The Area Bus
(a description of the work of every area)
The Area Bus
(a description of the work of every area)
Our Mission

Simply put, the mission of Young Life is ... to introduce disinterested middle and high school kids to Jesus Christ and help them grow in their faith.

Like Jesus, whose first act of ministry was to call people like us to join Him ... Young Life knows that recruiting and mobilizing a team of talented men and women from the local community is the key to ministry health and growth.

Our Purpose is ...

To provide the Young Life staff, committee, and leaders five tools that clearly articulate the “work of every area.”

The Young Life Bus ... is composed of Five Functions and 22 Essential Works that are briefly described below. Area indicators have been determined. Improving any indicator requires carrying out a function’s essential work with excellence.

Work of the Area Tools

1. Young Life Bus: A mission-owned description of the ... work of every area.
2. Indicators: Eight outcomes for monitoring area ministry.
3. Dashboard: Summary of area growth and health “at a glance.”
4. Tune-Up Exercises: For determining committee-leader-staff placements, plans, and responsibilities.
5. Customizing Kits: Worksheets for tailoring tasks to your area.

Area Bus Uses:

Committee and Community

- Orienting committee to area work.
- Recruiting and placing volunteers.

Staff

- Clarifying job expectations and responsibilities.
- Assessing staff associate development.

Communication and Resource Development

- Updating stakeholders on area impact.
- Identifying challenges and celebrating progress.
GETTING THE RIGHT PEOPLE ON THE BUS ...

SPiritual Development
Following Christ

The Essential Work
- Prayer and Spiritual Disciplines
- Fellowship
- Growth and Health
- Church Relationships

"The Engine"

Leadership Development
Equipping leaders, committee and staff

The Essential Work
- Key Volunteer Care
- Recruiting
- Teambuilding and Training
- Supervision
- Vision Casting

"The Drive Train"

Resource Development
Fueling the ministry

The Essential Work
- Events
- Major Donor Care
- Public Relations (Branding)
- TDS Team

"The Fuel"

The Area Bus
The "area bus" is a metaphor for gaining a common understanding of the work of a Young Life area. Every area has "five functions and essential work" that compose its operational core. Since Young Life is a "team sport," the purpose of the "bus" is to help area directors and their teams get talented people "on board and in the right seat."

Ministry Support
Taking care of business

The Essential Work
- Accounting
- Administration
- Communication (Internal)
- Data Management
- Strategic Plan
- "Required Maintenance"

Direct Ministry
Proclaiming and discipling

The Essential Work
- Contact Work
- Club
- Campaigners
- Camp

"The Wheels"
Committee Tune-Up Kit

The purpose of this exercise is to identify where members of the local committee are seated (what their responsibilities are).

1. Who’s on Your Bus?

Directions: Using the area bus and your current committee list:
- Put each current committee member’s initials in his or her seat (if you and he or she can say so).
- Place members without identified seats in the aisle.
- Discuss your committee based on “fit and talent for the task.”

2. It’s all about “Fit” and Performance.

- Note your committee strengths.
- What function needs significant improvement this year?
  - Examine the essential work, clarify your focus.
- Who could “shift seats” or “get on board” to help?
- Who needs to “get off” the bus?

Identify three talents needed to improve your committee.

- _________________________  _________________________  _________________________

Who-First List: Brainstorm names of four people in your area with these talents.

1. 
2. 
3. 
4.

RESOURCES: Who do you know who could help you get these people on board?

Planning: (Be S.M.A.R.T. Specific, Measurable, Achievable, Realistic, Timed)
- Write out two goals that will move your area forward this year.
- Review progress every 120 days.

