



**Northminster
Presbyterian Church**

**Long Range
Planning Report**

August 19, 2008



Table of Contents

Section I: Overview Page 4

Section II: Core Ministry Values

Children’s Ministries Page 5

Leadership Page 7

Older Adult Ministry Page 8

Reaching Younger Adults..... Page 10

Singles/Re-singlesPage 11

Spiritual Development Page 12

Worship Page 13

Youth Page 14

Section III: Recommendations

Property Page 16

Programs..... Page 17

People Page 18



Section I: Overview

A. Why do we need this Long Range Plan?

Northminster Presbyterian Church is a vital congregation in North Peoria. The demographics of the area are great and there is a lot of potential for growth if we think strategically. Northminster has a history of planning its ministry well. In 2004 the last Long Range Plan was approved. Most of the goals in that plan were completed. This meant it was time to think again about the future and establishing a new plan. This plan establishes new goals and strategies for the next few years. Without a strategic plan, congregational growth and ministry is haphazard and unfocused.

B. Establishing the Team

Session agreed in February 2008 that the time had come for a new Long Range Plan. The team was formed by a combination of recruits and volunteers. We asked certain people to be part of the effort, but we also opened the team to the public. We wanted people who had demonstrated a commitment to Northminster. We also wanted this group to represent diversity within the church. The team was finalized in March of 2008 and met for the first time on April 8, 2008. The team included:

Chris Finley	Anne Frow	Jim Garner
Doug Hucke	Michael Johnson	Chad Kleine
Jennifer Loer	Fred Prager	Tammie Roesler
Lori Rohlfiing	Mike Shirey	Michele Stewart

C. The Process

The process undertaken by the long range planning team essentially amounted to answering three questions: 1. Where are we? 2. Where are we going? 3. How will we get there? We began by studying the last report and discussing the progress made. The last report dealt significantly with the facilities of the church. This report moves away from the focus on the building to ministries and programs.

We then spent five or six meeting simply brainstorming about the ministry accomplishments and challenges of Northminster. We then identified recurring themes and established eight missional values. These are areas we believe Northminster needs to focus on in the next few years. Some of them are strengths and some are certainly weaknesses.



Section II: Missional Values

Missional Value: Children's Ministries

Current Assessment

The children's ministry at Northminster continues to grow as our congregation and surrounding community grows. Our Vacation Bible School (VBS) is a dynamic outreach to children in our immediate church neighborhood. The 2008 program enrolled 376 children from 215 families. Of these families, 21% were from the Northminster membership. Thus, 162 families came from outside our church family with 56 of those families reporting no church home. The Wednesday night program, Kids Club, has 48 church families attending. Sunday school reaches about 100 children at one time or another during the school year. These programs are staffed and coordinated mostly by volunteers, many of whom serve in multiple capacities at NPC.

The Northminster Learning Center programs are a community and national model for early childhood education. Northminster Learning Center (NLC) is nationally recognized for its use of best practices and innovative programming. More than 200 children participate in its programs with 24 of those from our church family. With the completed construction of the Learning Center classrooms and gymnasium in 2006, it was believed that Northminster would alleviate the waiting lists that had previously plagued the children's programs. A kindergarten program was started in fall 2006 and has flourished. At the time of this long term plan, the Learning Center programs are once again filled to capacity.

Opportunities

The children's ministry is a very crucial ingredient in the growth at NPC. Families with young children look for educational and recreational opportunities for their children while searching for a new church home. The children's programs (Learning Center, Kindergarten, Vacation Bible School, Kids Club, Sunday School, etc.) are very strong at Northminster. We want to build on our strength in this area so as to make our church a magnet for these age groups. We believe the development of further educational and recreational programs will draw families looking for a church home.

