



MINISTRY
ARCHITECTS

ASSESSMENT REPORT FOR
Lord of Life Lutheran Church
Kennewick, WA

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LORD OF LIFE

BACKGROUND

Lord of Life Lutheran Church, located in Kennewick, WA, is an Evangelical Lutheran Church in America congregation which seeks to be an inviting community, welcoming everyone. This is one of their guiding principles, along with valuing education for all ages, worshiping together, serving others, and acting boldly in faith. Church members describe their church as “welcoming,” “diverse,” “creative,” “active,” “hopeful,” and “family.”

The membership of the church is 230 and in an average week, 80 people attend Sunday morning worship service at 10 AM, which is an eclectic, liturgical service. The worship service is also live-streamed on YouTube on Sundays, with around 49 people attending online weekly. There are also additional worship services during Lent and Advent, Sunday school classes for all ages, weekly youth group for middle school and high school students, and additional programs/events for children, youth, and families throughout the year. Mission trips, retreats, service projects, special services, and other gatherings are also offered

annually. Small groups meet at various times throughout the week and there are multiple choir and music groups for the congregation to be part of.

Pastor Kirsten Sauey Hofmann began serving as Pastor at Lord of Life Lutheran Church in October 2016, and Deacon Heidi Cryer has been on staff at the church since 2003. An office administrator and several part time program positions round out the staff. There is also a Church Council and other teams/committees made up of lay leaders who help lead the ministries of the church.

Lord of Life has a 2024 budget of \$522,250 which includes staff salaries and funds for the programming and ministries of the church for the year. This does include an increase from previous years, with the additional amount being built into the budget in order to provide funding to cover the anticipated facility repairs needed this year.

You can learn more about the church on their website (www.thelordoflife.org), via YouTube where most Sunday services are



streamed, on their Facebook page, and by signing up for their email communication.

Lord of Life Lutheran Church did some vision work prior to the pandemic, but constant disruptions have hindered any progress, and the church has struggled to gain momentum in several key areas, including faith formation and volunteer leadership. It is with these realities in mind that Lord of Life Lutheran Church initially contacted Ministry Architects in 2022 to help evaluate their current situation, with a focus on the ministry to children and youth, and their families, and help develop a plan to revitalize this part of their faith community. Since May of 2023, Ministry Architects has worked with Lord of Life on a renovation of the CYF ministry, which has included an assessment, a formation and volunteer summit, and the creation of a team dedicated to accomplishing the recommendations outlined in the initial report.

Based on the success of this work, and with the upcoming retirement of the long tenured Deacon at Lord of Life, Ministry Architects was invited to continue their partnership with the church, expanding their focus to the whole congregation, including development of a mission statement, values, and goals. To begin this next phase, Ministry Architects conducted an initial assessment of the church and its ministries, resulting in recommendations about how they might move strategically forward.

Ministry Architects met with over 60 individuals in virtual listening sessions over the course of one week. What follows are the findings gleaned from those conversations along with recommendations for the future.



MINISTRY IN CONTEXT

CHURCH-WIDE NORMS

There are seven rules of thumb – “church norms” – that Ministry Architects has researched from consultant work across the country which will be helpful to keep in mind. **These are not necessarily targets for success; they are simply what an average church experiences.**

Budget

The average church budget settles around \$1400 per attender. With a budget of approximately \$522,250 (including program budget, staff salaries, and benefits), Lord of Life Lutheran Church has the capacity to effectively reach and maintain a weekly total worship attendance level of somewhere in the neighborhood of 373 attenders. With 129 currently attending every week, either in person or online, the church well established to support the growth that it is already beginning to see because of the generosity of its congregation.

