



Baltimore-Washington Conference
The United Methodist Church

YOUNG PEOPLE’S MINISTRY

MINISTRY ARCHITECTS STRATEGIC ASSESSMENT

MARCH 22, 2019

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BACKGROUND

The Baltimore-Washington Conference of the United Methodist Church (BWC) includes 632 congregations in Maryland, Washington D.C., the panhandle of West Virginia, and Bermuda. Its mission is clearly articulate:

To inspire and equip local faith communities to develop disciples of Jesus Christ for the transformation of the world

The Bishop for the conference is LaTrelle Miller Easterling. Bishop Easterling was appointed into this position in September of 2016. She is a champion and advocate for young people.

The conference includes 1,032 appointed clergy and 164,779 lay members. The 632 churches in the Baltimore-Washington Conference embody a broad spectrum of congregations with a wide variety in their membership and worship attendance:

- 282 of those churches that have less than 50 worshippers on their rolls.
- 177 churches have between 50 - 100 worshippers.
- 110 have between 100 - 200 worshippers.
- 58 have a worship roll greater than 200.

Reflecting the region’s highly multicultural populations, the leadership of the conference and its churches is also diverse, with pastors and staff from a range of ethnicities. The Annual Report shows the following statistics:

<p>Members:</p> <ul style="list-style-type: none"> • Asian: 2045 (1%) • Black/Afr. Amer: 29541 (20%) • White: 112,123 (77%) • Hispanic/Latino: 680 (0%) 	<p>Clergy:</p> <ul style="list-style-type: none"> • Asian: 13 (5%) • Black/Afr. Amer: 92 (36%) • White: 142 (55%) • Hispanic/Latino: 6 (2%) 	<p>Population</p> <ul style="list-style-type: none"> • Asian: 367,891 (6%) • Black/Afr. Amer: 2,005,399 (31%) • White: 3,299,844 (51%) • Hispanic/Latino: 556,722 (9%)
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<ul style="list-style-type: none"> • Pac Is/Amer In/Other: 1065 (1%) 	<ul style="list-style-type: none"> • Pac Is/Amer In/Other: 3 (1%) 	<ul style="list-style-type: none"> • Pac Is/Amer In/Other: 178,341 (3%)
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The BWC exists within the context of the General Conference of the United Methodist Church. On a global level, the United Methodist Church identifies the following four areas of focus: Engaging in Ministry with the Poor, Improving Global Health, Developing Principled Christian Leaders, Creating New and Renewed Congregations. Additionally, several national Methodist organizations exist as potential resources for the Young People’s Ministry of BWC. These organizations include The General Board of Global Ministries, The General Commission on Religion and Race, Global Justice Volunteers, The Hispanic Youth Leadership Academy, and Christians Engaged in Faith Formation.

The BWC has organized its ministries in such a way as to prioritize Abundant Health, Advocacy and Action, Leader Development, New Faith Expressions, and Young People’s Ministries as critical to a Wesleyan notion of holistic discipleship. The conference also focuses on three specific multi-cultural ministries, which are African-American ministry, Hispanic-Latino ministry, and Native American ministry. The priorities of The United Methodist Church globally and within the BWC provide an umbrella under which the Young People’s Ministry of the BWC functions.

The Young People’s Ministry of the BWC includes youth ministry, camping ministry, campus ministry, and young adult ministry efforts that take place in and through the conference. In early 2018, a consolidated Interim Young People’s Ministry Board was established to coordinate the multiple initiatives under its umbrella. Made up of twelve people + staff, this board coordinates and connects the work of ROCK, the Conference Council for Youth Ministry (CCYM), the Young Adult Council, the functional work of the Board of Higher Education and Ministry (Campus Ministry), and three camping and retreat properties.

Cheryl Cook, the Coordinator of Young People and Special Projects dedicates the vast majority of her time to Young People’s Ministry, and all of her “special projects” are directly related to young adult ministry, including the The Changemakers Project and missional innovation. Cheryl is also the staff liaison to the Young Adult Council and CCYM.

All programs under Youth, Young Adult, Camping, and Campus Ministries report to Christie Latona, the Director of Connectional Ministries. The staffing for Young People’s Ministry has experienced significant changes since 2013 at which time Pam Bowen was serving on staff in Connectional Ministries as a project manager with about half her time devoted to supporting ROCK. That same year, Cheryl Cook began serving as the Associate Director of Young Adult & Campus Ministry.

In 2014, Pam shifted her work from ROCK to serving as the coordinator of CCYM in hopes of re-establishing the functioning of that group. In 2015, Cheryl shifted out of Campus Ministry and responsibility for that ministry was shifted to the Rev. Maidstone Mulenga, the DCM at the time, a role which was given to Stacey Cole Wilson, Director of Congregational Excellence and Strategic Partnerships, in 2016.

In 2017, Chris Schliekert became the new Director of Retreat & Camping Ministries after the retirement of Andy Thornton, the long-time Director of Retreat and Camping Ministries. In 2017,

Christie Latona stepped into the DCM role, including the oversight of all Young People's Ministry.

In 2018, Cheryl Cook transitioned into the role of Coordinator of Young People & Special Projects. Pam Bowen retired from her position, and Christie Latona assumed direct supervisory responsibility for Campus Ministry.

For 2018, Young People's Ministry has a budget of just under \$2,200,000. This number includes ROCK and camping registration fees and expenses. The net result is that just under \$400,000 is provided through apportionment, approximately \$350,000 of which is dedicated to campus ministry.

There is some fundraising that takes place in Young People's Ministry, most consistently through camperships, support individual campus ministries, and a Student Day offering. By and large, ministry arms of Young People's Ministry depend on registration fees or apportionment dollars to sustain their programs, rather than on fundraising.

In January 2018, Ministry Architects was invited to participate in an initial listening session with 45 people around the conference's ministry to young people, out of which this strategic planning process has developed. In May of 2018, a Young People's Ministry survey was sent to all conference churches, with 157 people responding. Respondents expressed a strong preference for the following priorities:

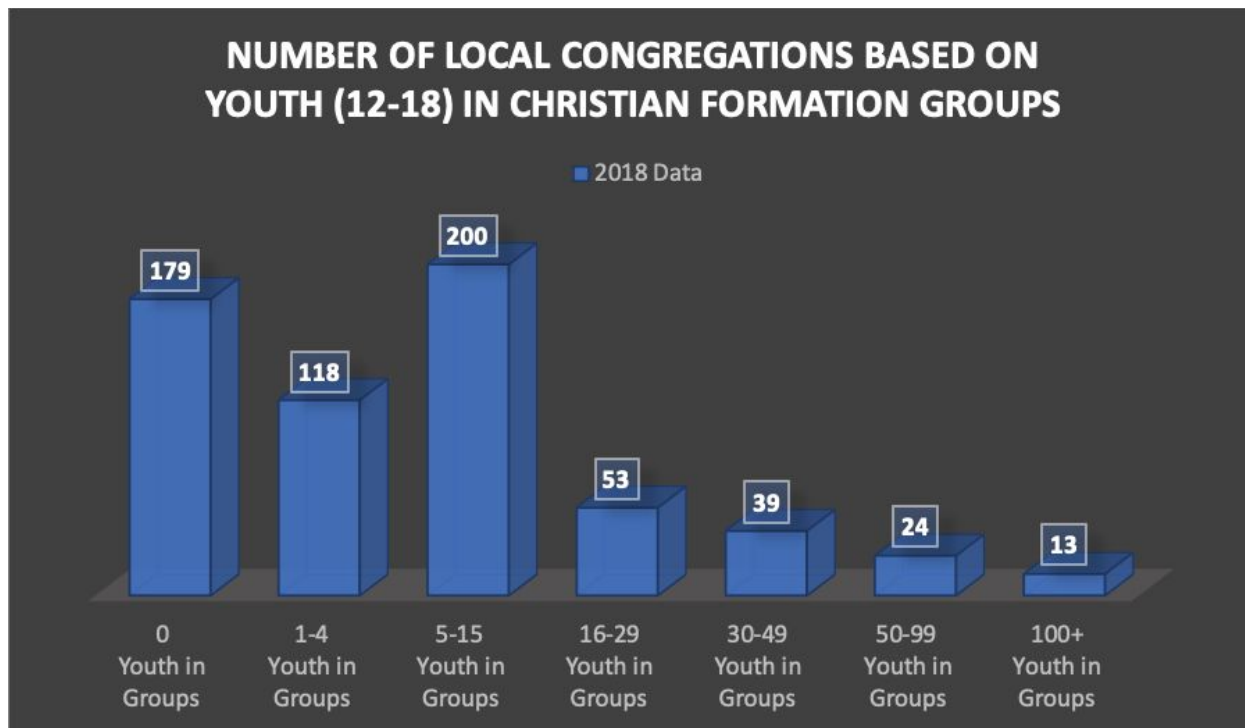
- 94% expressed a strong desire for training for leaders of young people's ministries in local churches, with these top training needs:
 - Volunteer development and recruitment
 - How to reach young adults and build/sustain a young adult ministry
- 77% desire at least one "resource church" within each district to help with training,
- 92% wanted processes for cultivating relationships among and around leaders of young people's ministries,
- 63% expressed a need for increased opportunities for coaching and mentoring for those serving in young people's ministries.