Out of the special needs of some of our church members' children, Angels Arms has been created within NPC. Through the hard work of parents, members of the church, and the church leadership; a \$10,000 grant has been procured for the development of this program. Leaders of NPC's Angels Arms are working toward a regional conference in the fall of 2009 that will draw national speakers and families from Central Illinois and throughout the Midwest to NPC. Angels Arms is a specialized ministry that no other church in Peoria has and should continue to be nurtured and developed.

We believe there may be an opportunity created for the Mothers of Preschoolers (MOPs) in the Peoria area due to the relocation of other churches out of Peoria. With the strength of NPC in young families and children's programs, there is a rationale to research the idea of bringing MOPS to NPC. An alternative to MOPs would be to research and develop a similar program that is more family oriented. Either program would be meant to help in areas such as parenting, marriage, health, and money matters.



Barriers

Due to the size and growth of our children's programs, there are areas of concern that should be addressed.

1. Overtaxing of our current and future volunteers is a growing concern.
2. Coordination and sharing of space will create problems with our current facilities as our children's programs continue to grow. Additional staffing is needed to maintain and grow children's programs.
3. Due to the additional size and usage of NPC facilities, the existing maintenance/janitorial staff is not sufficient for the upkeep of NPC facilities especially in children's areas.
4. Vacation Bible School has reached capacity based on its current scheduling and/or structure.
5. MOPs is a wonderful children's program, but we must be able to connect with mothers of young children in order for it to be successful at NPC.

Action Plan

1. Create the understanding and expectation in parents and all members that volunteerism is necessary for continued success of children's programs.
2. Transition from a part-time to full-time staff person (Children's Program Coordinator) to address the challenges ahead of current and future children's programs. This staff person will be involved in the coordination of our volunteer children's ministry and act as a liaison between the church and the Learning Center.
3. An ad hoc committee should be created to explore ways to accommodate further growth of the Vacation Bible School.
4. Research MOPs or a similar family oriented program to see if there is interest in starting either program at NPC.
5. Research new technologies and equipment to broaden the educational opportunities of children's programs.



Missional Value: Leadership Development

Current Assessment

Northminster does a good job of including people in ministry and volunteer recruitment. We are exceptional at being a permission giving church and allowing people to own and create ministry. The nominating committee process used by this church is fair and workable. While we are good at leader identification and recruitment we are not good at leadership development. We have no real programs or process in place to equip and develop leaders.

Opportunities

We believe there are a couple of opportunities in the area of Leadership Development. The first is a course to help people develop a sense of call, spiritual gift awareness, and self-understanding. LifeKeys is the course we have used in the past but we have underutilized this resource having offered it only twice since the last Long Range Report was approved. We believe we need to pursue LifeKeys more vigorously and expand its use at Northminster.

We also believe the time has come to develop our own Leadership Development Course/Process. This would include both a course and a directed/coached experience. This would become the precursor to serving on Session or in other key leadership positions in the church. We do a good job of identifying leaders, but we need to do a better job of training them.

We also recognize this Leadership Development Course/Process could be open to the wider church and community. We know there are formal and informal leaders who could benefit from this approach.

Barriers

LifeKeys is a standalone course. We need to identify people to turn and train them. But we can't just offer the course and be done with it. There needs to be personal follow-up with each person who goes through the course. Some of these people can become leaders but follow-up is more than just for leadership development.

We currently have no Leadership Development Course/Process. This would be a new ministry in this church and would require leadership, resources for training and the people to do this. It might also be a culture change to require persons in leadership to go through the process. There will be resistance here because that is not how we have done it in the past.

Action Plan

1. We need to empower and direct the Community Building ministry team to follow up with the LifeKeys participants. The goal would be to integrate participants into the life and work of the church according to what they learn about themselves in the course. This team may or may not be the same people who teach the course.
2. We need to explore the idea of a Leadership Development Course/Process. What material is available? What churches do this now and what can we learn from them? Session would then need to decide how to incorporate the course and what expectations should exist.
3. We then need to establish a ministry team who will develop and oversee this Leadership Development Course/Process.