Staffing

Ministry Architects has found that most churches have the equivalent of 1 full time staff member (40 hours per week) for every 75 people in average total worship attendance. Considering the average worship attendance of 129 and all the positions giving time to the church’s ministry, including, the pastor, the deacon,

the program and support staff, totaling 122 hours (or right at 3 full time staff people), Lord of Life has the equivalent of 1 full time staff for every 43 attenders. According to this rule of thumb, Lord of Life has the capacity to sustain the engagement of about 225 worship attenders on a weekly basis. The current staff configuration allows room for significant numerical growth.

Payroll Percentage

In a typical church, the percentage of the budget that goes to support the staff of the church (including salaries, continuing education, and benefits) tends to fall in the range of 45-55%. Lord of Life Lutheran Church’s budget of \$522,250 has \$300,661 dedicated to the staff of the church, about 58%. The staffing to budget percentage is just slightly above the normal range of what other churches dedicate to staffing. Keep in mind that this dollar amount can vary widely depending on the cost of living in the church’s community.

Facilities

A church’s ministry is also impacted by the physical layout of its campus and the constraints it may contain. Typically, parking and seating become constraints for churches who are looking to see growth. Consider the following norms:

- **Parking Spaces:** Most churches need three parking spaces for every five attenders. With 80 spaces available, the church has a capacity of 133 worship attenders in a single service.



- **Seating Capacity:** Most churches will simply stop growing once the worship center is 80% filled on a regular basis. With 200 total seats available, the church has an attendance capacity of 160 in a single service.

Given these norms, Lord of Life Church can expect to reach its capacity in the current single-service structure at between 130 and 160 people in weekend worship. One way to continue to add capacity is to add additional worship services prior to making any physical changes to the campus. As a church adds services, it's also important to keep in mind that a second service will typically reach 80% of the number in the first service, and a third service will typically reach 60% of the first service.

Visitors' Retention

For the average church, about 10-30% of first-time visitors will turn into regular attenders. Therefore, in order to grow by, say 10-30 people in a single year, the church will need to see about 100 first time guests in that year (including guests at regular services and special services like Easter Sunday). In the past year, Lord of Life Lutheran Church saw an estimated 50 first time visitors and could expect to see their church add 5-15 regular attenders in the coming year with healthy guest enfolding systems and opportunities.

Volunteers

In an average church, 45% of the number of weekend worship attenders (adults and

students, but not children) are serving regularly in a volunteer role. With 60 total regular volunteers in the church and an average worship attendance of 129, Lord of Life Lutheran Church estimates that 47% of its weekend worship attenders are serving regularly. This number seems to be right on target for what normal churches experience. **NOTE:** Normally this number is correlated to the amount spent on staffing; the more staff a church has, the lower the volunteer percentage becomes as more of the work is accomplished by paid workers.

Involvement in Groups

While the data for what's normal for churches in group involvement is not available, there are some targets worth noting. It's been observed that healthy churches have at least 40-50% of their adult attendance in some form of small group. Great churches have upwards of 80% of their adults in groups. These groups can include Sunday school classes, small groups, Bible studies, youth groups, or men's or women's groups with fewer than 25 people. Lord of Life Lutheran Church estimates that 54% (70 of 129) of their average adult worship attenders are engaged in groups on a regular basis. This number lands slightly above the target for healthy churches.



BUILDING A SUSTAINABLE STAFF

When a ministry is based solely on the giftedness of a single staff person, instability is a predictable result. Ministry Architects has found that the most stable approach to staffing a ministry, particularly in the early stages of a rebuild, is to build a team of three different kinds of staff and volunteers.

- **The Architect:** A person or group that designs the building plan and ensures that the building is done in compliance with the agreed-upon plan.
- **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.
- **The Laborers:** Those people charged with specific gifts and responsibilities for aspects of the work. In youth ministry, a laborer might have skills in relating to youth, planning and managing events, or teaching.

