministry before?

4. PERSONAL INFORMATION

What is your home situation? Are you married? Are there children? Do you have a roommate(s)?

If married, are your spouse and/or kids supportive of your commitments?

Where do you work?

Describe your job and your work environment.

Tell me about your relationship with your family growing up.

Students with whom you are in relationship pick up not only what you teach, but also what you model. What one thing in your life would you like them to learn from you? On the flip side, what one thing would you rather they didn't learn from you?

Each of us struggles with a character weakness or a stubborn bad habit. What would you say yours is?

Is there anything in your life currently, or in your past, that we should know about in your ministry to students (alcoholism, drug use, family concerns, child abuse, depression, etc.)?

Is there anything else we should discuss?



TEAMS PROSPECTIVE STAFF INTERVIEW WORKSHEET WITH RATIONALE

Page 1 of 2

If you're new to a youth ministry position, practice interviewing by asking some of the following questions of those who have been holding down the fort till you got there. You could ask them in the past tense—"Why were you interested in working with the youth ministry?" Or you could phrase them with the future in mind—"Are you interested in continuing to work in your current role?" Comments about the purpose or value of the question is in parentheses at the end of each question.

(The **Prospective Staff Interview Worksheet** includes these same questions and space for taking notes during an interview.)

1. CHURCH BACKGROUND

How did you hear about our ministry? (This gives you insight into which forms of recruiting are giving good results.)

Why are you interested in working with us? (People's motives for joining a ministry vary. They may want to spend more time with their own kids who are in the ministry. They may want to stop teenagers from repeating the same mistakes they did. They may be bored and really like the music that the high school band plays.)

How long have you been going to our church? (Someone who's just started coming may be a church hopper, or even have a history of stirring up dissension wherever they go.)

What brought you here? (It's helpful to know if they've grown up in your denomination or if they were intrigued by the sermon topics advertised in the paper.)

Are you a member of the church? (What's your church's policy on membership and volunteering? More and more churches are leaning toward requiring volunteers to be church members, for more accountability.)

2. SPIRITUAL BACKGROUND

Tell me about your faith journey. (The reason for asking the question this way is that it invites a more comprehensive story than if you ask, "Tell me about when you became a Christian." Instead of hearing "I was saved in July 1985 at Bible camp," you'll learn details that may trigger other questions or give you a feel for experiences that equip them for particular kinds of ministry.)

How long have you been a Christian? or **Talk to me about how you became a Christian.** (If you feel the answer to any question is incomplete, reframe the question until you're satisfied with the answer.)

On a scale from one to ten, what's your relationship with Christ like now and why? (Sometimes you'll get people who have recently renewed their faith and are eager to get active in the church. You may want to give them some time to get grounded by attending a small group of their own rather than placing them in leadership. Question any extreme on the scale. If they're a one or two, find out if they expect the youth ministry to bolster their faith. If they're a nine or ten, how do they deal with the dry times in their walk?)

What do you do to keep your spiritual life sharp? (Are they active in a Bible study or small group? Do they practice spiritual disciplines like devotions and prayer? You're trying to get a sense of how they nurture their own faith. If they aren't maturing themselves, they can't lead someone else.)

Are you or have you ever been discipled or been in a small group? (This is especially appropriate if the person is applying to be a small group leader. If they've never experienced a successful small group, they'll have difficulty leading a group. You may want to suggest that, before they volunteer in the youth ministry, they take some time to ground themselves. A tough call? Yes, but it communicates that you're more interested in their spiritual growth than in their being a body serving in the youth ministry. Don't worry—they'll come back.)

3. MINISTRY EXPERIENCE

Are you serving with any other ministries? (Typically, youth ministry is one of the most time-intensive ministries of the church. Unless they're helping out in a non-relational capacity—e.g., putting together newsletters for you or entering data in the database—they won't have time or energy to serve in other ministries at the same time.)