Missional Value: Older Adult Ministry

Current Assessment

Northminster has developed and continues to grow strong and vital programs for our youth and children. We have built a firm foundation for this ministry through excellent staffing and the coordination of volunteers. The expansion of our facility provides us with a significant ministry opportunity for and to older adults. The population of our nation as a whole is aging. Our local community and church are not immune to the phenomenon of the “Age-Wave” or mass-aging of our country as the baby boomer generation reaches retirement age.

The aging of our nation is well-documented and is being extensively studied. We know that more than 34 million people in the U.S. are 65 years of age or older. A century ago that number was a mere 3 million. Persons reaching age 65 have an average additional life expectancy of 17.3 years (females 18.9; males 15.3). About half (52%) of the persons 65 years and older live in nine states. Illinois is one of them. Nearly 72% of older persons assess their health as good, very good or excellent. The most rapid surge in the older adult population will take place between 2011 and 2030, during which it will expand from 13% to 22% of the population, (US Census Bureau data). By 2030 one in every five Americans will be over 65 years of age.

At Northminster 14% of us are over 60 years of age, 20.16 % are over 55, and 25.59% are over 50.

Intentional Senior Adult Ministry for a Church (the Body of Christ) is much more than an occasional social gathering. It encompasses all of life’s events: social, medical, cultural, economic, family, community, and embraces great individual diversity. Examples could include married couples, singles (never married), widows/widowers, divorced, healthy/active, frail/elderly, homebound, residents of care/retirement communities, and a wide range of ages. It is not a “one size fits all” ministry and it is not a ministry to older adults. Rather it is a ministry BY, WITH AND FOR older adults.

One writer has said “ ---if churches do not see the challenges and opportunities for intentional Older Adult Ministry, this growing population will see the church as nothing more than a place for life-cycle ceremonies (i.e. baptisms and funerals) and not as a sacred community of meaning”

We have a dedicated group (NOBBS—Not Older But Better) that has provided a means for older adults to connect socially with one another. Our Parish Nurse Ministry assists our older adult population with healthcare and spiritual care needs. Our Deacons care for people in times of crisis. They coordinate volunteers who provide meals and transportation when requested. Events like Thanksgiving Dinner, Small Groups, Choir, VBS. and Children’s programs offer some opportunities for older adult participation. We have a superb facility and grounds with space for day time indoor and outdoor events/activities, and are prominently located. We are wheelchair accessible and have kitchen facilities.



Opportunities

We have an opportunity to reach out within the church and local community to the fastest growing segment of the population through a comprehensive Older Adult Ministry. Northminster is positioned prominently through people, program resources and an expanded modern adult friendly facility. Developing an Older Adult ministry would provide expanded relational ministry opportunities through partnering with local service agencies. Older adults provide us with a vast wealth of experience, wisdom, and faith in such key areas as: spirituality, education, nutrition and wellness, intergenerational mentoring, outreach and evangelism, recreation and social activities, and service. We have the opportunity to respond strongly to the growth of our older adult population in many positive ways.

Barriers

There is currently no ministry team or staff member addressing the significant opportunities we have to reach out to the “Age-Wave” or *mass-aging* demographic in our community. There is no money allocated in the budget for such a staff position. We have not made any coordinated attempt to implement an intentional older adult ministry. The lack of daytime programs means that older adults who do not drive after dark do not have access to most church activities. We do not have an intentional means of transporting those who no longer drive. Family-oriented programs such as the one we hold on Wednesday evenings can be a barrier to older adults not just because of the timing but also because energetic youth can be intimidating to frail people. The lack of age appropriate activities and classes is also a barrier. Offering events and activities for older adults also means that we would need to extend kitchen staffing and availability beyond its current scope.

Action Plan

1. Establish an Older Adult Ministry Team with the charge to define and describe what an Older Adult Ministry would/could look like at Northminster. This team should begin by recognizing that as with children/youth/teens there are multiple older adult populations and each one is different, one size does not fit all.
2. Assess how existing ministries could be expanded to attract older adults.
3. As this ministry grows, transition to the hiring of a part-time and eventual full-time staff person to coordinate this ministry.