Each of these roles is important as Lord of Life Lutheran Church pursues a more sustainable model of ministry. As the church moves forward, the following observations will be helpful to keep in mind:

- A major staff transition, like Lord of Life will be experiencing later this year, is an ideal time to evaluate who is doing what and serving in which roles, and an excellent opportunity to strategically determine the roles and responsibilities of staff moving forward.
- In many churches, there is no person or group playing the role of the architect. The ministry simply moves from one event to the next without a clear vision or stated outcomes.
- Often, staff and pastors are expected to serve in all three of these roles. This is a recipe for congregational dissatisfaction and staff burnout.
- When there is a clear lack of general contractors who can work with the architect, the proper flow and maintenance of the ministries of the church falters.
- While there are often laborers diligently working to keep the church functioning, an organization or process (i.e., organizational chart, ongoing assessment) to show specifically how laborers’ gifts and skills are being used to best fit the current needs of the congregation is necessary.



ASSETS

STRENGTHS TO PROTECT

Excellent Staff

In general, the Lord of Life Lutheran Church community loves their staff. They are well organized and work really well together, and are also intentional about involving lay people in leadership. One listening group participant said it this way, “The staff is doing a great job, I’m always impressed by them, and their initiation of this process [with Ministry Architects] for our church is very encouraging, for today and the future.” With major transitions coming soon, it will be important to find ways to continue this level of staff excellence with new people, potentially in new roles, joining the team.

Welcoming & Inclusive

It is clear that Lord of Life is a church that welcomes all, and is intentional about communicating that there is room for everyone, regardless of their beliefs or life experience. Children, youth, and parents/caregivers feel this, too; families appreciate how both the words and actions of the church make it clear that they are important and valued. “We believe that all are welcome, and that it’s everyone’s responsibility, not just the staff, to welcome all,” said one listening group participant, and this sentiment was echoed by many others.

A Plethora of Offerings

In addition to a growing, creative, meaningful, and inclusive worship service on Sunday mornings, the church appears to also be doing a great job offering other programs and events for their congregation. One listening group participant articulated it like this, “These [groups] are really important to a lot of people, everyone appreciates all the groups available at our church.” More people, of all ages, are engaged in faith formation on Sunday mornings, and recent changes to the CYF ministry seem to have successfully increased the involvement and excitement of children, youth, and families at the church. There are a multitude of groups happening every week, with a variety of emphases, ranging from social, to study, to prayer, to spiritual. And then there are all the opportunities the church offers for the congregation to be involved in service and outreach, in the community, across the country, and around the world. Another listening group participant summed it up by saying “There are lots of different options for people to do lots of different things; it’s not hard to find a group you fit in with well.”

Communication

“The staff are always looking for all the best ways to let the congregation know what’s going on at our church,” said one listening group participant, and many others expressed similar views.



Lord of Life Lutheran Church seems to be consistently, clearly, and effectively communicating with their community. There are a variety of ways that communication happens, including a weekly email, the website, social media, and the Sunday morning announcements and bulletin, and the staff are very accessible if and when anyone is in need of information about church activities. Prayer is also an important piece of communication at Lord of Life, as one listening group participant vocalized this way, “Our prayer chain is very effective - it helps people know and feel that they are supported by the church.” One listening group participant emphasized the importance of, and appreciation for, church communication, saying, “The newsletter that is sent every Wednesday - it's a lifeline for me and my family.”

Generosity

Lord of Life is a congregation that gives generously to support their church and the needs of others in their community and world. While there is still room, and a desire, for improvement, the church had a successful stewardship program this last year, as well as their first budget surplus in many years. Anytime resources are needed to support neighbors and ministry partners in the Tri-Cities, there is rarely a concern or worry about meeting these needs, as items are quickly and abundantly provided. One listening group participant said, “I am just thrilled with the giving atmosphere at this church,” and another said, “People just step up, again and again, to support our work and mission.” There is some concern about the sustainability of the budget, but in general the church community is hopeful about the future, summed up by one listening group participant who proclaimed, “We want to have faith that God will show us what we’re called to do and will provide, and that we won’t be bound by a budget.”