In early September 2018, Mark DeVries and Aqueelah Ligonde from Ministry Architects spent 5 days with stakeholders in young people's ministry in the conference, collaboratively developing the contours of the plan that follows in this document. They met with approximately 110 people in 6 focus groups, in addition to presenting the initial draft of this plan to the Young People's Ministry Board. This report will focus on youth and young adult ministries, and will not include children's ministries. Churches in the conference have 16,000 children, and only 6,500 youth. Youth and young adult ministries are the areas with the greatest potential for growth in engagement in the near future. This document represents the preliminary framework of a proposed strategic plan to be finalized by Annual Conference 2019.

Youth Ministry Overview

Within BWC, 437 churches have at least one youth, ages 12-18, participating in a Christian formation group, such as Sunday school or other small group ministries. 37 churches in the conference have 50 or more youth participating in groups. The following chart represents a

break down of local congregations in the conference based on how many youth participate in Christian formation groups, and includes goals for 2021.



Currently, BWC's youth ministry efforts take place through one of three primary channels: Rock (the annual youth ministry conference engaging 3,000-4,000 youth each year), the Conference Council on Youth Ministries (made up of youth representatives from each of the 8 districts) and Retreat and Camping Ministries (hosted at three camp properties in the conference).

ROCK, a weekend-long conference youth retreat, will celebrate its 25th anniversary in 2019. Launched in February 1995 as a Washington West District youth event in Ocean City, Maryland, 125 people were in attendance that first year. ROCK has grown significantly over the years to its highest participation of an estimated 6,000 youth. Approximately 3,200 youth and 1,500 adults attended ROCK 2018. Careful planning and budgeting has allowed ROCK to pay for itself each year, and sometimes make a small profit. \$270,000 is budgeted for expenses related to ROCK, with an expectation of \$275,000 of income from registrations and other income.

The Conference Council on Youth Ministries serves as the voice for youth in the BWC, representing youth at Annual Conference each year. While there is supposed to be three youth named per district on the council, at an average meeting 8-10 youth are in attendance.

According to the 2018 survey, the vast majority of those involved in hands-on youth ministry do so at the local church level, rather than through districts or the conference. Conference records show that there are approximately 225 people who lead youth ministries within local BWC congregations.

Camping Ministry Overview

The conference oversees the work of three camp properties:

- Camp Harmison, a 69-acre camp and retreat site in the West Virginia mountains in Berkeley Springs, WV.
- Manidokan Camp and Retreat Center, a 426-acre site in Knoxville, MD, just north of Harpers Ferry.
- West River Center, a 45-acre facility with a mile of waterfront, located in West River, MD, about 35 miles east of Washington DC.

Each summer, around 125 youth and leaders come to Camp Harmison for CAMP JOY (Christian Appalachian Mission Project, Joining Other Youth), a mission of the Hancock United Methodist Church. During the summer of 2018, Camp Harmison also offered a one-week day camp in partnership with the Methodist Churches of Morgan County and the Hancock area.

Camp Manidokan has accommodations for 500 or more people, divided between year-round beds, seasonal beds, and tent accommodations. Equipped with a climbing wall, low ropes course, high ropes, zipline, campfire locations, a pool, group field games, and two outdoor worship spaces. In 2018, Manidokan offered 14 camp sessions over 7 weeks of summer, including Counselor-in-Training programs, Deaf Camp, Grandparents Camp, and Adventure camps.

West River United Methodist Center has been offering summer programs since 1952, and has boating, a climbing wall, archery, and a ropes course. West River can host up to 210 people, with year round accommodations such as its Retreat Center, log-style lodges, and several individual houses. In 2018, West River offered 7 week-long sessions of day camps, both half-day and full-day, for 1st through 8th graders. And over the course of 7 weeks, there were 21 sessions of overnight camp of varying lengths.

The Retreat and Camping Ministry (RCM) of the BWCUMC has been vibrant and financially solvent in recent years. For 2018, the camping ministry has an operating budget of approximately \$1,502,000. According to the 2017 Annual Report, retreat usage was steady, and summer camp participation increased by 8.4%, allowing for operating expenses to be fully covered by income, for the fifth consecutive year.

10 full-time staff members serve in camping ministry. In 2017, RCM served a total of 14,091 people, across 311 retreat groups and 72 summer camp programs. 20,000 nights were spent at one of the three camp and retreat properties and over 50,000 meals were served.

In the fall of 2018, RCM will focus their attention on three concentrated areas of long term strategic planning, procedures, and policies:

- Intercultural competence
- Long range planning
- Revising and updating safe sanctuary policies and procedures

Campus Ministry Overview

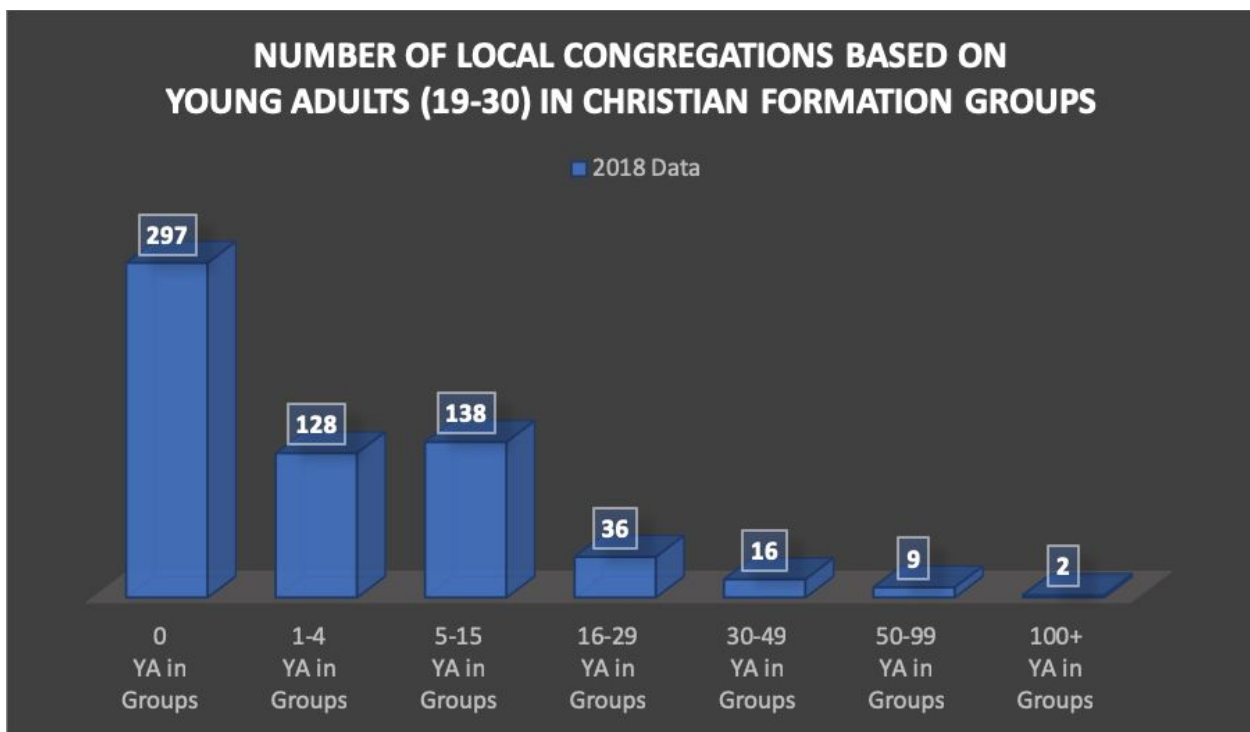
The state of Maryland is home to almost 370,000 college students in 62 public or private colleges or universities. Baltimore alone, is home to 115,000 students, while another approximately 80,000 students attend one of the eight Washington, D.C. area institutions of higher learning.

BWCUMC provides primary funding for campus ministries at Frostburg State University, American University, Howard University, and the University of Maryland, which, all together,

regularly engage (attending at least once a month) approximately 200 students. Other campuses who have campus ministries, but are not funded by the conference, are Georgetown, Gallaudet, and Morgan State University. The scholarship responsibilities of the Committee on Higher Education and Campus Ministry are now carried out under the umbrella of the Young People’s Ministry Board and the other functions are cared for by the Campus Ministry Task Force under this same umbrella.

Young Adult Ministry Overview

In the conference, 329 churches have at least one young adult, ages 19-30, participating in a Christian formation group, such as Sunday school or other small group ministries. 63 churches in the conference have 16 or more young adults participating in groups. The following chart represents a break down of local congregations in the conference based on how many young adults participate in Christian formation groups.