Missional Value: Reaching Younger Adults

Current Assessment

Northminster values the inclusion of all age groups in the life and ministry of the congregation. Currently we do well with children, youth, families with young children, and people in their forties and fifties. One significant gap in our ministry focus is on college age people and singles in their early to mid twenties. Our only significant contact with this demographic is through our Marriage and Sports Ministry.

Opportunities

Since there is no current program in place to specifically focus on this demographic, we have the opportunity to identify and develop leadership, determine the level of need, and custom build the program that will best meet those needs. We can also use the Sports ministry to reach out to this demographic as a way of bringing them into the life of the church and encouraging them to become involved in other ministries.

Barriers

Northminster does not currently have a Ministry Team or staff person dedicated to reaching out to the younger adults in our church. Younger adults who visit our church and find that we have very little programming specifically aimed at people who are in their age group often move on fairly quickly.

Many of our members in this demographic leave the area to attend college and most of them do not return. Maintaining meaningful contact with our college students can be difficult due to the distance involved. The internet provides ways to do this, but the lack of personal contact must be seen as a barrier to full and effective fellowship.

Another potential barrier is the perception that our church has nothing relevant to say to people who are single or who are still finding their way in the world. There are no opportunities for people in this demographic to socialize in a Christian setting.

Action Plan

1. Identify our specific ministry needs regarding college-age and young adults in their early to mid-twenties.
2. Identify and recruit leaders and create a ministry team to develop a program for reaching this demographic. This might include hiring a part time staff person to oversee the program.
3. Explore the possibility of offering social opportunities for college students during the summer or extended vacation times as well as gatherings during the rest of the year for singles interested in Christian fellowship.
4. Expand our Sports Ministry to include an outreach to younger adults. This may require hiring a Sports Director to help coordinate younger adult involvement.



Missional Value: Singles/Re-singles

Current Assessment

The 2000 census data shows that 24% of the US population has never married and that 10% percent (up from 8% in 1990 and 6% in 1980) of the population is divorced and not remarried. 34% of people age 25-34 have never been married; the average age men marry is 27 and women marry is 25. Almost half of women and 23% of men over the age of 65 are widows/widowers. With such statistics, Northminster realizes the need for ministry to singles and those who are re-singled through divorce or death.

In January, 2008 a 13-week DivorceCare help seminar and support group for people experiencing divorce and separation began. The support group will embark on its third session beginning in August, 2008.

Northminster must address and provide opportunities and support for singles. We realize that this includes a broad spectrum of people and a wide range of ages (i.e. young, old, widowers, widows, divorced persons) who have different needs and we don't want these needs neglected.

Opportunity

Meeting the spiritual, social, and emotional needs of members of our community who are in the single stage of their lives is important to us. With young people waiting longer to marry, the need is immense and the opportunities vast to provide for their needs. We want to keep this group actively engaged in our church family and the community of faith. This includes making established groups more single friendly.

We should build upon the DivorceCare group and provide additional resources and programs vital to this growing portion of our population.

Barriers

We currently lack an intentional means of coordinating small groups and locating leaders for the programs we need to integrate singles into the life of the church. Singles and people who are divorced are often reluctant to become involved because of our church's obvious focus on families and children.

Action Plan

1. Continue to offer DivorceCare classes on an ongoing basis.
2. Create a young singles ministry that includes social and service/missional activities as well as spiritual opportunities. Form a ministry team to focus on the wide-range of persons in the single time of life prompting them to get involved and feel more a part of our Northminster family.
3. Form small groups/support groups directed to persons who have lost spouses through death.