CHALLENGES

OBSTACLES TO MOVING STRATEGICALLY FORWARD

Fuzzy Vision

When asked about an overarching vision for Lord of Life Lutheran Church, it was hard for listening group participants to respond. Some vision work has been done in the past, but fizzled out, for a variety of reasons. The church has guiding principles that some listening group participants spoke of, but details about when and where these came from, and how they are shared and lived out, were unclear, and others weren't even aware of these. The church seems to do a good job at focusing on the issues and needs that require immediate attention, but they haven't done the long range, strategic visioning that a church needs to guide decisions today and also help navigate challenges and transitions that will come in the future. One listening group participant expressed the hope for a unifying vision, saying, "We have tons of energy and lots of people who want to do good things. We just need to harness the energy and people, and get it all focused in one direction."

Worship Numbers & Space

Lord of Life Lutheran Church is blessed to be welcoming new individuals and families at their worship service on Sunday morning. With this influx, there are a good number of congregants wondering if it might be time to consider adding an additional worship service, like what existed pre-pandemic. The facilities norm detailed previously in this report indicate that the church isn't quite at capacity yet, but are getting close, and that will only get closer if the church continues to experience increased attendance. While many listening group participants recognize the value of one worship service and the unified community that is able to be built, they also realize that it does become more difficult to grow when the gathering space feels full and reaches capacity. Listening group participants said things like, "The sanctuary is full, and we're running out of seats, I wonder if we need to go back to two services?" and, "Not everyone is comfortable walking into a full church, and two services would allow for more space and growth." While maybe not an immediate need, if the current trends continue, this is something that the church will potentially need to consider planning for in the near future.

Staff Transition

While the praise of the current staff was consistent throughout the listening sessions, the elephant in the room, so to speak, during these parts of the conversations, was the quickly approaching retirement of the long time, and beloved, deacon at Lord of Life. There is concern about the history and "institutional knowledge" that will potentially be lost in this transition, and that it will be difficult to cover all the work and responsibilities once this individual is no longer on



staff. “Heidi does so much, and has so much knowledge, and so many connections, we need a handle on all of this and a plan to continue the things most important to us when she’s done.” However, the congregation is also aware that simply trying to replicate this individual and their role might not be best for the church. One listening group participant voiced this desire this way, “We really need to think about the roles and responsibilities of all paid staff and volunteers, and start with a clean slate as we look for the kind of person to do what we need.” It will be important in the year ahead to learn from and celebrate the staff while preparing for a new season of leadership at Lord of Life.

Connection & Follow Up

Despite the variety of ways for people at Lord of Life to engage with different programs and others in the congregation, there are still some who find it difficult to connect in deeper ways with the community and ministries of the church. One listening group participant shared, “It’s hard to become part of the community here,” and another said similarly, “It can be challenging to meet other people in the congregation.” No one was aware of any systems in place designed to follow up with guests, help potential members explore membership and connect in ways beyond worship, or reach out to members and regular attenders after absences or as needed. If the increased attendance and growth in numbers continues, Lord of Life will need to find ways to intentionally ensure all of those who are a part of the church community feel connected to its people and ministries.

Facility Concerns

Though not an immediate concern, there was some worry about the facilities at Lord of Life Lutheran Church. Listening group participants in general recognize that the facility is aging and will likely require significant work in the years to come. One listening group participant said, “There will be significant costs with the building in the next decade, and we need to plan ahead so we don’t have to treat it as an emergency,” while another said, “We have a tight margin on our facility budget, and funds for potential issues and needs just aren’t in the budget.” Many others nodded in agreement with these statements. Some evaluation, budgeting, and strategic preparation is likely needed in order to ensure that the church buildings and property are properly maintained, and that funding is available for this maintenance in the years ahead.