Note: Recruiting New Members
- Use the three C’s of committee membership: character, competence and chemistry.
- Assess all potential members using a plus (+) or minus (-) for each C.
- Committee people must have all three.
- The quality of your committee is your best recruiting tool.
<table>
<thead>
<tr>
<th></th>
<th>AD</th>
<th>COMM</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SPIRITUAL</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DEVELOPMENT</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Following Christ</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• PRAYER AND</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SPIRITUAL DISCIPLINES</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• FELLOWSHIP</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• GROWTH AND</td>
<td></td>
<td></td>
</tr>
<tr>
<td>HEALTH</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• CHURCH RELATIONSHIPS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>*TOTAL</td>
<td></td>
<td></td>
</tr>
<tr>
<td>LEADERSHIP</td>
<td></td>
<td></td>
</tr>
<tr>
<td>DEVELOPMENT</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equipping leaders,</td>
<td></td>
<td></td>
</tr>
<tr>
<td>committee and staff</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• KEY VOLUNTEER CARE</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• RECRUITING</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• TEAMBUILDING AND</td>
<td></td>
<td></td>
</tr>
<tr>
<td>TRAINING</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• SUPERVISION</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• VISION CASTING</td>
<td></td>
<td></td>
</tr>
<tr>
<td>*TOTAL</td>
<td></td>
<td></td>
</tr>
<tr>
<td>RESOURCE</td>
<td></td>
<td></td>
</tr>
<tr>
<td>DEVELOPMENT</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fueling the ministry</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• EVENTS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• MAJOR DONOR CARE</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• PUBLIC RELATIONS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(BRANDING)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• TDS TEAM</td>
<td></td>
<td></td>
</tr>
<tr>
<td>*TOTAL</td>
<td></td>
<td></td>
</tr>
<tr>
<td>DIRECT</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MINISTRY</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proclaiming and</td>
<td></td>
<td></td>
</tr>
<tr>
<td>discipling</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• CONTACT WORK</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• CLUB</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• CAMPAIGNERS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• CAMP</td>
<td></td>
<td></td>
</tr>
<tr>
<td>*TOTAL</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MINISTRY</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SUPPORT</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Taking care of</td>
<td></td>
<td></td>
</tr>
<tr>
<td>business</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• ACCOUNTING</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• ADMINISTRATION</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• COMMUNICATION</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(INTERNAL)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• DATA MANAGEMENT</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• STRATEGIC PLAN</td>
<td></td>
<td></td>
</tr>
<tr>
<td>*TOTAL</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Evaluate the amount of responsibility of each essential work as it relates to the Area Director (AD), then total each function individually.

0—NONE  1—LITTLE  2—SOME  3—MUCH
Area Director Tune-Up Kit

The purpose of this exercise is to discover how the area director accomplishes the work of the area.

Directions:

• On the sheet provided and using a scale from 0-3, rate the area director’s level of responsibility for carrying out the essential works in each function.
  
  0 — NONE     1 — LITTLE     2 — SOME     3 — MUCH

• Determine an average score for each function.

A function average of 2 or higher should be discussed, since the primary responsibility of an area director is directing not doing the work of an area.

The “Doing or Directing” Approaches

1. Who’s Driving the Bus?
   • In how many seats is the area director spending significant time?
   • Discuss the consequences of the area director sitting in multiple seats, with high levels of responsibility.
   • In which seats must the area director spend significant time and energy this year?
   • What changes/actions could make the area director and committee more effective?
   • Discuss your observations on how the area director carries out his or her responsibilities. Does he or she appear to “direct or do” the ministry?

2. Gap Analysis
   Identify your team’s strengths and challenges.
   • Identify two strategic places to improve your team this year.
   • What talents and skills are needed?
   • Who needs to “shift seats” or “get on board” to achieve excellence?
   • The hard questions ...
     • What must you stop doing?
     • Who should get off the bus?

Planning: (Be S.M.A.R.T. Specific, Measurable, Achievable, Realistic, Timed)
Using the information above, write out two goals that will move your area forward this year. Review your progress every 120 days.

1.
2.
The Area Dashboard

Eight outcomes for assessing the health of an area's operational core.

A Challenge

While helpful in defining the scope of area work, the five functions and 22 essential work categories of the bus are too broad to monitor.

Solution: “Area Improvement Indicators”

Each indicator is a single outcome that works:

- Missionwide — for multicultural, small town, and suburban ministry.
- At a Glance — provides measures for growth and health in the five functions of any Young Life area.
Eight Indicators for Assessing Area Health and Growth

One “indicator” for
✓ Spiritual Development
✓ Leadership Development
✓ Resource Development
✓ Ministry Support

Four “indicators” for
✓ Direct Ministry

This keeps our focus on our mission ... KIDS!