TEAMS PROSPECTIVE STAFF INTERVIEW WORKSHEET WITH RATIONALE

Page 2 of 2

Have you served in another ministry in the past? If so, why did you stop serving? (You're listening for patterns here. Does the person have a track record of leaving when things get tough? Do they cause conflict and leave? Do they leave if they don't get their own way? If you have a corresponding section in your application, you can do some comparing. Word of experience: if someone left their last ministry because of unresolved conflict, you can bet that conflict will follow them into this ministry.)

What do you believe your spiritual gifts are? Or what do you love doing? What have other people told you you're good at? (Do their gifts fit the needs of the job for which they're applying? They may have been "guilted" into volunteering with the youth ministry, when their talents really lie with the senior citizens or the justice and mercy committee. You're also looking to see if other people have affirmed their gifts. Often we'll hear the phrase, "God's leading me to work with the students." Don't be satisfied merely with their assertion. Ask, "Who else has seen you in action and affirmed this leading?" Probe for details.)

Have you ever worked with our ministry before? (If you're relatively new to the church—and especially if you know there was divisiveness in the ministry before you came—you'll protect the ministry by asking the question. If this person left because of your predecessor and now wants to come back, is that a good thing or a bad thing? Investigate this one.)

4. PERSONAL INFORMATION

Introduce this section by saying something like this: "It's important that we have a handle on the personal lives of our leadership team because seasons of life and relational dynamics can greatly impact our ministry. This information is strictly confidential, unless we get your permission to talk about it with a third party. Please tell what you feel we should know and what you are comfortable with sharing, with the understanding that we need to know anything that would influence or impact your ministry with students and the ministry as a whole."

(Optional) What is your home situation? Are you married? Are there children? Do you have a roommate(s)? (You're listening for issues dealing with their personal relationships. Are they divorced, separated, living with someone where there's a romantic relationship? What is your ministry's and your church's stance on these issues? If they are divorced or widowed, how long has it been, and have they worked through the grieving and other issues affiliated with those kinds of losses?)

(Optional) If married, are your spouse and/or kids supportive of your commitments? (You're trying to avoid putting this person in conflict. If they're not being supported, their ministry can be hindered.)

Where do you work? (Be listening for jobs that may affect the applicant's fit with the ministry. For example, if she's a CPA, she may be out of commission from January until April. If she teaches high school or middle school, will she burn out if she serves students "after hours" as well?)

Are you reasonably content with your job? (Discontent is a yellow flag only; job satisfaction may or may not impact their effective ministry.)

Tell me about your relationship with your family growing up. (You're listening for unresolved issues here. Although you're not a therapist, you may learn you need to recommend one. Again, people get into ministry with mixed motives. How they dealt with (and continue to relate to) their family of origin affects how they do ministry.)

Students with whom you are in relationship pick up not only what you teach, but also what you model. What one thing in your life would you like them to learn from you? On the flip side, what one thing would you rather they didn't learn from you?

Each of us struggles with a character weakness or a stubborn bad habit. What would you say yours is? (Compare this response to the previous one. Are they similar? If not, why not?)

Is there anything in your life currently, or in your past, that we should know about in your ministry to young students? (Alcoholism, drug use, family concerns, child abuse, depression, etc.)

What are your views on the legal use of alcohol/smoking, etc.? (This question may be related to certain views they expressed on their application or that the church holds.)

Check desired ministry area: ☐ Middle school ☐ Senior high ☐ College-age

BASIC INFORMATION

Name _____
LAST FIRST MIDDLE

Address _____
CITY STATE ZIP

Email _____ Phone _____

Your communication preference: ☐ phone call ☐ text ☐ email ☐ other: _____

Best times to reach you are _____ May we call you at work ☐ Yes ☐ No

Employer _____ Employer address _____

Position at work _____ Years at current job _____

Email _____ Social Security # _____

Driver's License _____

Church membership: ☐ Member ☐ Regular attendee

How long have you attended our church? _____

Emergency contact _____ Phone _____
NAME AND RELATIONSHIP

FAMILY INFORMATION

Marital status (check one): ☐ Single ☐ Married (anniversary date _____) ☐ Divorced ☐ Separated ☐ Widowed ☐ Other:

If married, spouse's name _____

If you have children, their names and ages:

1. _____ 4. _____

2. _____ 5. _____

3. _____ 6. _____

EDUCATION

High School _____ City _____ State _____ Grad Year _____

College / tech school _____ City _____ State _____ Grad Year _____

Degree and major _____ Minor _____

Other education, training, and licenses _____

MINISTRY EXPERIENCE OR EXPERIENCE WITH YOUTH (LIST MOST RECENT FIRST)

Church (name, city, state, and zip)	Dates	Area of service	Contact	Phone
1. _____				
2. _____				
3. _____				

TELL US ABOUT YOURSELF

1. Describe your faith journey.
2. What have you been doing to grow spiritually in the past year?
3. What would you do to maintain your spiritual growth as a volunteer?
4. What are your expectations of the youth ministry team?
5. Explain your background in student ministry at this church or elsewhere.
6. What special qualities or qualifications would you contribute as a volunteer staff member?
7. Do your beliefs contradict the teachings of our church? If so, in which areas?

REFERENCES

Please provide three character references (other than family members) who can identify your strengths and growth areas and describe your fitness for ministry. (Please mail one copy of **Volunteer Letter of Reference** and an addressed, stamped envelope to each of these references, and ask them to mail it back to the church office. If they prefer email, have them send a scanned copy, including their signature, to _____)

1. _____	_____	_____	_____
Name	Address or Email	Home / work phone	Relationship
2. _____	_____	_____	_____
Name	Address or Email	Home / work phone	Relationship
3. _____	_____	_____	_____
Name	Address or Email	Home / work phone	Relationship

SELF-DESCRIPTION

Please circle the words that best describe you. Cross out words that least describe you.

trustworthy *dependable* *active* *compassionate* *reliable* *self-starter* *punctual* *flexible* *laid-back*
quick thinker *spontaneous* *decisive* *teachable* *team player* *humorous* *thoughtful* *solitary* *leader*
cautious *risk taker* *patient* *reflective* *honest* *organized* *creative* *disciplined* *faithful*

What are your spiritual gifts?

Please list any personal weaknesses, areas where you need to grow, or special concerns that could affect your ministry with students.

1. _____
2. _____
3. _____

MEDICAL INFORMATION

Have you had any prior injuries that might be aggravated by working in youth ministry?

Are you currently taking any medication prescribed by a doctor for physical or other conditions that would affect your ministry?

Do you have any medical conditions(s) that might be hazardous to others?

If you answered yes to any of the questions above, please attach another page and explain completely.

BACKGROUND INFORMATION

Have you, at any time, been involved in or accused, rightly or wrongly, of sexual abuse, maltreatment, or neglect? ☐ Yes ☐ No

Have you ever been accused or convicted of possession / sales of controlled substances or of driving under the influence of alcohol or drugs? ☐ Yes ☐ No

Are you using illegal drugs? ☐ Yes ☐ No

Have you been arrested or convicted for any criminal act more serious than a traffic violation? ☐ Yes ☐ No

Have you ever been involved romantically or sexually with any student in the youth ministry, or had sexual relations with any minor after you became an adult? ☐ Yes ☐ No

Have you ever gone through treatment for alcohol or drug abuse? ☐ Yes ☐ No

Have you ever been asked to step away from ministry or work with students or children in any setting, paid or volunteer? If yes, please explain. ☐ Yes ☐ No

Is there anything in your past or current life that might be a problem if we found out about it later? If yes, please explain. ☐ Yes ☐ No

I have read the _____ (church organization) statement of faith, **Volunteer Staff Expectations**, and **Reducing the Risk of Physical and Sexual Abuse** enclosures and agree to be bound by them.

☐ Yes ☐ No _____
Initial here

If the answer to any of the above questions is yes, please attach another page and write a full explanation. These will be discussed confidentially during your interview.