Volunteer Recruitment & Support

Like many churches of its size, it seems that Lord of Life has a few people doing a lot of the work. As one listening group participant put it, “The small volunteer base inside the church is a strong group of people who do almost everything; we need more people to spread out and divide up the work more.” The staff are relied on heavily and there isn’t a process or team in place to do the recruiting in a strategic way. There is also a concern that many of the current, active volunteers are aging and won’t be able to continue serving in their current ways



indefinitely, so more people, of all ages, are needed to give time and energy to the church's ministries. While the volunteer norm (described previously in this report) indicates that you have a good number of volunteers involved, there is a sense, and hope, from many, to get more people actively volunteering at the church. "We struggled for a few years to get volunteers, but things seem better now, it feels like people are willing to do things," remarked a listening group participant. If this is the case, Lord of Life will need to do the work necessary to not only identify these individuals and recruit them to serve, but also be intentional about training, supporting, and celebrating their volunteers throughout the year.

Infrastructure Issues

One of the things that keeps ministries from struggling during the natural, and inevitable, ebbs and flows in the life of a church is a strong foundation of systems and processes that undergird the ministry and programs of the church. There is a church directory and database, but it is unclear how these are being used to track attendance and better know, connect with, and support the congregation. Calendars for programming, major events, and ministry maintenance are incomplete or inconsistently developed, or simply don't exist; a ministry manual and major event notebooks don't appear to be in use either. Without these key components, Lord of Life Lutheran Church will be unable to maintain strong and consistent programs through staffing transitions, and other changes and challenges that arise.



RECOMMENDATIONS

Based on Lord of Life Lutheran Church's current assets and challenges, a number of solutions and initiatives might bear fruit in the ministry. These have been formed into two lists that include what's important to accomplish now and what will be important to accomplish next.

What's Important Now: Recommendations that Lord of Life Lutheran Church should consider implementing in the next three to five months. These are the steps that will relieve the immediate pressure points and gain momentum quickly, setting Lord of Life Lutheran Church up for success moving forward.

What's Important Next: Recommendations that will build excitement, and enthusiasm, and secure the future success of Lord of Life Lutheran Church's ministry.

The Now List

- **Reframe the next 14 months** as a time of building long-term infrastructure, and casting and implementing vision, for the church. Understanding that significant and immediate momentum will be built throughout the process of renovating and visioning for the ministry. Target March 2025 as the date when the ministry renovation will be complete.
- **Establish a Prayer Team** to undergird this renovation and vision process.
- **Present this report to the Church Council**, requesting that they endorse a 14-month strategic design process.
- **Establish a Vision Implementation Team** who report regularly to the Church Council and pastor of Lord of Life. The team is made up of four to five volunteers. These non-anxious, goal-oriented people will free up the staff to focus on exceptional day-to-day ministry, while the Vision Implementation Team ensures that the outcomes of this assessment and the Vision Summit are achieved.
- **Host a Vision Summit:** Invite key volunteers/leaders, the Vision Implementation Team, staff, and the congregation to participate in a multi-session, on-campus process of envisioning the future with Ministry Architects, resulting in the following documents which will direct the ministries and support the church's vision:
 - A Mission Statement
 - Defined Core Values
 - A Set of Three-Year Revolving Goals with One-Year Benchmarks



- **Determine a plan for staff transition.** Considering the planned retirement of the current deacon in November 2024, develop a sustainable staffing model for the church that aligns with the church's current and anticipated resources while creating an intentional process for a healthy transition, preparing the staff and church for the next iteration of ministry at Lord of Life Lutheran Church.
 - Write or review written job descriptions for all paid staff positions in the church. Work with staff to ensure the job descriptions accurately match the work they are currently doing (both documented and undocumented). Identify tasks that can be potentially handled by trained volunteers.
 - Gather an existing or new team, along with Ministry Architects consultants, to evaluate the current staff job descriptions and gather feedback, and design an overall staffing strategy that:
 - leverages current staff
 - identifies the holes that need to be filled and priorities for the future
 - takes into account financial realities and results of the visioning work
 - Present recommendations to Council/Personnel to review and finalize a new staffing structure.
 - Create a plan to honor and celebrate staff member(s) service and contributions.
 - Finalize and approve job descriptions and determine timeline for conducting a search for new staff.