The Young Adult Council is designed to initiate, support, and plan activities and projects of particular interest to young adults as well as nurture, challenge, cultivate, advocate for, empower, and connect with young adults, roughly ages 19-30. The conference has a budget of approximately \$27,000 for young adult ministry in 2018. This money has been awarded by Young Adult Council for the first half of the year, including to their own projects, and by the Interim Young People’s Ministry Board.

The Change Makers Project was awarded a Young Clergy Initiative grant by the General Board of Higher Education and Ministry. The project is a collaboration between Wesley Seminary and BWC and targets young adults and focuses on creating a “sustainable ecosystem of Christian innovation with and for college-aged students and young adults (ages 18 to 30) that will increase the number of young clergy.” In November of 2019, BWC will also host a BWC Ministry

Hatchery in an effort to encourage innovative ministry practices and missional ideas with young adults and others.

Based on a model founded in 1998 in Dallas, Texas, Project Transformation DC launched in 2018 to address three unique challenges with one program: 1) how to meet the academic, physical, social-emotional, and spiritual needs of children from low-income communities, 2) how to provide meaningful ways for college-age young adults to explore ministry opportunities and develop as young principled leaders for the church and the world; and 3) how to help revitalize churches in underserved communities.

98 children participated in Project Transformation (PTDC), with 92% of PTDC interns indicating an increase in confidence in their abilities to use their unique gifts, talents, and passions in a leadership role. 12 partner churches, 205 volunteers working 592 volunteer hours were invested in PTDC. 96% of children participating in PTDC improved or retained their reading level, with 49,210 minutes spent in reading by kids and volunteers.

The programs are held at United Methodist churches located in the heart of low-income neighborhoods, thereby helping those churches connect in meaningful ways with their communities. Dozens of other churches and organizations throughout the greater DMV area partner together to support this work, investing in these young lives with their time and resources.

However, it seems clear that the vast majority of young adult ministry is taking place through young adults serving in various ministry capacities—as camp counselors and staff, as youth ministry staff and volunteers, as delegates to annual conference, and as leaders, both formally and informally, in campus ministry. To date, creating a list of all young adults serving in some way has not yet been attempted.

NAMING NORMAL

Normal For Church-Based Youth Ministry

As the conference seeks to build thriving ministries with middle school and high school students in churches throughout the conference, the following norms can serve as a helpful baseline for normal. These norms are largely descriptive, not prescriptive, so there is no doubt that churches in the conference will be able to identify quite a few exceptions to these norms.

1. **10% of the Worshiping Congregation**—In a typical church, the size of the youth ministry tends to settle at a number that is around 10% of the worshiping congregation. In other words, a church with an average worship attendance of 100 could expect an average weekly participation of around 10 youth per week.
2. **\$1,000-\$1,500 per Youth**—Though results can vary widely from one congregational context to another, the youth ministries that have been able to sustain long-term health and engagement tend to invest somewhere in the neighborhood of \$1,000-\$1,500 per youth active on an average week (including program budget, staff salaries, and benefits dedicated to the youth ministry). So, for example it would be normal for a church that sustains the involvement of 15 youth on an average week to have a budget between \$15,000 and \$22,500.

3. **1 Full-Time-Equivalent Staff Person for Every 50 Youth**—The trigger point for hiring a full-time staff person (or full-time-equivalent combination of staff people) dedicated to youth ministry seems to be the participation of 50 youth on an average week.
4. **1 Adult for Every 5 Youth**—Rather than depending on the traditional “rock star” youth pastor, healthy congregations also build a web of relationships for young people, with at least one adult engaged in youth ministry for every five active youth. According to this norm, a church with 10 youth would require a minimum of 2 adults volunteering in the youth ministry.

A foundational principle implicit in these norms is that effective youth ministry depends more on appropriate investment than on great ideas.

Normal for Young People’s Ministry Through Mid-Level Judicatories

A review of the efforts at young people’s ministry in mid-level judicatories reveals that the most consistent normal is chronic ineffectiveness and shrinking investment from conferences, presbyteries, diocese, and synods. Most are struggling to find traction in young people’s ministry, with a growing number with no staff or focus in this field of ministry, despite the fact that the vast majority of their churches are struggling mightily with children, youth, and young adult ministry.

Many full-time judicatory youth staff positions have become very part-time, and those who continue in full-time work find themselves with vastly expanded job descriptions. It is not unusual for the once “Conference Youth Coordinator” to assume additional responsibility for other fields (including children, college ministry, technology and social media).

What is clear is that few, if any, judicatories have identified a staffing model that actually moves the needle in young people’s ministry. Those bright spots across the country are expanding their reach by creative, collaborative, innovative partnerships, rather than by the tried-and-true, grind-it-out Conference Youth Coordinator model.

Normal for Campus Ministry and Young Adult Ministry

Though there are shining exceptions, as a general rule campus ministries for mainline denominations (United Methodist, Presbyterian, Episcopal, Lutheran, etc.) struggle mightily to engage more a very limited number of students on a regular basis. Though best practices are less clear in campus ministry than in youth ministry, what is clear that a focus on “going with the flow” and doing campus ministry as it has normally been done in the mainline church will not likely produce the kind of fruit that church leaders have been hoping, praying, and investing for.

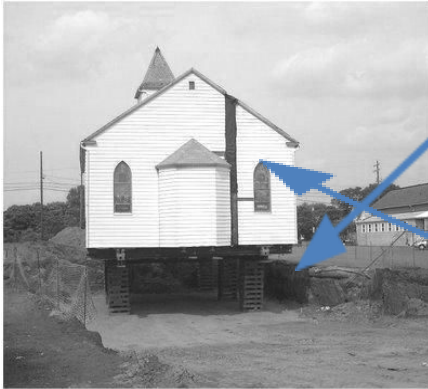
While youth ministry and, to a lesser extent, campus ministry have something of a well-worn path of what normal ministry looks like, young adult ministry is a much more pioneer field. In addition to the relative newness of this field, young adult ministry is made more complex by the wide variety of distinctively different demographics to be found under the young adult umbrella.

College students, graduate students, high school graduates who didn’t go to college, enlisted young people, those just out of college still in search of a “permanent” vocation, young professionals, newlyweds and newlyweds, and young families are all included in the same broad category of “young adulthood.” Of course, the needs of these varying stages can be

widely different, and require a stance of creativity, responsiveness and innovation in ways that more well-established ministries may not.

Normal for Strategic Planning: The Parallel Priorities

As the leadership of the conference begins to develop and live into a long-term strategic plan for young people's ministry, it will face the challenge of working parallel priorities at the same time:



Laying the Foundation: Building a foundation and infrastructure that will ensure the conference camping, youth and young adult ministries' *future* effectiveness,

and at the same time,

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

Sustainable Staffing for Young People's Ministries

We have repeatedly observed that the most stable approach to leading a ministry involves building a team with three different capacities:

- **The Architect:** A person or organization that designs the building plan and ensures that building is done in compliance with the agreed-upon plan. In ministry, this person would be putting together the strategic design.
- **The General Contractor:** A person or team who manages the flow and sequencing of work, manages the building process according to the agreed-upon blueprint, and ensures that the appropriate number of "laborers" is in place for each stage of the project. In ministry, this would be a business/office manager.
- **The Laborers:** That wide assortment of people with specific gifts, charged with responsibility for particular aspects of the work. For example, a typical laborer in youth ministry might be a worship leader, an event planner, or a small group leader. In ministry, this would be the communication team, counselors, ROCK team, etc.

When a ministry leader attempts to play all three of these roles at the same time, as is the case in almost every judicatory program staff, instability, burnout, and mediocre results are the natural outcomes.

ASSETS - *Strengths to be celebrated and built upon*

ROCK

For most of the last 25 years, ROCK has been the gathering place of more young people in the conference than any other conference initiative. With 4,000-5,000 youth and adults engaged annually in a faith-forming event that requires little to no funding from the conference This beloved youth program of BWC is a powerful example of what happens when youth are given an opportunity to experience God with peers and loving adults in a nurturing and fun environment.

Although ROCK is doing well financially, there is always room to grow so that it can continue to faithfully impact young people in the Baltimore-Washington Conference for generations to come.

Diversity

Focus group participants were widely diverse racially and generationally. There was also strong representation both from clergy and laity.

Ministries that Work

In every aspect of Young People's Ministry, there are exemplars of effective and creative ministry. At one of the campus ministries, students determine the shape and type of ministry. 110 people participated over the past year in a camp designed for Hispanic families, 15 of which were youth.

18 young adults are involved in the change-maker project, inspiring innovation and agency in ministry. Camping ministries are well-subscribed and paying for themselves. And there are quite a number of local church youth ministries experiencing significant fruit.