WAIVER / RELEASE

I, the undersigned, give my authorization to _____ representatives—hereafter
Church name
referred to as The Church—to verify the information on this form. The Church may contact my references and appropriate government agencies as deemed necessary in order to verify my suitability as a church youth ministry worker. I am willing to request and submit to The Church background reports on myself from the _____.
Background checking service

The information contained in this application is correct to the best of my knowledge. I authorize any references or churches listed in this application to give you any information (including opinions) that they may have regarding my character and fitness for student ministry. In consideration of the receipt and evaluation of this application by The Church, I hereby release any individual, church, youth organization, charity, employer, reference, or any other person or organization, including record custodians, both collectively and individually, from any and all liability for damages of whatever kind or nature that may at any time result to me, my heirs, or family, because of compliance or any attempts to comply, with this authorization. I waive any right that I may have to inspect any information provided about me by any person or organization identified by me in this application.

Should my application be accepted, I agree to be bound by the constitution, statement of faith and policies of The Church, and to refrain from conduct unbecoming to Christ in the performance of my services on behalf of The Church. If I violate these guidelines, I understand that my volunteer status may be terminated. By signing this application, I state that all of the information given about myself is true.

I further state that **I HAVE CAREFULLY READ THE FOREGOING RELEASE AND KNOW THE CONTENTS THEREOF, AND I SIGN THIS RELEASE AS MY OWN ACT.** This is a legally binding agreement that I have read and understand.

Print name _____

Signature _____ Date _____

Witness _____ Date _____

ITEMS TO INCLUDE IN AN APPLICATION PACKET

- ☐ **Staff Application Process Letter** explaining the process
- ☐ **Staff Application**
- ☐ **Volunteer Staff Expectations**
- ☐ Church's statement of faith
- ☐ Church's constitution
- ☐ **Reducing the Risk of Physical & Sexual Abuse**
- ☐ **Volunteer Letter of Reference** form (3 copies)
- ☐ Health (medical) form
- ☐ Handouts on—
 - ☐ Child registry/background screening
 - ☐ Fingerprinting
- ☐ Optional items (depending on your church policy and state law)

❑ APPEARANCE

“People look on the outward appearance but God looks on the heart.”

The first phrase is not the heart of the verse, but it's the truth. Students and adults will base their impression of our ministry on their impression of us. For this reason we wear appropriate clothing (1 Corinthians 9:19-23).

- The activity should dictate the type of clothing worn.
- All of our clothing should be clean, communicating personal discipline and recognition of self-worth, be modest, protecting the reputation and image of the Holy Spirit (1 Timothy 2:9, 1 Corinthians 8:27, 1 Thessalonians 4:6a), and avoid masking our inner qualities (1 Peter 3:1-8).

❑ STUDENT RELATIONSHIPS

Discretion in staff members' personal lives is fundamental to both spiritual integrity and to continuing to do spiritual ministry among students and their families (Ephesians 5:1-12, 15-16). To live wisely and without any hint of sexual misconduct we keep the following standards:

- Any verbal or nonverbal or technology-based sexual interaction with any student is inappropriate and will be immediately disciplined and reported to the appropriate authorities.
- Dating or any type of exclusive relationship with any junior high/middle school or senior high student is forbidden.
- Discretion must be used in physical contact with any students. Innocent behavior can be misinterpreted or misunderstood. Full body-to-body hugs, piggyback rides, sitting on laps, stroking, massaging shoulders or any other part of the body, backrubs, or affectionate kissing raises serious concerns and must be avoided. Any overt display of affection, appropriate hugging for example, should be made in a public setting in front of other group members and should not be demanded from the other party.
- Sexual gestures or overtures to a staff member by a student should be reported to one of the ministry directors or the student ministries pastor so that discussion can be held with the student.
- Staff should form male/female ministry teams whenever possible.
- One-on-one counseling with a student should always occur in a visible public place, never alone in a car or a private place. As a general rule when counseling a member of the other gender, invite a member of the same gender as the counselee to be the observing staff.
- When a situation arises where you are alone with a student of the other gender, quickly move that situation to a visible public setting.
- Driving alone with students should be avoided at all times.
- Romantic or sexual attraction for a student by an adult leader should be brought up and discussed with the ministry director for prayer and guidance.
- All suspicions of child or sexual abuse must be reported to the ministry director who will report it to the mandated reporter in the organization. That person will notify the appropriate agency.
- Any knowledge or suspicion of any youth ministry staff having an inappropriate relationship with a student must be reported promptly to the youth ministry leader. If the person in question is the leader, the report should be made to the supervisor of that person.
- No wrestling or physical horseplay should ever occur between staff and students.
- Church staff or volunteers should obtain the consent of the student's parent or guardian before going out with that student, or spending time with the student in an unsupervised situation.
- Use caution in connecting with students via social media or through other technology. Follow the church's policy on social media.