The Next List

Building Infrastructure and Stability

In building a ministry there are key pieces to creating a solid foundation. Those key pieces to building infrastructure and stability are the following items:

- **Communication:** Review and revise current church communication practices to ensure that all congregants, regardless of age or technological proficiency, feel informed. Utilize as many forms of communication as possible including updating the church's website, brochures, social media, mass texting, mail, e-mail, etc.
- **Stabilizing Document Development:** Maintain and publish a 12-month calendar, create major event notebooks to help event planners succeed, and generate a preventative maintenance calendar that schedules behind-the-scenes activities for each month. (Example: October - Order candles for the Advent Wreath.)
- **Attendance:** Continue to record attendance for all programs (worship, Sunday school, Bible studies, book studies, special events, etc.) and develop a written game plan to track attendance in a consistent way in order to identify MIAs.



- **Ministry Manual:** Develop a Ministry Manual, including the most recent directories, a 12-Month calendar, results-based job descriptions for staff and volunteers, compliance documents, budgets, game plans, a preventative maintenance calendar, an organizational chart for staff/leadership and committees of the church, and notes for every major church event.
- **Compliance System and Management:** Ensure an Operations Manual is in place and updated annually. The manual should include all legal documentation needed for the ministry including background checks, financial documents, licenses, child protection policy, facility use policies, etc.
- **Database:** Numbers matter because people matter. Create a database of all of the people who are connected to your congregation. This database will be an important tool as you communicate and as you determine who is active. We recommend using categories that indicate the level of involvement of each person. For example:
 - **Active** are the families who are members of Lord of Life Lutheran Church and have attended at least (TBD) times in the past year – plus visitors who have become a regular part of the ministry. They should show up in your printed directory, if you use one.
 - **Member Inactive (MIA)** are still a part of the flock. You may not need to call them every time the doors are open at the church, but you'll want to regularly pursue these families, whether they ever show up or not.
 - **Visitor Active** are those who regularly attend weekly worship and/or activities but are not official members of the church.
 - **Visitor Inactive** are the ones who may have visited, but you are confident they will never become a regular part of the group. This group requires no follow-up. But you'll want to keep their information for the occasional big event, to which you'll want to invite everyone you know.
 - **First Timers** refer to visitors who have attended worship for the first time. You'll want to have a process for capturing their information on their first visit and follow up with them within one week of their visit.
- **Visitor Follow-up:** Carefully develop a game plan for welcoming visitors who visit the church. Craft a plan for following up with adults and families that have become loosely connected to the church. Ensure the database is regularly updated with information from visitors.
- **MIA Follow-up:** Determine the approach to follow-up with people who are MIA. Create a database to track who have gone missing, the reasons they have gone, and who, from the staff, followed up with them. Create a culture of care for MIA church members.
- **Sharing the Vision:** Upon completion of the long-term vision and goal-setting process, create a game plan that will outline the best ways to communicate the vision, values, and goals of the church's ministry (sermon series, guidebooks, small group curriculum, etc.).



- **Worship Service Evaluation:** Organize a team and process to evaluate current numbers and space at the Sunday morning worship service, discuss attendance and guest trends, and make a recommendation on if/when an additional service should be added, including timing, format, staff and volunteer needs, and any differences from the current service.
- **Facility Evaluation:** Work with an existing team, or recruit a task force, to focus on an evaluation of the Lord of Life building and property, detail potential needs and issues that might arise in the next 5-10 years, and determine best ways to plan for and fund any facilities work that might be necessary.

Developing and Nurturing Staff and Volunteers

As the foundation is built, the church will need to assess the staffing structure that will best serve the ministry as it moves forward. The church will also need to ensure it is engaging and equipping the leadership.