Invitation and Participation

It is no small thing for a conference to have over 110 people to commit time to be involved in strategic planning for Young People's Ministry. The extraordinary levels of participation from the conference is reflective of the value so many in the conference place on Young People's Ministry as well as the tremendous amount of work involved by conference staff (thank-you Cheryl) in identifying and inviting stakeholders to participate.

Hunger for Change

Among most focus group participants, there was a refreshing eagerness to experience the fresh winds of the Spirit in Young People's Ministry. Most expressed certainty that things could, in fact, be better in the conference's work with young people as well as strong eagerness to experience the full benefits of being a people who pride themselves on being "connectional." As one focus group member expressed, "There is no time to waste."

Camps

During the onsite visit, Ministry Architects visited West River and Manidokan Retreat and Camp Centers. It is clear that youth, young adults, and adults credit these camps as places for transformative experiences in the lives of young people. One staff member said, "I've seen so much this summer. Camp and youth ministry is so important. So many lives are changed." The sentiment was echoed in the room.

Although the Camping Ministry is doing well financially, there is always room to grow so that these camps can continue to faithfully impact the people in the Baltimore-Washington Conference for generations to come.

CHALLENGES - *Obstacles to moving strategically forward*

Communication

One concern raised repeatedly in focus groups was communication. With the wide variety of programs and initiatives tied to Young People's Ministry, it is easy to understand why most feel out of the loop. Overcoming this challenge will require an integrative, multi-layered approach in order to sustain the momentum necessary to effectively achieve the outcomes of the strategic plan.

Lack of Connective Tissue

While most of the focus has been on seeking to develop better programming for Young People's Ministry, much of the gap seems to be in the fundamental lack of connective tissue between programs and ministry areas. Programs and events that function in isolation from each other create a huge missed opportunity for vastly expanding the impact of all efforts of Young People's Ministry.

Local churches, camps, districts, and the conference are having episodic success in a wide variety of programs geared toward youth and college ministry. Unfortunately, there are few links between these ministries to build on each other and tie them together (e.g., from ROCK to back-home, from churches to Scouts, from retreats to opportunities for mission, from campus ministry mission trips to local churches).

The lack of connective tissue has contributed to the most frequently voiced concern—the loss of young people as they move through various transitions—from youth group to college-age, from college to young adulthood, etc.

Training Gap

The desire for more robust and effective training of those serving in Young People's Ministry was undeniable in both the survey respondents and in focus group participants. Though episodic trainings do take place, the conference seems to lack an integrated strategy for training overall, leaving many leaders feeling ill-prepared for the work they have been called to do.

Lack of Clarity About What's Next

Although there was a high level of participation in the focus groups, there was significant anxiety expressed about the way forward. In some comments, it is easy to see a low-level cynicism wondering whether this process would simply result in a list of ideas that would never be implemented. One participant, when asked the reason he was at the group, said, "I want to know the plan. Where are we going!?" Additionally, campus ministry board members expressed the need for "guidance and a way forward." To be fair, some of the destabilizing of Young People's Ministry has been intentional, in an effort to lay the groundwork for its most faithful next expression.

Campus Ministry Confusion

At this point, the campus ministers funded by BWCUMC face the potentially paralyzing challenge of multiple supervisors and supervisory bodies, possibly including...

- The Annual Conference staff
- The college or university where they serve
- Local boards of directors
- Senior pastors affiliated with campus ministry
- Multiple denominations, if the ministry is ecumenical
- The bishop and cabinet

Unclear lines of accountability, or multiple supervisors representing multiple agendas can easily lead to unclear and competing expectations at best and momentum paralysis at worse. There is little doubt that additional clarity related to supervision, mentoring, and evaluation of campus ministry personnel will be required in order for campus ministry in BWC to begin to function in more consistently effective ways.

Clarity also needs to be brought to the relationships between individual campus ministers and the campuses they serve. As a case in point, one of the campus ministries is required to pay for meeting space on campus, despite having responsibilities for serving the college beyond just her own ministry programs.

Staff Limitations

The cascade of transitions in the staff managing Young People's Ministry in the conference over the past five years has made it difficult for this complex and widely varied ministry area to gain much lasting traction. At this point, all the recommendations of this report and the strategic plan will need to be coordinated by someone on conference staff, while both staff people currently involved in Young People's Ministry had quite full plates before this strategic planning process ever began.

Missing Voices

Though there seems to be healthy engagement of African Americans and caucasians in Young People's Ministry. The lack of Hispanic/Latino and Asian voices in conversations around ministry to young people highlights the possibility and priority of cultivating stronger collaborative connections that can result in greater inclusivity and more expansive ways of doing ministry.

Imagination Deficit

Though there are a good number of people in the conference doing outside-the-box ministry with young people, most seem to have difficulty thinking beyond the normal categories of ministry. Like in many ministries across the country, it has been easy for some to become paralyzed by obstacles rather than inspired toward greater creativity and innovation.

Missing the Pathways

Young People's Ministries has a variety of ministry offerings, but there is not a clear connection between the ministries. There currently is not sequenced pathway between Rock, Camp, campus ministry, local church ministry. Without a clear connection and pathway between ministries it will be difficult to cultivate leaders because no map exists for their development.

FOUNDATIONAL PRINCIPLES OF THE STRATEGIC PLAN

- We will make the choice to disproportionately invest in young people (see the research of *Sticky Faith* and *Growing Young*).
- We will focus less on the structure of programs and more on the structure of connections.
- We will seek to focus the next three years on building the essential infrastructure for a thrilling, integrated, deep-impact ministry to young people in the conference (“building the ship before hiring a captain”).
- We will cultivate an innovative ethos around student ministry, camping ministry, campus ministry, and young adult ministry in the conference, choosing to:
 - i. Prototype and iterate
 - ii. Give up on the search for THE answer or THE model.
 - iii. Resist returning to comfortable categories that have failed to produce desired results
 - iv. Celebrate the expressions of young people’s ministry that *are* working without limiting our imagination about what might be.
- We will provide latitude for the development of communication channels and innovative programs that may not naturally fit into the conference’s current structure. (The books, *Orbiting the Giant Hairball* and *Innovator’s Dilemma* can serve as a reference point.)
- We will hold fast to the combination of healthy systems that ensure sustainability and a willingness to embrace disruptive innovation.
- We will seek to shift from seeing young people as recipients of mission to seeing them as partners and agents of mission and ministry.

SUMMARY OF RECOMMENDATIONS

The recommendations in this report fall into six categories:

- 1. Launch Recommendations**
- 2. Interim Structure**
- 3. Control Documents**
- 4. Training and Equipping Leaders**
- 5. Campus Ministry**
- 6. Youth Ministry**
- 7. Young Adult Ministry**
- 8. Foundational Principles**

RECOMMENDATIONS

1. Launch Recommendations

- Reframe the next three years as a time of capacity and infrastructure building for Young People’s Ministry. Set January 2022 as the target date for multiple components of the ministry to be sufficiently integrated and iterated to ensure long-term effectiveness.
- Present this report to the Young People’s Ministry Board, requesting that they endorse a 3-year strategic design and execution process.

- Invite a prayer team to undergird this process with prayer through January 2022, sharing the Strategic Plan timeline with them as a prompt for prayer.
- Continue the ongoing work with the Camping ministry and the ROCK conference, as these are already self-sustaining ministries.

2. Interim Structure

- **Transition the current interim Young People's Ministry Board to a standing board.** In order for new initiatives to gain sufficient traction and get essential infrastructure in place for the long-term effectiveness of Young People's Ministry, we recommend keeping the current design for the Young People's Ministry Board in place as the long-term model. The board will ensure that clear communication takes place between the various strands of Young People's Ministry, that all the requirements of the Book of Discipline related to Young People's Ministry are met, and that safeguards are in place to ensure that all of the areas of Young People's Ministry receive their appropriate attention and funding. The Young People's Ministry Board will include the following members, by nomination:

- 4 youth selected out of the Student Leader Cohort
- 6 young adults including 2 young adults who become the co-chairs of the Young Adult Team, 2 students involved in campus ministry able to serve a 2-year term, 2 young adults with summer staff experience with experience at camp.
- Ex officio members: Rock Staff, RCM Staff, Campus Ministry Staff
- Staff representative: Coordinator of Young People and Special Projects

- **Develop Task Forces.** Develop and launch task forces of the Young People's Ministry Board to give focused oversight to the following areas:
 1. Database Task Force
 2. Training Task Force
 3. Grants and Scholarships Task Force
 4. Campus Ministry
 5. Young Adult Ministry
 6. Youth Ministry
 7. Rock

These task forces will not be nominated positions.

- **Reframe the Council Conference for Youth Ministry (CCYM) as a Student Leader Cohort.** Invite all district youth coordinators to participate in the student leader cohort. Designate the youth who participate in the student leader cohort as those youth who will attend Annual Conference.
- **Implement an Interim Staffing Plan**
 1. In addition to the current conference staff related to Young People's Ministry, make provision for contracting with a person or an organization to drive the process of implementing the strategic plan over the coming three years.