Missional Value: Spiritual Development

Current Assessment

Northminster values the fostering of spiritual development in all members of every age group in the congregation. Currently, adult spiritual development at Northminster happens through small groups, bible study, adult education, the Great Banquet, and worship. While the ultimate goal of worship is not spiritual development, the other four elements clearly have as their focus the fostering of spiritual growth in individuals. Our small group ministry includes couples' groups, men's groups, women's groups, and mixed groups. We have several Bible/study groups that meet regularly, including the Bethel Series and two Sunday morning groups that focus on the Bible passage for that Sunday using a prepared study guide. The adult education program offers a regular rotation of different classes that include book studies, topical studies, and video-based curriculum. The Community Building Ministry Team provides leadership to these programs. In addition to these, the Great Banquet has provided people with an opportunity for spiritual reflection and growth not just through the 72 hour experience, but also through the Fourth Day groups that are part of the follow-up. These groups have greatly increased the number of people involved in a small group experience at Northminster. Another important aspect of spiritual development at Northminster is the Christian Life Series, which includes LifeKeys.

Opportunities

While small groups are generally doing well here, a large number of people at Northminster are currently not involved in any of the ministries mentioned above. We have the opportunity to help a large number of our members in their spiritual journey by getting them involved in one of these areas. Adult education could be expanded to include times other than the Sunday school hour to better utilize the space of our building. LifeKeys helps people discover more about themselves and how they can best use their gifts, passions, interests, and talents to further God's kingdom. We have adequate space for adult classes and small groups throughout the week.

Barriers

One problem with growing the number of small groups, Bible studies, and adult classes is a lack of people willing to step up and take a leadership role. Northminster does not currently do a good enough job of communicating how important participation is in at least one of these ministries is to their overall spiritual growth and development. We need to generate more awareness of the positive benefits of participation in a small group, an adult education class, a Bible study, and the Great Banquet in ways that gracefully address any negative perceptions of them.

Action Plan

1. Create and implement a dedicated campaign to recruit and educate leaders for small groups and adult education. This should be an ongoing campaign that allows for rotation of leaders to ensure that nobody gets "burned out."
2. Continue to develop the LifeKeys program by creating a dedicated team to execute and schedule it to allow for anybody who is interested to take part.
3. Educate the congregation about the Great Banquet.
4. Expand Adult Education by offering more programs on weekdays, Wednesday nights and transitioning to have programs offered during the Sunday school hour and during one of the other worship services on Sunday morning.



Missional Value: Worship

Current Assessment

Sunday morning worship is usually what people first think of when we discuss “church”. Some people are looking for a style of worship they are familiar with and some are in search of something new. According to our Natural Church Development survey, inspiring worship is one of Northminster’s strengths. Currently we offer two worship services on Sunday morning which are identical. These could be classified as a blended service since there is some contemporary praise music, but the worship experience also offers traditional hymns and responses. The sermons are Bible based and relevant to today’s life. We’ve seen attendance grow at both services, but now both services are nearing capacity which means growth cannot happen without changes to the facility or adding additional services.

In the last Long Range Plan, an action item was to expand the sanctuary. After exhaustive research, it was determined that adding additional seating in the sanctuary is not a financially viable solution. Improvements to the sanctuary have been made to enhance the worship service including additional lighting, a computerized sound board, hearing assistance devices, and a second projector and screen.

Opportunities

With the addition of the Trinity Room, a contemporary service can be offered that may open the door to those who have never worshipped with us before. Special services can be offered such as a healing service, Holy week services or others.

The large population growth in our community is an opportunity for us to reach out to others in a variety of worship experiences.

Barriers

Adding an additional service may cause a time change of one or more of the current worship services which may disrupt some families’ schedules. The musicians time on Sunday morning may not allow them to attend Sunday school if their talents are needed at all three services.

Action Plan

1. Begin a third contemporary service on Sunday morning.
2. Recruit additional musicians and Worship Leader for worship services.
3. Explore opportunities for adding special services such as a healing service.