- **Volunteer Leadership Clarity:** Draft and/or update written job descriptions for all volunteer roles in the church. Work with leaders to ensure the job descriptions accurately match the work being done, clarify to whom each volunteer is accountable.
- **Volunteer Development:** Provide sufficient training and development opportunities for all volunteers in a way that leaves them inspired to serve again rather than exhausted.
- **Volunteer Recruitment:** Create a master list of ministry opportunities in every area of the church, from weekly, to monthly, to annual opportunities. Once all volunteer opportunities in the church have been identified, begin the recruitment process to ensure that all positions are filled by August 1 of each year. Create a Volunteer Megaboard to categorize current and prospective volunteers, match with specific needs for the year, and manage the recruitment process.
- **Leadership Launch:** Schedule and implement an inspiring leadership-training and vision-casting event for all volunteers at the beginning of each year.
- **Personnel Policy:** Revise the existing personnel policy to include new job descriptions, set a mutually understood level of accountability between those in leadership and the staff, and address any changes in staffing practices.
- **Leadership Evaluation:** Provide mechanisms for ongoing evaluation for all church staff members. The process should include space for self-reflection, supervisor feedback, and requests from the employee about how the church can help him or her succeed. It should be done in a way that leaves leaders feeling supported, encouraged, and positively challenged.
- **Staff Development:** Provide mechanisms for ongoing education and coaching for the church staff including coaching, reading and continuing education.



- **Sustainable Pace:** Help each staff member develop a “rhythmic week” including a Sabbath and “balcony” time (that is, time to look at the big picture and make strategic plans).
- **Affirm Staff:** Continue to ensure all staff members have been affirmed and encouraged in their role by hosting an annual staff appreciation event.



MINISTRY ARCHITECTS

Ministry Architects has been hired to ensure the following tasks are completed:

- This virtual, church-wide, mini assessment.
- A Vision Summit resulting in a mission statement, core values, and three-year goals with one-year benchmarks.
- Chairing the Vision Implementation Team for six months as they champion the implementation of the new mission, values, and long-term goals.
 - Support is provided to recruit this team along with a clear job description for this role.
 - After six months as chairperson, Ministry Architects will then provide six months of coaching support for a newly appointed team chairperson.
- Development of a vision game plan that will equip staff and the Vision Implementation Team with a clear roadmap for the strategic implementation of the newly created mission statement and core values, as well as long-term management of the three-year goals.
- A strategic staffing plan including a staffing needs assessment, an organizational chart, two to three staffing model options, and job descriptions.



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Sean began working in youth ministry in 1997 and has served as Youth Minister in United Methodist Churches and Presbyterian Churches (USA) in Texas, Pennsylvania, Tennessee, and South Carolina. He is currently the Children's and Youth Minister at First Baptist Church in McMinnville, OR. Sean graduated from St. Mary's University in San Antonio, TX with a B.A. in Theology, and loves serving in a local church while helping (and learning from) churches around the country through Ministry Architects. Sean lives in McMinnville, OR with his son Parker and daughter Sybil.



HEATHER KENNY - SENIOR CONSULTANT

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Heather has a deep appreciation for God's sense of humor. As an MK (missionary kid), she had no desire to serve overseas. God, however, had other plans. She began her journey as a registered nurse, later transitioning into children's ministry at a local church in Georgia. That led to a passion for building teams and developing volunteers that keeps her energized and expectant of what God wants to do in and through people. In 2019, God led her family to Belize, Central America, with a dream to someday provide a place for people in ministry to rest, relax, and refresh for little to no cost. That ginormous dream is slowly being realized as they run Placencia Beach Club and hope to add accommodations soon. (Let her know if you want to be on the invite list!) A combination of ministry experience and business entrepreneurial adventure gives Heather a unique perspective as she continues to see God work in myriad ways.