2. Create a budget for additional project staff to be hired, as needed, as the implementation of the strategic plan evolves, including:
 - a. Youth Ministry
 - b. Campus Ministry
 - c. Young Adult Ministry
 - d. Camping Ministry
3. Utilize the current conference staff (DCM, YPM Coordinator, and RCM) in Young People's Ministry as a coordinating team for supporting the work of the Young People's Ministry Board.

3. Develop Control Documents

- **Update the Database** (*to be managed by the Database Task Force*): Build and maintain a database of conference members with connections to Young People's Ministries. The Database Task Force will generate the 10,000 contacts and information to initially populate the database. These contacts should be able to be sorted easily by the following categories:
 1. All paid youth staff
 2. All youth ministry volunteers who have participated in a conference youth program
 3. All pastors passionate about youth ministry
 4. All college students considering a call to ministry
 5. All seminary students engaged in the call process
 6. All teenagers serving in leadership roles in their churches or the conference
 7. All teenagers who have attended a BWCUMC camp program
 8. All current or alum district youth coordinators
 9. All conference staff who touch youth ministry in some way
 10. All camping ministry staff
 11. All college students from churches in the conference
 12. All college students associated with a campus ministry
 13. All college students who have participated in conference events
- **Young People's Ministries Manual**, including:
 1. The most recent Young People's Ministry database
 2. A 12-18 month master calendar
 3. Job descriptions Young People's Ministry staff and volunteers
 4. Compliance documents, including Safe Sanctuaries
 5. Budgets, financial records and procedures
 6. Strategic game plans
 - a. Expanding Diversity in Young People's Ministry
 - b. Special Needs Ministries
 - c. Environments for Innovation
 7. A preventative maintenance calendar
 8. Marketing and communication protocols
 9. Event notebooks for conference-sponsored Young People's Ministry events.

10. Safe Sanctuary processes

11. A collection of online resources for Young People's Ministry

- **Visioning Documents:** Create foundational visioning documents, including Purpose Statement, Tagline, Goals, and Values for the Young People's Ministry.
- **Written Protocols for Maintaining Connections Between Ministries:** Identify natural pathways and on ramps between events and programs (e.g., between campus ministries and Rock, between camp and local church youth ministries, between local church youth ministries and campus ministries, between Scouting and conference youth ministry efforts, etc.).

4. **Training and Equipping Leaders** *(to be managed by the Training Task Force)*

- **Culture of Training:** Develop new programs for training, and integrate leadership training into existing programs and events.
 - Develop a model of youth ministry cohorts for networking and equipping.
 - Create an opportunity for leadership development at Annual Conference.
 - Integrate adult leader training into ROCK.
 - Design an annual training calendar for all Young People's Ministry leaders.
- **Talent Development:** Create a multi-stage talent development plan for developing faithful, well-equipped leaders for all aspects of Young People's Ministry.

5. **Campus Ministry** *(to be managed by the Campus Ministry Task Force):* Draft a strategic plan for expanding the reach of campus ministry throughout the conference.

- Build upon the creative, "regional hub" models recommended by a number of campus ministers and campus ministry focus group members.
- Integrate into Young People's Ministry's vision of campus ministry those active UM campus ministries taking place at schools within the conference but not funded by the conference (e.g., Georgetown, Gallaudet).
- Define roles, relationships, and responsibilities for all boards related to BWC-funded campus ministries.
- Design and launch initiatives to create strong campus ministry boards, which are increasingly effective at fundraising, staff support, and sharing campus ministry impact stories with enthusiasm.
- Define core standards and expectations for all BWC-funded campus ministries.
- Build bridges between campus ministries and the youth ministry efforts of congregations and the conference.
- Build bridges between individual campus ministries and supporting congregations.
- Establish consistent norms of regular communication between campus ministry leaders and coaches, conference staff, individual donors, and donor congregations.

- Design and implement an increasingly effective fundraising plan for each campus ministry.
- Clarify and develop ways to promote the “brand” of a unified campus ministry throughout the BWC.
- Discern possibilities for focusing campus ministry resources strategically considering the following possibilities:
 - Develop new ministries in areas with the highest numbers of college students.
 - Develop targeted ministry to underrepresented ethnicities.
 - Develop city-wide, multi-campus ministries to college students in large urban areas.
 - Prioritize larger public universities and colleges with a higher ratio of students likely to come from and return to churches within the conference.
 - Consider local church-based campus ministries in places where larger churches are near college campuses.
 - Consider partnering with the BWC new faith expressions initiatives.
- Establish clear metrics for evaluating campus ministries based on the collaborative contribution of campus ministers, conference staff, and campus ministry boards, and considering the following possibilities:
 - Total number of students participating, weekly, in campus ministry programs
 - Number of new students participating, since last report
 - Number of new students contacted/engaged
 - Number of weekly or monthly discipleship relationships with students
 - Current number of UMC students served
 - Numbers of students graduating
 - Number of students going on to seminary or other work in the UMC
 - Numbers of current students serving in BWC ministries
 - Number of contacts with local church pastors, lay leaders, youth directors, etc.
- Experiment with leadership development processes by using a variety internship models in campus ministry.
- Design and implement one “outside of the box” initiative around repurposing property for ministry uses (e.g., the Pres House model in Madison, WI).
- Design and launch initiatives for reaching more campuses that have no active United Methodist ministry.

6. Youth Ministry *(to be managed by the Youth Ministry Task Force)*: Draft a strategic plan for expanding the reach of youth ministry throughout the conference.

- Design and prototype student leader development initiatives including cohorts, retreats, and expanded mentored leadership opportunities.
- Design and launch initiatives to create strong volunteer teams serving in local ministries.

- Establish systems for making effective youth ministry resources more widely available to church youth ministries throughout the conference.
- Create and execute mechanisms for more effectively promoting and sharing the good news of creative expressions of youth ministry throughout the conference.
- Provide increasing opportunities for the professional development of those serving on church staffs in the field of youth ministry.
- Build bridges and on ramps between youth ministries and the other expressions of Young People's Ministry in the conference.
- Experiment with and prototype alternative processes for developing effective youth workers throughout the conference, including cohort groups, mentoring, and district-based support networks.
- Clarify and develop ways to promote the “brand” of a youth ministry throughout the conference.
- Experiment with leadership development processes by using a variety internship models in youth ministry.
- Design and implement at least one “outside of the box” initiative for youth ministry, perhaps through the change-maker initiative or the Ministry Hatchery.

7. Young Adult Ministry *(to be managed by the Young Adult Ministry Task Force):* Draft a strategic plan for expanding the reach of young adult ministry throughout the conference.

- Reorient the current Young Adult Council to function as a young adult council and a young adult task force, and rename the council the Young Adult Ministry Team.
- Catalogue internship and ministry leadership opportunities throughout the conference.
- Establish norms for making leadership opportunities more widely available throughout the conference.
- Design and implement at least one “outside of the box” initiative around young adult ministry, perhaps through the change-maker initiative or the Ministry Hatchery.
- Design and prototype young adult leader development initiatives including cohorts, retreats, and expanded mentored leadership opportunities.
- Enhance and build upon current processes provided by the conference, districts, seminaries, and local churches in helping young adults discern their unique calls to ministry.
- Establish systems for making effective young adult ministry resources more widely available to church youth ministries throughout the conference.
- Create and execute mechanisms for more effectively promoting and sharing the good news of creative expressions of young adult ministry throughout the conference.
- Provide increasing opportunities for the professional development of those serving on church staffs in the field of young adult ministry.
- Build bridges and on ramps between young adult ministry and the other expressions of mission and ministry throughout the conference.

- Experiment with and prototype alternative processes for developing effective young adult ministry workers throughout the conference, including cohort groups, mentoring, and district-based support networks.
- Clarify and develop ways to promote the “brand” of a young adult ministry throughout the conference.
- Design processes for maximizing the current work of Project Transformation, the Changemaker Initiative, and the Ministry Hatchery.

RECOMMENDATIONS TO ANNUAL CONFERENCE

1. Present
 - a. The Strategic Plan for Young People’s Ministry
 - b. The Young People’s Ministry visioning documents (Mission Statement, Values, Goals, Tagline)
 - c. Highlights of Progress and Life Change
2. Recommendations
 - a. The Strategic Plan for Young People’s Ministry, including the structure and expanded job description of the Young People’s Ministry Board as a standing board.
 - b. The transition from the Conference Council on Youth Ministry to the Student Leader Cohort
 - c. A process that does not utilize nominations to create and fill the Young People’s Ministry task forces
 - d. Some revenue generation for Young People’s Ministry (e.g., Camps being free to raise money for camperships each year to a maximum of \$500,000/year)

VISION DOCUMENTS

Young People's Ministry's Mission:

To activate, connect, and engage more young people as disciples of Jesus for the transformation of lives, churches, and communities.