Missional Value: Youth

Current Assessment

The youth at Northminster are defined as 6th – 12th grades. We have a Senior High youth program called Omega (grades 9-12) and a Junior High program called Alpha (grades 6-8). Combined they are Alpha and Omega. The current number of youth in this age range at Northminster is approximately 120 students. Currently the youth program is attended by between 45 and 60 students. The Youth Ministry Team is searching for a full-time Youth Director.

The Youth Ministry Team offers Sunday school, Wednesday night youth group, 2nd Sunday Youth Worship and many other opportunities throughout the month varying from movie nights, bowling, retreats, and mission trips. Northminster also offers opportunities for youth to participate in music at Northminster, including Alpha and Omega Singers and Driven (the contemporary youth band). The summer music camp, which draws approximately 60 youth, is a huge draw to our church. 29 of those 58 youth are not members of Northminster.

Our youth are very missional. They have taken several mission trips, working to raise money for each trip. The youth have traveled to Milwaukee, Wisconsin, Cairo, Illinois, Rock Island, Illinois, Benton Harbor, Michigan, and Toronto, Ontario, Canada. For the last several years, the youth have participated in World Vision's 30 Hour Famine. A number of youth and volunteers often help at Loaves and Fish at Peoria First United Methodist Church.

Opportunities

We have the facilities to offer sports camps and recreational sports activities to which students can invite friends. Our summer music camp is an outreach that has enormous potential for growth.. Several youth have attended the Awakening (the youth version of the Great Banquet) and Northminster will soon be able to offer Awakenings along with the Great Banquet.

Barriers

Our current practice of treating Middle School and High School youth as a single entity is a barrier to effective ministry and numerical growth because of the significant developmental differences of these age groups. Our youth program does not currently provide a sufficiently diverse range of activities. This results in some youth opting out of the program due to lack of interest in what is offered. An on-going lack of adult volunteers to chaperone, teach, provide one-on-one mentoring and lead small groups is also a barrier. Inadequate staffing and volunteer coordination for additional programming such as sports and music camp is a barrier to growth at every level of the program. Our church does not currently own a vehicle that would be suitable for transporting youth the concerts, conferences, mission activities and other off-site events.

Action Plan

1. Begin the transition from one full-time youth staff position to two full-time youth staff positions (one for High School Youth and one for Middle School Youth).
2. Sponsor youth outreach such as community based concerts, speakers and youth encounter weekends.



-
3. Youth Activities Ministry (YAM) will establish an intentional plan to support and train volunteers to be adequately prepared for the youth.
 4. Continue to involve the youth in local and distant mission opportunities.
 5. Add a Sports Director to coordinate adult and youth sports opportunities.
 6. Purchase a transport vehicle for Northminster to use, especially for the youth to use to transport small groups to conferences, concerts, local mission trips, etc.
 7. Bring the Awakening to Northminster.



Section III:

Property

Northminster Presbyterian Church is blessed to be located on 15 beautiful acres in a rapidly developing growth cell in north Peoria. The original building has been expanded twice to meet the growing needs of the congregation and community. The expansions include: a full-size gymnasium and stage, classroom space for children, youth and adults, youth recreation room, storage, office space for staff, enlarged kitchen, and a Trinity Room for worship and group meetings.

Even with the additions, the Church facility is not adequate to meet all the needs of the congregation or Northminster's ministry. Facility support needs such as parking are not sufficient. The Centrum is not functional to meet the fellowship needs of our growing congregation. The Sanctuary overcrowding may be somewhat relieved by the addition of the Trinity Room, but is still an area of concern. However, sanctuary expansion is not feasible from an architectural and financial standpoint. Recreational facilities are operating at capacity with continued interest by church and community groups.