❑ DATING AND EXCLUSIVE RELATIONSHIPS

We recognize one of the greatest visible destroyers of ministries is moral impurity. The following policies should be understood in that light.

TEAMS VOLUNTEER STAFF EXPECTATIONS

Page 2 of 2

- No staff member will form any type of exclusive relationship with a student in middle school, junior high, or high school. This is ground for immediate discipline.
- Staff members involved in a dating relationship should model appropriate behavior. Particularly during church functions, our focus is to be on the Lord as well as students.
- In the case of premarital sex or extramarital sex, an immediate discipline process will be put into place.
- Model the highest standards in your relationships, whether in front of students or not.
- Be aware of what you are communicating about your relationship(s) on social media.

❑ CHARACTER EXPECTATIONS

- **To keep our integrity:** the motives, attitude, and actions of staff should be completely transparent to any observer. Our honesty should be testable by Luke 16:10-12.
 1. *Faithfulness in little things*—being on time, keeping our word, filling requests on time, following through with students, and other responsibilities.
 2. *Faithfulness in money*—turning in receipts, being very cautious with event cash and petty cash, remembering people have sacrificially given that dollar.
 3. *Faithfulness in that which belongs to another*—treating all the church equipment and property with utmost respect.
- **To be teachable:** None of us must claim to have arrived at infallibility. We must continually attend sessions, conferences, worship services, read, and observe with a teachable spirit, continually seeking to grow.
- **To be an appropriate role model:** Staff responsibilities naturally require frequent interaction with students and their families, as well as the community. Youth staff members come into Christian ministry from a variety of backgrounds and beliefs—especially in the gray areas of Christianity. Because staff are leaders and role models, they must use *careful discretion* when choosing movies, music, etc., for ministry activities. The use of R-rated movies is prohibited with middle school/junior high students and parental permission is required with senior highers. Use PG-13 movies with extreme caution. *In all cases, preview a movie that you're considering showing at a youth activity.* When in doubt, check with parents or a ministry director.

Along with entertainment choice, substances used by staff model behavior to students. Since the number one substance abused by teenagers is alcohol, staff will abstain from the use of alcoholic beverages in the presence of students.
- **To develop a servant's heart:** "Let nothing be done through strife or vain glory; but in lowliness of mind let each esteem others better than themselves. Look not every man on his own things, but every man also on the things of others. Let this mind be in you, which was also in Christ Jesus . . . who made Himself of no reputation and took upon Him the form of a servant . . . He humbled Himself, and became obedient . . . even the death of the cross." (Phil. 2:3-8).

We aren't concerned about rank or position; the one in the pulpit is of no greater importance in God's eyes than the one leading a small group or driving the buses. As we faithfully serve one another within the ministry, the Lord expands our outreach and provides opportunities to serve those outside of the ministry. In homes, at church, and in the community, others should remember us by our willingness to serve them. "Humble yourselves in the sight of the Lord, and He will lift you up" (James 4:10 and Luke 17:10).