The Area Dashboard

Health and Growth Outputs

Eight Area Improvement Indicators

<table>
<thead>
<tr>
<th>Spiritual Development</th>
<th>Leadership Development</th>
<th>Direct Ministry</th>
<th>Resource Development</th>
<th>Ministry Support</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of committee and leaders retained</td>
<td>Number of leaders per staff</td>
<td>Contacts per ministry</td>
<td>Club kids per ministry</td>
<td>Campers per ministry</td>
</tr>
<tr>
<td>%</td>
<td>#</td>
<td>#</td>
<td>#</td>
<td>#</td>
</tr>
</tbody>
</table>

Current Year 2012
Baseline: 2010

15 7.1 79 27 12 4 7/12 no
Area Indicators

Explanations

Direct Ministry Indicators

✓ Number of kids at club per ministry.
✓ Number of campers per ministry.
✓ Number of Campaigners per ministry.
✓ Number of contacts per ministry.

Explanation: Why use four indicators for Direct Ministry?

• Oxford Study* suggests the four “C’s” operate independently.
• Four indicators for Direct Ministry focuses on the entire ministry.
• One indicator for each of the four remaining functions keeps the emphasis on mission.

*Statistical Analysis of Young Life Field Data, Dr. Justin Barnett, University of Oxford, March 2006 (slides #11-20).
**Spiritual Development Indicator**

The percentage of committee and leaders retained.

Explanation: Why use retention percentage?

- Young Life is excellent at starting ministry, but historically struggles to retain schools, donors and staff.
- Retention — represents the quality of spiritual discipline, fellowship and church relationships.

*People remain in roles that provide meaningful service and develop them spiritually.*

---

**Leadership Development Indicator**

The number of volunteer leaders per staff.

Explanation: Why use the number of volunteer leaders per staff?

- The leader to staff ratio is the single factor that increases club, camp and Campaigners. (100X and Oxford Studies)*
- Per staff: equalizes the differences between single and multi-staffed areas, and provides a view of the impact of Young Life staff.
- Volunteer-led ministries: build the “staff farm team,” are more cost-effective, and are a primary strategy for health and growth.

Resource Development Indicator

The number of months in surplus.

Explanation: Why use the number of months in surplus per fiscal year?

Operating with a surplus each month:

- Eliminates a "survival mentality" among area staff and committee when in deficit.
- Addresses the area "cash flow" challenge.
- Builds a healthy financial base for future growth.

Ministry Support Indicator

Administrator at 10 hours per week – paid or nonpaid.

Explanation: Why an administrator?

- Administrative Skills – differ from most Young Life field staff.
- Staff’s time and talent can focus on areas of expertise.
- Up-to-date accounting and donor tracking – will improve acquisition and use of resources.
- Consistent communication is a key to mobilizing leaders who volunteer in Young Life.
### AREAS INDICATORS

<table>
<thead>
<tr>
<th>Strategic Planning</th>
<th>Vision Casting</th>
<th>Leadership Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>Church Administration</td>
<td>Team Building and Training</td>
<td>Ministry Support</td>
</tr>
<tr>
<td>External Communications</td>
<td>Administration</td>
<td>Resource Development</td>
</tr>
<tr>
<td>Public Relations</td>
<td>Accounting</td>
<td>Spiritual Development</td>
</tr>
</tbody>
</table>

### RESPONSIBILITIES DIRECTED

- Senior Care Coordinator
- "Leading the Mission"
- "Visionary Horizons"
- "Growing and Minimizing"

### ESSENTIAL WORK

- Ministry Support
- Leadership Development
- Direct Ministry

### FUNCTIONS

**Summary of the Work**

- of an Area
General Terms

The Bus: a mission-owned metaphor describing the “work of every area.”

Functions: basic operating components. Areas have five work functions that are Mutually Exclusive yet Collectively Exhaustive (M.E.C.E.)

Essential Work: key work categories within each of the five functions.

Area Indicators: a single outcome for monitoring area ministry. Producing the indicator requires executing all essential works within the function. There are eight area indicators.

The Dashboard: a one-page summary of area indicators for monitoring the area “at a glance.”

Tasks: Area-specific duties for accomplishing the “essential work” categories.

The Work of the Area

The Bus is a metaphor that describes all Young Life work using:

• 5 Functions — 22 Essential Works — 8 Area Indicators

Function: SPIRITUAL DEVELOPMENT — “the Engine”

The Essential Work: Centering individuals and the community on following Christ through ...