Young People's Ministry's Mission Focus Areas:

1. **ACTIVATE**ing the call and leadership potential in young people and those who work with them by over-investing in young people and leadership development.
2. **CONNECT**ing people and ministries to one another by focusing less on building new programs and more on building and maintaining healthy connections.
3. **ENGAGE**ing young people inside and outside the church by shifting from seeing young people as recipients of ministry to seeing them as partners and agents of mission and ministry.

Young People's Ministry Values: *DO NO HARM. DO GOOD. STAY IN LOVE WITH GOD.*

1. **Courageous Love:** We have been called by Christ into an inclusive love that celebrates differences, welcomes all, finds strength in hardship and conflict, and rejoices in victory.
2. **Respectful Urgency:** We have been invited to a work of incomparable importance, so we will embrace humility and faithfulness, taking care to do no harm in achieving our mission.
3. **Bold Innovation:** We are purposeful about creativity, invention, and experimentation in order to maximize the reach and effectiveness of each initiative designed to express the love of God.
4. **Faithful Openness:** We are rooted in God's love through Jesus Christ, who calls us beloved, and yet we are always learning more of the unfolding work of the Spirit.
5. **Restful Work:** We are eager to work hard for those things that matter most, while living in patient grace, including intentional rest.

Young People's Ministry's Goals

Target Date: December 31, 2021

One-Year Benchmark: December 31, 2019

OVERVIEW: The following three-year goals and one-year benchmarks provide a clear, ambitious, tangible expression of the vision and values of Young People's Ministry in the Baltimore-Washington Conference. The three-year goals have been designed as "stretch" aspirations, while the one-year benchmarks are achievable next steps in moving toward the more ambitious, longer term goals.

This document was designed collaboratively, in multiple iterations, with the input of the Interim Young People's Ministry Board, a wide circle of over 100 stakeholders throughout the conference, and our consultant team from Ministry Architects. The "preferred initial strategies" following each benchmark are not meant to be limiting or prescriptive but to provide possible next steps that the Young People's Ministry Board can draw upon as they move toward achieving each of the goals and benchmarks below.

ENGAGEMENT

1. **Growing Local Church Youth Engagement:** By December 2021, 50 churches have increased the number of youth engaged in their churches to a new level of participation (From 0 youth to 1+, from 1-4 youth to 5+, from 5-15 youth to 16+, from 16-29 youth to 30+, from 30-49 youth to 50+, 50-99, 100-150, 150-200, 200-250+).
 - **1-Year Benchmark:** By December 2019, 15 churches have increased the number of youth engaged in their churches to a new level of participation (From 0 youth to 1+, from 1-4 youth to 5+, from 5-15 youth to 16+, from 16-30 youth to 30+, from 30-49 youth to 50+, 50-100, 100-150, 150-200, 200-250+).
 - **Preferred Initial Strategies:**
 - Connecting with targeted congregations for contextual coaching in expanding the reach of their youth ministries--prioritized in consultation with District leadership
 - Providing predictable, regular training for Youth Workers with a focus on building and sustaining healthy local-church youth ministries
2. **Campus Ministry:** By December 2021, Over 500 college students are engaged through BWC connected ministries on at least 12 different campuses.
 - **1-Year Benchmark:** Over 200 college students are engaged through BWC connected ministries on at least 6 different campuses.
 - **Preferred Initial Strategies:**
 - Launching the Ministry Training Hub for the UMD Campus Ministry, and identifying campuses that might be a strategic fit for the next iteration of a campus ministry hub or other innovation
 - Developing relationships and getting contact information for college students and faculty from UMC youth groups and RCM
3. **Expanding Young People's Engagement Beyond the Local Church:** Between January 2019 and December 2021, an additional 2,000 youth and young adults (both from within the church and from outside the church) have participated in regional, district, conference or denomination-sponsored ministry events, including ROCK, camps, retreats, multi-cultural events, social justice programming, and other events.

- **1-Year Benchmark:** A baseline number has been determined for how many youth and young adults participated in regional, district, conference or denomination-sponsored events in 2018.
- **1-Year Benchmark:** A cross-cultural small group with youth and/or young adults gathered in 2019.
- **1-Year Benchmark:** By December 2019, a listening campaign involving at least 25 youth per district has been completed, and the service or justice issue young people want to focus on for the next two years has been identified (in collaboration with the Advocacy and Action Board).
- **Preferred Initial Strategies:**
 - Tracking youth and young adult participation, with a particular focus on new participants and connections between opportunities
 - Identifying intentional opportunities for youth and young adults to invite peers to events
 - Calendaring select events specifically designed to engage those who have never participated in an event beyond the local level
 - Launching and sponsoring cluster cross-cultural small groups for youth and young adults.
 - Integrating the target service or justice initiative into ROCK, camping ministry, youth leader training events, and the student leadership cohort
 - Creating or expanding partnerships with existing service or justice ministries (e.g., partnering with RCM to introduce a new Advocacy and Action initiative)

LEADERSHIP DEVELOPMENT

4. **Young Adult Leadership:** At least 5 experiments in empowering young adults in leadership have been launched in the previous year (2021).
 - **1-Year Benchmark:** At least 2 experiments in empowering young adults in leadership have been launched in the previous year (2019).
 - **Preferred Initial Strategies:**
 - Inviting pastors to identify young adults in their congregations who are ready for increased leadership opportunities
 - Building connective tissue between overall young adult ministry efforts throughout the conference and individual innovation initiatives that already engage young adults
5. **Student Leadership:** By December 2021, At least 200 middle school and high school students participated in a leadership training event sponsored or referred by the conference in the previous year.

- **1-Year Benchmark:** By December, 2019, at least 60 middle school and high school students participated in a leadership training event sponsored or referred by the conference in the previous year (2019).
 - **Preferred Initial Strategies:**
 - Launching a Student Leader Cohort
 - Highlighting and expanding leadership-development offerings at camp (e.g., LeadHer Camp, Middle High Leadership Camp, etc)
6. **Adult Leadership Development:** By December 2021, at least 250 adult leaders of youth participated in at least one leadership training event sponsored or referred by the conference in the previous year (2021).
- **1-Year Benchmark:** At least 75 adult leaders of youth participated in at least one leadership training event sponsored or referred by the conference in the previous year (2019).
 - **Preferred Initial Strategies:**
 - Expanding the reach and offerings for leader training in the conference (e.g., Annual Youth Worker Retreat, Annual Fall ½ Day Booster)
 - Expanding the adult leader training provided at ROCK and designing some incentive for leaders who participate in training

INNOVATION

7. **Innovation Systems:** A comprehensive process has been established for celebrating, cultivating, learning from and maximizing innovations in young people's ministry, launching at least 10 initiatives in the past 3 years, with at least 3 of those initiatives in place for over a year.
- **1-Year Benchmark:** At least one young adult initiative launched by December 2019 and a game plan and timeline for implementing a comprehensive process for innovations in Young People's Ministry has been created and approved.
 - **Preferred Initial Strategies:**
 - Creating a cohort of support for innovators and potential innovators
 - Expanding the participation of youth and young adults in the Ministry Hatchery
8. **Special Needs Ministry:** All churches have been equipped to welcome families with a family member who has special needs. There is a church in every BWC district with an exemplar ministry for special needs children, youth, and young adults.
- **1-Year Benchmark:** In collaboration with the Commission on Disability Ministry, all churches in the conference have been invited to complete a special-needs readiness assessment, and at least 75% of churches have completed it.
 - **Preferred Initial Strategies:**

- Developing a congregational special-needs readiness checklist, establishing a baseline minimum for all BWC churches
 - Establishing a clear definition of a vibrant, intentional ministry for special needs children, youth, and young adults
9. **Mental Health Resources:** All churches have knowledge about and ready access to robust mental health resources to help youth leaders at local churches address mental health issues, like anxiety, depression, and suicide, with their youth.
- **1- Year Benchmark:** In collaboration with the Abundant Health Board, a game plan has been drafted for supporting the mental health of youth and young adults throughout the conference and providing resources to churches to help youth leaders at local churches address mental health issues, like anxiety, depression, and suicide, with their youth.
 - **Preferred Initial Strategies:**
 - Sponsoring a conference-wide Mental Health Day at which youth, young adults, and young people’s ministry workers can engage topics related to the mental health of young people.
 - Designing a resource and referral guide for congregations to point them to mental health resources throughout the conference.

STRATEGIC TIMELINE

- Black – task not yet completed
- *Italics - tasks that are in process*
- Gray - tasks that have been completed

January 2018

- Hold a Summit for Young People’s Ministries with a group of stakeholders invested in the ministry.
- Conduct a Menti survey among stakeholders in the ministry.
- Identify outcomes critical to the mission of Young People’s Ministry in the Conference.