TEAMS VOLUNTEER STAFF ORIENTATION PROCESS

Name _____ Phone _____

Address _____ Work phone _____

City _____ State _____ Zip _____ Email _____

PROCESS STEPS	DATE	COMMENTS
Initial contact	_____	_____
Run name by pastoral staff	_____	_____
Interest letter sent	_____	_____
First meeting w/ _____ STAFF NAME	_____	_____
Application sent	_____	_____
Application returned	_____	_____
Background check filed	_____	_____
Background check completed	_____	_____
References checked	_____	_____
1. _____	_____	_____
2. _____	_____	_____
3. _____	_____	_____
Church membership	_____	_____
Membership seminar	_____	_____
Membership interview	_____	_____
Membership reception	_____	_____
Welcome card sent	_____	_____
Youth ministry interview _____ STAFF NAME	_____	_____
Assigned role	_____	_____
Assigned mentor	_____	_____
Training plan	_____	_____
Follow up	_____	_____
30 day _____ STAFF NAME	_____	_____
60 day _____ STAFF NAME	_____	_____
90 day _____ STAFF NAME	_____	_____

TEAMS VOLUNTEER STAFF APPLICATION PROCESS LETTER



Dear future youth worker,

Thanks for your interest in working with our students. We're excited that you want to make a difference in the lives of our students.

We work hard to provide an environment for spiritual growth in a context of healthy, positive relationships with adults. We take seriously our responsibility to shield our students from sexual abuse, to protect our adult leaders from accusations of sexual abuse, and to limit the exposure of the church to legal risk and liability. To accomplish this, we ask that all paid staff, as well as those volunteers who'll be working with anyone under the age of 18, complete our application process. Since you're looking into working with students under the age of 18, we need you to carefully and thoughtfully fill out the attached application and return it as quickly as possible.

So, you might be asking...

What's involved in the volunteer application process?

When you fill out the application, you authorize us to check personal references and to request a background check. Please thoroughly and honestly complete all forms. Send out your reference forms, including return envelopes addressed to the church, and complete the background check authorization form.

On what basis does the church approve someone to work with students?

We invite into ministry only those applicants a) who have no previous conviction for sexual or physical abuse of children; b) for whom we receive positive responses from their personal and professional references; and c) who meet the qualifications of the position for which they are applying.

If background checks raise any questions, the individual will be asked to meet with the appropriate pastor to clarify the questionable issues prior to being placed in a position relating to students.

Who will see this application?

The completed application and any subsequent information on you will be available only to the pastoral staff and church board. Once the approval process has been completed, your application and references will be maintained in a secure file.

Thanks for understanding that this paperwork is about protecting you and our students. We appreciate your willingness to help us achieve our mission to students!

Many tools for discerning spiritual gifts are currently in use in churches. Find out right away if your church offers workshops or adult classes on spiritual gifts. Prospective volunteers who have taken the classes may already know that youth ministry suits their interests and abilities. You can use the following questions to help volunteers identify their areas of interest and discern the most appropriate arena in which they might serve.

AREA OF SERVICE

Find out what triggers a person to dream and plan and take action. That arena is where they'll find most satisfaction and where you'll get their best work.

- What keeps you awake at night (besides too much coffee)?
- What do you find yourself feeling passionate about?
- What would your friends say is a recurring theme in your conversations?
- What topics do you find yourself drawn to read about?
- What themes do you find yourself following—music, movies, youth culture, counseling?

SPIRITUAL GIFTS

Sometimes these overlap; sometimes not.

- When you look back on your life, what activities brought you joy, energy, and/or success in early childhood? In grade school? Middle school? High school? College? As a young adult?
- What are the recurring themes of your memories?
- What verbs do you find yourself using—organizing, creating, discussing, building, performing, writing?
- What patterns do you discern?
- What insight have you gained in any spiritual gifts workshops or from sermons or Christian teaching?
- From the following list, choose those spiritual gifts you feel you already use. (Some of these gifts are alluded to rather than named in the Bible.)

- | | |
|---|--------------------------------------|
| ☐ Administration | ☐ Hospitality |
| ☐ Creative communication | ☐ Leadership |
| ☐ Counseling | ☐ Listening |
| ☐ Discernment | ☐ Meditation |
| ☐ Encouragement | ☐ Mercy |
| ☐ Evangelism | ☐ Shepherding |
| ☐ Helping | ☐ Teaching |

- In what ways have those close to you (who are honest with you) affirmed those gifts?