• Prayer and Spiritual Disciplines:
  Encourages individual and communal disciplines of prayer, study, fasting, contemplation and retreat.

• Fellowship:
  Consistently gathers the area team (leaders and committee) to build faithfulness and ministry, through fun, inspiration and coordination.

• Growth and Health:
  Models and promotes the growth and health of individuals and teams ... spiritually, emotionally, socially and vocationally.

• Church Relationships:
  Participates regularly in a worshipping body and establishes positive relationships with local congregations.

Area Indicator: The Percentage of Leaders and Committee Retained (net)
Function: LEADERSHIP DEVELOPMENT — the “Drive Train”

The Essential Work: Equipping leaders, committee, and staff through ... 

- **Key Volunteer Care**
  Gathers, mobilizes, and retains a core group of committee, leaders, and staff for implementing the area’s vision.

- **Recruiting**
  Gathers the people and talents needed for carrying out the work of the area.

- **Teambuilding and Training**
  Provides resources and practical experiences for learning and implementing the “essential works” of the area. Builds individual and team morale.

- **Supervision**
  Develops a system for overseeing the recruitment, mobilization and retention of people who carry out the work of the area.

- **Vision Casting**
  Clearly articulates an inspiring plan for reaching more kids and gathering the resources needed to carry it out.

**Area Indicator:** Increasing the Number of Volunteer Leaders per Staff

Function: DIRECT MINISTRY — “Wheels and Tires — Where the Rubber Meets the Road”

The Essential Work: “Reaching, proclaiming and discipling” adolescents through ...

1. Club
2. Campaigners
3. Camp
4. Contacts

**Area Indicators:**

1. Number of kids in club per ministry.
2. Number of kids at camp per ministry.
3. Number of kids at Campaigners per ministry.
4. Number of contacts per ministry.

Function: RESOURCE DEVELOPMENT — the “Fuel for Ministry”

The Essential Work: Stewardship of time, money, and brand through ...

- **Events**
  Produces area events that reflect qualitatively and quantitatively the capacity to reach kids and warrant the investment of personal resources.

- **Major Donor Care**
  Provides an “individualized” touch with Young Life at least three times annually to update, thank and “ask” on behalf of Young Life.

- **Public Relations (Branding)**
  Builds the “Young Life name” to be “one of the best” working with adolescents in the community.

- **TDS Team**
  Gathers and directs a talented team of individuals to implement the Field Development Tool and raise the annual budget.

**Area Indicator:** The Number of Months in Surplus Annually
**Function: MINISTRY SUPPORT — “Required Maintenance”**

**The Essential Work:** Maintaining a professional office through...

- **Accounting**
  Keeps “user friendly” records that are accurate and accessible for all area financial transactions.

- **Administration**
  Adheres to all Young Life policies and procedures.

- **Communication (Internal)**
  Plans and implements a strategy for ongoing and timely information (written, verbal, and electronic) to all staff and volunteer leadership for effective operation.

- **Data Management**
  Maintains and updates area database to provide Young Life accessible and current information — donors, finances, direct ministry and camping.

- **Strategic Plan**
  Develops and implements a multiple-year plan for area ministry that is in alignment with the mission statement of Young Life.

**Area Indicator:** an Administrator (paid or un-paid) 10 hours per week.
### CUSTOMIZING YOUR AREA BUS

### SPIRITUAL DEVELOPMENT

**“THE ENGINE”**

- Prayer and Spiritual Disciplines
- Fellowship
- Growth and Health
- Church Relationships
LEADERSHIP DEVELOPMENT

“THE DRIVE TRAIN”

- KEY VOLUNTEER CARE
- RECRUITING
- TEAMBUILDING AND TRAINING
- SUPERVISION
- VISION CASTING
# CUSTOMIZING YOUR BUS TASKS

## DIRECT MINISTRY

### "THE WHEELS"

- CONTACT WORK
- CLUB
- CAMPAIGNERS
- CAMP
## Resource Development

**Customizing Your Area Business**

*The Fuel*

- Events
- Major Donor Care
- Public Relations (Branding)
- TDS Team
### Customizing Your Area Bus Tasks