May 2018

- Introduce a survey to stakeholders in young people’s ministry in order to gain feedback about strategic initiatives, vision, and ministry areas.
- Provide an overview of Young People’s ministry within the report created for annual conference.

June - August 2018

- Promote participation in the survey initially distributed in May.
- Promote the September focus group to stakeholders.

September 2018

- Conduct focus groups with key stakeholders to begin crafting a strategic plan for young people’s ministry.
- Review the results of the May survey with key stakeholders in Young People’s Ministry.
- Draft a strategic assessment document identifying assets, challenges, and recommendations regarding Young People’s Ministry and developing the first iteration of a long-term strategic plan.

October 2018: STRUCTURE AND NEW NARRATIVE

- Present a draft of this report to the Young People’s Ministry Board, requesting that they endorse a 3-year strategic design and execution process.
- Draft an interim-staffing sequencing plan through December 2019, along with appropriate budget recommendations.
- Determine the processes and receptacle for building and maintaining a nimble Young People’s Ministry database, beginning with all who participated in the September 4-7, 2018 process, including data from camping ministries, campus ministries, and Rock.
- Agree on the supervisory structure for campus ministry, including clarifying a list of responsibilities for the Director of Connectional Ministries related to campus ministry staff.

November 2018: TAKING STOCK

- Draft a next-year budget that allows for strategic pivots, expansion, and new initiatives.
- Agree on a job description and structure for the Interim Young People’s Ministry Board.
- Agree on an interim organizational chart that encompasses and clarifies responsibilities for all Young People’s Ministry work, including utilizing the current conference staff

(DCM, YPM Coordinator, and RCM) in Young People's Ministry as a coordinating team for supporting the work of the Young People's Ministry Board.

- Begin to create a master list of all campus ministry efforts at colleges and universities in the conference, and schedule a gathering of all those leading these efforts.
- Begin to create a master list of all current young adult ministry efforts, including the Change Maker Initiative, the Ministry Hatchery, Young Adult Council funded projects, Project Transformation, etc.
- Begin to create a master calendar of all currently scheduled Young People's Ministry events and meetings through December 2019.
 - Board meetings (campus ministry and interim Young People's Ministry Board)
 - District and regional programming
 - Conference-wide program offerings
 - Trainings
 - Related events
 - Safe Sanctuary Events
- Begin to create a master list of all young people's ministry exemplars in the conference, seeking at least one resource church in each district.
- Begin to compile all currently available contact information (from Arena, Rock Registrations, Boards, Camp Registrations, Focus-Group Participants).
- Begin to identify all youth and young adults who are currently involved in leadership of any kind in the conference, including camp counselors, delegates to annual conference, Rock team, CCYM, Young Adult Team, etc.
- Agree on an interim plan for district youth ministry, through August 2019.

December 2018: DEVELOPING STRUCTURE

- Make an initial draft of a preventative maintenance calendar for all work related to Young People's Ministry.
- Create a game plan for implementing an innovative model of campus ministry leadership in one of the Conference's campus ministries. Consider a ministry hub model.
- Draft clear job descriptions with baseline expectations for all campus ministers funded by BWC, clarifying that the Director of Connectional Ministries or designee is their direct supervisor.
- Begin developing the following task forces:
 - Database Task Force
 - Training Task Force
 - Grants and Scholarships Task Force
 - Campus Ministry
 - Young Adult Ministry
 - Youth Ministry
 - Rock

January 2019: VISION DOCUMENTS, TARGETED STRATEGIC PLANS

- Agree on foundational visioning documents for Young People's Ministry (Purpose Statement, Tagline, Goals, Values).
- Set one-year benchmarks for each goal developed in the visioning process.
- Solicit feedback from the Young People's Ministry Board relative to the strategic plan in preparation for annual conference.

- Begin to draft a strategic plan specifically focused on youth ministry and student leadership, including goals, structures, staffing plans, a timeline, and the appropriate role of CCYM.
- Begin to draft a strategic plan specifically focused on young adult ministry, including goals, structures, staffing plans, a timeline, processes for cultivating young clergy, and the appropriate role of the Young Adult Council.
- Begin to draft a strategic plan specifically focused on expanding the reach of campus ministry in the conference, including
 - goals,
 - staffing plans
 - a timeline
 - the structure of how the various campus ministry boards relate to the Young People's Ministry Board
 - at least one outside-the-box high profile prototype venture with the potential to vastly expand campus ministry (e.g., creating a "Wesley House" that holds the potential of sustainable revenue and ministry)
 - clear expectations for monthly reporting and communication practices

February 2019: ANNUAL CONFERENCE

- Prepare the strategic plan presentation for annual conference, including the opportunity for young people to be energetically involved in those presentations.
- Set targets for youth and young adult presence at annual conference, and confirm the number of youth and young adults who will be present at annual conference.
- Make provision for a Young People's Ministry leadership development opportunity at annual conference, possibly through pre-conference workshops.
- Communicate initial plans with the bishop and all district superintendents.

March 2019: FINANCIAL SUSTAINABILITY

- Begin to design a game plan for the ongoing financial sustainability of young people's ministry in the conference.
- Draft a proposal to annual conference for campership fundraising or any other fundraising necessary for the outcomes of the strategic plan.
- Begin to design game plans for more deliberate and effective fundraising for campus ministries in the conference.
- Begin to update and codify the processes for financial management of the various components of Young People's Ministry.
- Gather the The Bishop's input on the strategic plan presentation for annual conference.

April 2019: CAMPUS MINISTRY, ANNUAL CONFERENCE

- Conduct a gathering of key stakeholders in UMD campus ministry.
- Confirm the UMD Campus Ministry Hub Interns for the 2019-2020.
- Begin to create the training calendar and content for the Campus Ministry Hub.
- Create a game plan for delivering compelling content at Annual Conference that tells the story of Young People's Ministry in the Conference.

May 2019: LEADER DEVELOPMENT, ANNUAL CONFERENCE

- Create a game plan and timeline for launching a student leadership cohort.

- *Begin to evaluate the staffing structure for Young People's Ministry and develop a proposed game plan for staffing congruent with the needs and opportunities present at this time.*
- *Begin designing a calendar of leader training opportunities through December 2020, including at least the following:*
 - *Student Leaders*
 - *Congregational Youth Ministry Volunteers*
 - *Campus Ministry Boards*
 - *Paid Youth Workers*
 - *Volunteer Youth Workers*
 - *Campus Ministers*
 - *Young Adult Ministry Leaders*
 - *Safe Sanctuary*

June 2019: **STAFFING, TASK FORCES**

- *Host a Young People's Ministry Day at Annual Conference 2019 that highlights the exciting developments in YPM, share the YPM strategic plan, and provides learning and equipping opportunities for YPM stakeholders.*
- Hire and onboard any additional staff required for Young People's Ministry.
- Ensure that appropriate staffing is in place for the faithful management of all Safe Sanctuary processes.
- Begin drafting a talent development plan for Young People's Ministry staff, connecting youth and young adults discerning their calls to ministry, camping ministry staff, Rock staff, and local church staff and volunteers.
- Identify next steps needed for achievement of all one-year benchmarks and begin implementation of those next steps.
- Design a game plan and implementation timeline for the appropriate role of district youth programming.
- Fill the following YPM Task Forces:
 - Database Task Force
 - Training Task Force
 - Grants and Scholarships Task Force
 - Campus Ministry
 - Young Adult Ministry
 - Youth Ministry
 - Rock
- Complete a master list of all campus ministry efforts at colleges and universities in the conference, and schedule a gathering of all those leading these efforts.
- Complete a master calendar of all currently scheduled Young People's Ministry events and meetings through December 2019.
 - Board meetings (campus ministry and interim Young People's Ministry Board)
 - District and regional programming
 - Conference-wide program offerings
 - Trainings
 - Related events
 - Safe Sanctuary Events

- Begin to identify all youth and young adults who are currently involved in leadership of any kind in the conference, including camp counselors, delegates to annual conference, Rock team, CCYM, Young Adult Team, etc.
- Complete the specific strategic plans for youth ministry, young adult ministry, and campus ministry.

July 2019: **CAMPUS MINISTRY**

- Communicate clearly delineated duties, roles, responsibilities and lines of authority as related to the Young People's Ministry Board, conference staff, campus ministers/chaplains, and local campus ministry boards of directors.
- Provide local campus ministry boards sample agenda, and expectations for reporting back to Director of Connectional Ministries and the Young People's Ministry Board.
- Gather campus ministry stakeholders for a ministry vitality summit to develop baseline standards for campus ministry throughout the BWC.
- Develop a game plan for growing the Young People's Ministry database to 10,000 by January 1, 2022.
- Design a first draft of an integrated manual of Young People's Ministry, combining all the YPM strategic documents developed to date into a single manual, including, database, job descriptions, budget and financials, org charts, calendars, game plans, etc.
- Draft a calendar of programming for UMD campus ministry (to be implemented by the Ministry Hub) and invite the input of key stakeholders, including student leaders and the UMD Campus Ministry Board.
- Complete all participation lists on which work has begun.