1. **Parking:** Expand the parking lot. Inadequate parking acts as a barrier. A full parking lot on Sunday morning can be a turn off to potential visitors and members. Parking on some weeknights is also problematic in developing outreach programs. Children's Ministries, multiple activities at the church within the same day-time, occurring simultaneously in different wings of the church or on the grounds all need parking for their functions. In addition to Sunday worship parking limitations, with nightly church meetings in the summer and softball teams coming and going every hour, the parking lot is not functional to meet all the church needs during the week.
2. **Centrum:** Enlarge the Centrum area so that it serves as a prime welcoming and fellowship space on Sundays and during special events. The Centrum continues to be a physical space challenge to expanding worship seating capacity and church family fellowship growth. The Centrum space is just not invitational or conducive to encourage people to stay and fellowship after the service. The design of the Centrum also allows for visitors and members to make a quick exit after the worship service.
3. **Debt:** Stage debt so that facility projects can be addressed as finances allow. Utilize the upcoming Capital Campaign to raise awareness of church facility issues and how the facility affects community ministries. Debt is also a barrier to church growth. Debt must be reduced and managed to be fiscally responsible as well as allow for continued expansion phases. Perceptions of debt must be addressed in order to capitalize on opportunities. The Goal: Managed debt with continued church family growth for people – programs – property.
4. **Future Church Growth:** Church growth does not necessarily mean adding to our current facility. Establish an exploratory committee to research our options for future church growth.
5. **Community Athletic Facilities:** Conduct feasibility cost study to acquire land and explore possible relocation of the softball field, freeing up the current space for future church use. Partner with other churches and/or the Christian Center.



Programs – Current and Future Ministry

We believe our Missional Values in Ministry should shape every aspect of our programming at Northminster. Some of our current programs need to be expanded and new ones need to be created in order to further our mission and ministry.

Expansion of Existing Programs

1. Develop a plan for Vacation Bible School or similar program to accommodate future growth.
2. Continue to promote the LifeKeys program and develop a mechanism for integrating participants into the life and work of the church.
3. Continue to support and promote the DivorceCare program in the church and in the larger community.
4. Continue to promote and support the Great Banquet as a means of spiritual growth and renewal in the church and the larger community.
5. Develop ways to promote the importance of adult Christian education as a means of spiritual development.
6. Develop a plan for expanding the Sports Ministry to include a wider segment of the congregation and community.

Creation of New Programs

1. Research Mothers of Preschoolers (MOPS) and similar programs and develop a mechanism for determining the interest level at Northminster for implementing this kind of program.
2. Create a comprehensive program designed to reach out to college-age and young adults in their early to mid twenties in the church and the larger community.
3. Create a Leadership Development course and a process for training leaders at all levels of church life.
4. Create a comprehensive program that will address the diverse needs of the older adult population in our church and in the larger community.
5. Create a comprehensive program that will address the needs of the many different kinds of single people in our church and the larger community.
6. Begin a third service on Sunday morning that will be contemporary in format.
7. Explore opportunities for adding special services throughout the year to utilize our new worship space.
8. Bring the Awakening to Northminster.



People – Human Resources

Ministry takes place when people are dedicated to making it happen and empowered to oversee it. Some of these people resources are in the form of volunteers. Others must be paid in order to provide adequate direction and accountability. Some of these needs are immediate, while others are more long-term. We believe that the program recommendations in this report require the following human resources:

Immediate Staffing Needs:

1. The growth of the Children's Ministry makes it necessary for us to transition the position of Children's Ministry Coordinator from a part-time to a full-time position.
2. Hire a part-time Worship Leader to lead and coordinate volunteers for the contemporary service.
3. Add maintenance support staff.
4. Hire a Youth Director.

Ministry Team Needs:

- Create and empower a Younger Adults Ministry Team.
- Create and empower a Leadership Development Ministry Team.
- Create and empower an Older Adult Ministry Team.
- Create and empower Singles/Re-Singles Ministry Team.

Potential Staffing Needs:

- Hire a part-time Sports Director to oversee and coordinate the Sports Ministry.
- Hire a part-time person to oversee the Older Adult Ministry.
Transition from one full-time to two full-time youth director positions.