**Ministry Support**

"Required Maintenance"

- Accounting
- Administration
- Communication (Internal)
- Data Management
- Strategic Plan
Belton Young Life Committee

The 5 FUNCTIONS of a successful Young Life Area are:

- Spiritual Development
- Leadership Development
- Resource Development
- Direct Ministry
- Ministry Support

**Spiritual Development**
- Liaison
- Prayer Warrior Liaison

**Leadership Development**
- Liaison
- Volunteer Leader Care
- PR/Recruiting

**Resource Development**
- Liaison
- Golf
- Grants
- Banquet
- 1-on-1 Asks

**Direct Ministry**
- Young Life
- WyldLife
- YoungLives

**Ministry Support**
- Liaison
- Website & E-mail
- Budget & Finances

---

**YES, I want to get involved (see reverse)**

Name____________________________
Address____________________________
City________________________________
State__________ Zip________________
E-Mail______________________________
Phone______________________________
Please check any ☐ that interests you. We’d LOVE your help in any of the Area Bus 5 Functions!

<table>
<thead>
<tr>
<th>Direct Ministry</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>WyldLife:</strong></td>
</tr>
<tr>
<td>☐ Driving Kids to All City Clubs (May)</td>
</tr>
<tr>
<td>☐ Jello-Wars (April 30)</td>
</tr>
<tr>
<td>☐ Chaperone Worlds of Fun (Sept)</td>
</tr>
<tr>
<td>☐ Chaperone Snow Tubing (Dec)</td>
</tr>
<tr>
<td><strong>YoungLife:</strong></td>
</tr>
<tr>
<td>☐ Mr. Christmas Tree Pageant (Dec)</td>
</tr>
<tr>
<td>☐ Aggressive Dinner Club (Feb 14)</td>
</tr>
<tr>
<td>☐ Crud War (April 18)</td>
</tr>
<tr>
<td>☐ Club Planning Burgers @ Raedekes (Nov &amp; Jan)</td>
</tr>
<tr>
<td><strong>YoungLives:</strong></td>
</tr>
<tr>
<td>☐ Christmas Club (Dec)</td>
</tr>
<tr>
<td>☐ Extreme Teen Mom Makeover (Jan)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Spiritual Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>☐ Host a prayer meeting (1x/yr)</td>
</tr>
<tr>
<td>☐ Help organize prayer (monthly)</td>
</tr>
<tr>
<td>☐ Invite others to pray (Sept/Jan)</td>
</tr>
<tr>
<td>☐ Arrange food, drinks etc. (2x/yr)</td>
</tr>
<tr>
<td>☐ Pray, pray, pray (weekly)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Ministry Support</th>
</tr>
</thead>
<tbody>
<tr>
<td>☐ Web design (Sept/Jan)</td>
</tr>
<tr>
<td>☐ Stuffing Newsletters (4x/yr)</td>
</tr>
<tr>
<td>☐ Thank You Writing (monthly)</td>
</tr>
<tr>
<td>☐ Club Card Entry (1x/month)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Leadership Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>☐ Adopt a Leader (4x a year dinner, call, note)</td>
</tr>
<tr>
<td>☐ Creatively acknowledge &amp; Say Thank You to Volunteers (2x/yr)</td>
</tr>
<tr>
<td>☐ Christmas Party for Volunteers (Dec)</td>
</tr>
<tr>
<td>☐ Leader care: (baby, birthdays, marriage, health concerns)</td>
</tr>
<tr>
<td>☐ Creative Recruitment other leaders or committee (Sept/Oct)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Resource Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>☐ 1 on 1 Asks to local Belton Businesses (Feb)</td>
</tr>
<tr>
<td>☐ Dessert Banquet Host (March 6)</td>
</tr>
<tr>
<td>☐ Top 20% Donor care (May/Nov)</td>
</tr>
<tr>
<td>☐ Creative End of the Year Strategy (Oct/Nov)</td>
</tr>
<tr>
<td>☐ Pancake Breakfast (April 21 &amp; 28)</td>
</tr>
<tr>
<td>☐ Golf Tourney (April 25)</td>
</tr>
<tr>
<td>☐ Grant Writing &amp; Case Statement (April)</td>
</tr>
</tbody>
</table>