August 2019: **CONNECTIVE TISSUE & COMMUNICATION**

- Complete an audit of all communication, marketing, and social media processes for Young People's Ministry, and design a game plan for ensuring that collaborative and engaging communication is consistently coming from Young People's Ministry. Create game plans for on-ramps and communication between youth, campus, young adult, and camping ministries.
- Design a preliminary game plan for launching and promulgating a new, culture-creating narrative related to Young People's Ministry in the conference,
- Craft and codify multi-layered methods for communicating to the constituents of Young People's Ministry in a way that builds enthusiasm and attracts investors.
- Complete a master list of all young people's ministry exemplars in the conference, seeking at least one resource church in each district.
- Onboard the UMD campus ministry hub staff and launch "The Wesley" at UMD.

Fall 2019: **TAKING STOCK**

- Complete the calendar of leader training opportunities through December 2020, including at least the following:
 - Student Leaders
 - Congregational Youth Ministry Volunteers
 - Campus Ministry Boards
 - Paid Youth Workers
 - Volunteer Youth Workers
 - Campus Ministers

- Young Adult Ministry Leaders
- Safe Sanctuary

- Clarify all the needed volunteer roles for Young People's Ministry. (Moved from May 2019)
- Recruit all volunteers needed for all roles for Young People's Ministry. (Moved from May 2019)
- Review progress in the implementation of the strategic plan and the development of a culture of execution, collaboration, and initiative, and make appropriate adjustments.
- Identify all anchor youth, camping, campus ministry, or young adult events for the coming year, ensuring that appropriate communications are in place for promoting and sharing the highlight stories of these events.
- Design a first draft of an integrated manual of Young People's Ministry, including all the systems listed above.
- Provide trainings for district coordinators, and develop an integrated calendar of district events.
- Draft a next-year budget that allows for strategic pivots, expansion, and new initiatives.
- Complete the updating and codifying of the processes for financial management of the various components of Young People's Ministry.
- Evaluate progress on all one-year benchmarks and set new three year goals and one-year benchmarks.

Disclaimer: *Though the remaining timeline lays out priorities through the end of 2021, it is understood that these priorities will, of necessity, shift based on progress that is (or is not) made in the previous 9 months. The following timeline seeks to capture the full scope of priorities that must be tended to faithfully before Young People's Ministry in the conference is fully operational.*

Winter 2019-2020: **INNOVATION**

- Integrate all the conference's current efforts in Young People's Ministry innovation into a single game plan designed to ensure consistent opportunity for innovation, prototyping and iterating.
- Clarify all the needed volunteer roles for Young People's Ministry.
- Recruit all volunteers needed for all roles for Young People's Ministry.
- Assess the number of Young People's Ministry contacts in the database, and make adjustments as necessary to ensure that at least 10,000 contacts will be in the database by May 2022.
- Draft a proposal to annual conference for campership fundraising or any other fundraising necessary for the outcomes of the strategic plan.

Spring 2020: **LEADER TRAINING**

- Create a game plan for launching youth ministry cohorts for networking and equipping.
- Create a game plan for incorporating training into existing conference and district events.
- Create a game plan for integrate adult leader training into ROCK

Summer 2020: **EXECUTION**

- Focus on the execution and updating of all the game plans that have been drafted as a result of the strategic plan.

- Identify all anchor youth, camping, campus ministry, or young adult events for the coming year, ensuring that appropriate communications are in place for promoting and sharing the highlight stories of these events.
- Create a next 12 months timeline for the ongoing preparation and execution of the specific strategic plans for youth ministry, campus ministry, and young adult ministry, respectively.

Fall 2020: **TAKING STOCK**

- Review progress in the implementation of the strategic plan and the development of a culture of execution, collaboration, and initiative, and make appropriate adjustments.
- Assess the number of Young People's Ministry contacts in the database, and make adjustments as necessary to ensure that at least 10,000 contacts will be in the database by May 2022.
- Update the manual of Young People's Ministry, including all the systems listed above.
- Evaluate progress on all one-year benchmarks and set new three year goals and one-year benchmarks.
- The effectiveness of the Campus Ministry Hub has been evaluated, and next steps have been identified for expanding innovative campus ministry throughout the conference.

Winter 2020-2021: **LEADER RECRUITMENT**

- Clarify all the needed volunteer roles for Young People's Ministry.
- Recruit all volunteers needed for all roles for Young People's Ministry.

Spring 2021: **LEADER TRAINING:**

- Design a calendar of leader training opportunities through December 2022, including at least the following:
 - Student Leaders
 - Congregational Youth Ministry Volunteers
 - Campus Ministry Boards
 - Paid Youth Workers
 - Campus Ministers
 - Young Adult Ministry Leaders

Summer 2021: **EXECUTION**

- Focus on the execution and updating of all the game plans that have been drafted as a result of the strategic plan.
- Identify all anchor youth, camping, campus ministry, or young adult events for the coming year, ensuring that appropriate communications are in place for promoting and sharing the highlight stories of these events.
- Create a next 12 months timeline for the ongoing execution of the specific strategic plans for youth ministry, campus ministry, and young adult ministry, respectively.
- Schedule a celebration event for January to acknowledge what the Spirit has accomplished through YPM over the previous three years.

Fall 2021: **TAKING STOCK**

- Review progress in the implementation of the strategic plan and the development of a culture of execution, collaboration, and initiative, and make appropriate adjustments.

- Assess the number of Young People's Ministry contacts in the database, and make adjustments as necessary to ensure that at least 5000 contacts will be in the database by May 2022.
- Update the manual of Young People's Ministry, including all the systems listed above.
- Evaluate progress on all one-year benchmarks and set new three year goals and one-year benchmarks.

December 2021: **LEADER RECRUITMENT**

- Clarify all the needed volunteer roles for Young People's Ministry.
- Recruit all volunteers needed for all roles for Young People's Ministry.

January 2022: **LAUNCH, RECALIBRATION**

- It is anticipated that at this point, appropriate infrastructure will be in place for the launch of an integrated, comprehensive Young People's Ministry in BWC.
- A celebration event takes place to celebrate achievements in the execution of the strategic plan and to consider a draft of the next iteration of strategic planning for Young People's Ministry.

The *Ministry Architects* Team Serving Baltimore-Washington Conference of the United Methodist Church

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Mark is the founder and president of Ministry Architects. For 28 years, he served as the Associate Pastor for Youth and Their Families at First Presbyterian Church in Nashville, Tennessee, where he continues to serve as the Associate Pastor for New Ministries in a volunteer capacity. Mark is the founder of Justice Industries and co-founder of Ministry Incubators and the Center for Youth Ministry Training. He serves on the Board of Trustees of Princeton Theological Seminary. Mark is the author of 10 books, including *Sustainable Youth Ministry*, *Family-Based Youth Ministry*, and soon-to-be-released *Reimagining Young Adult Ministry*. Mark and his wife, Susan, live in Nashville, and they have three grown children and three grandchildren.

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Mike began serving in youth ministry in 2001. From 2008-2014, Mike was the youth pastor and children's pastor at the Van Buren, AR campus of Community Bible Church, and then he served on the staff of Church at the Red Door in Palm Desert of California until August of 2018. Mike graduated from Abilene Christian University with a Bachelor's Degree in Youth and Family Ministry and continued his education with a Masters of Divinity from Bethel Seminary. He and his wife, Ashley, live in Indio, CA with their daughter, Adeline.

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Born and raised in Dayton, Ohio, Rev. Aqueelah Ligonde, is an enthusiastic speaker and coach with a passion for today's generation of youth, women, and leaders. Aqueelah holds a Master of Divinity from McCormick Theological Seminary in Chicago, IL. For over a decade, Aqueelah served as the Associate Pastor at the First Presbyterian Church in Jamaica, Queens, NY. Currently, she is the Transitional Pastor at Far Rockaway Presbyterian Church. She is also pursuing a Doctor of Ministry from Louisville Theological Seminary. She and her husband live in Long Island, NY.

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Kristin began volunteering with a youth ministry while in college at Valparaiso University, where she graduated with a B.A in French and Spanish. In 2007, she and her husband moved to Hong Kong where she served as a youth director at Union Church, an international, interdenominational church for 5 years. Kristin graduated with an M.Div from Princeton Seminary in May 2015. She is currently serving as the Director of Youth Ministries at National Presbyterian Church in Washington DC. She and her husband Grant are also actively involved in playing and coaching ultimate frisbee.

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Vance is the senior pastor at First Church Coral Springs and previously served as the senior pastor of Ortega UMC. Before becoming a senior pastor, Vance spent eleven years as the pastor of the Wesley Foundation at Florida State University. During that time, he also served as the executive director of higher education and campus ministry for the Florida Annual Conference. Vance and his wife, Kelly, live in Coral Springs, Florida.