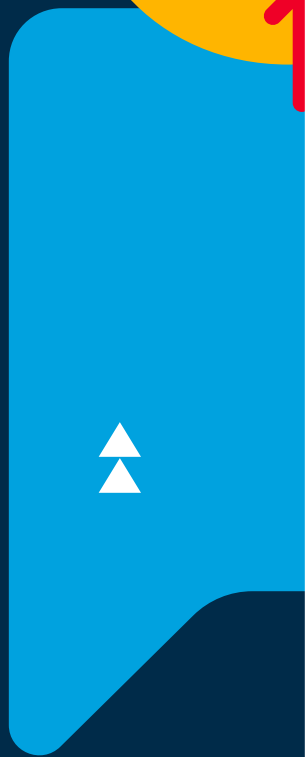




raise

**A STRATEGIC PLAN
FOR YOUTH MINISTRY**





raise

“Train up a child in the way he should go, even when he is old he will not depart from it.”

Proverbs 22:6



RAISE Strategic Plan Guide

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FORWARD

We could not be more excited to introduce to you the RAISE Strategic Plan for Youth Ministry (or RAISE for short). There are several reasons why we're excited about RAISE. We're excited because we think RAISE is a great plan for implementing Salvation Army youth ministry across the territory. We're excited because RAISE is the product of creative collaboration between ministry partners in the field, Divisional Headquarters, and Territorial Headquarters. We're excited because we think RAISE provides a way to make dynamic collaboration long-lasting. But we are most excited about RAISE because we believe it was born straight out of the heart of God.

This plan is the product of God leading us all into a new moment for Salvation Army youth ministry. Just as William and Catherine Booth were used by God as pioneers within a fresh moving of His Spirit, we believe God is calling us to embrace the new thing He is doing to make children, teens, and young adults more like Jesus. We are the inheritors of an amazing legacy of youth ministry within The Salvation Army at-large and more specifically the USA Southern Territory. Many of you reading this document would no doubt count Salvation Army youth ministry as the vehicle through which you accepted Jesus and were saved. For over 100 years, The Salvation Army has been raising up children and youth in the South in the way of Jesus, developing new programs and initiatives to move the mission forward.

Now in a post-pandemic highly interconnected world in which young people often spend as much time in front of a screen as they do without one, we believe God is inviting us into His next chapter for our territory. Youth ministry in 2030 will no doubt look different than it does in 2022. What will not change is our mission and overall purpose of Salvation Army youth ministry: Raising up children, teens, and young adults in the way of Jesus. We have all endured so much in recent memory. We have all likely found ourselves tested beyond what we thought we could bear. Reading this now, you might find yourself skeptical of one more new initiative. We are excited about this plan and believe it will lessen the burdens of ministry, not make them greater. But we also know our plans will fail if they are not His plans. Our energies will be exhausted if we are not fully reliant upon Him for our strength. For this plan to succeed, we know that two crucial elements must be that everything we do is bathed in prayer and that our trust in Him to supply our needs is unwavering. So let's meet God where He is already engaged in life-changing mission. Let's join our hearts with His and be united in love for every boy and girl, young man and young woman we meet. Let's take Christ into the darkest corners of our communities where young people's cries for help often go without an answer. Let's fight. Let's fight. Let's fight this battle for the salvation of future generations, knowing that Christ's final victory is already won.

Majors Tim and Cheryl Gilliam
Territorial Youth Secretaries
February 2022





RAISE INTRODUCTION



OVERALL PURPOSE: To raise up children, teens, and young adults in the way of Jesus.

The RAISE Strategic Plan for Youth Ministry was born out of several significant times of prayerful discernment involving ministry partners from National, Territorial, and Divisional Headquarters. From these initial moments of reflection came the seed for what has now become the RAISE Strategic Plan. This Plan has been reviewed by numerous stakeholders, including the Cabinet, Territorial Executive Committee, and focus groups with officers in the field. The RAISE Plan also drew upon the General's Call to Mission for Youth and research on the state of youth ministry conducted by National Headquarters. With each step and conversation, the Spirit's confirmation of this new direction was evident in the affirmation of each group presented with the RAISE material. That material has been crafted into this now complete RAISE Strategic Plan Guide and Statistical Guide.

The RAISE Strategic Plan for Youth Ministry is a novel, exciting approach to raising up young people in the way of Jesus. RAISE is not itself a new program (though it embraces both traditional and new programs). Instead, it is a call to consider the basics of life with God; to go back to the biblical foundations of ministry. RAISE helps us to refocus our efforts from merely doing what we have always done because that is what we have always done to cultivating a new framework for ministry. This new framework is based on the foundation of the RAISE Overall Purpose and the Plan's three major pillars of evangelism, discipleship and leadership development.

Youth ministry has always been a key component of The Salvation Army's mission worldwide, and it remains a top priority. Jesus was clear in his Word that no barrier should exist that would prevent a child from knowing Him. In today's world, there is no shortage of things that can distract or divert a young person's attention away from the Cross. Therefore, it is our mission as corps officers and youth leaders to redirect them back to their Creator and spread the Gospel to all people who walk through our doors, no matter how young they may be. This sacred call to reach all ages - and particularly children, teens, and young adults - in Jesus's name is the primary motivation for this strategic plan.

The three pillars of evangelism, discipleship, and leadership development and their related goals are at the heart of the RAISE strategy and help to categorize all of the actions that are taken in pursuit of our overall purpose.





To achieve the goals set out under each of the three pillars, we believe that several key strategies must be employed in the RAISE Plan.



INTENTIONAL

Youth ministry should be intentional. What worked in years past may not work any longer. Rather than simply doing what we have always done because it is what we have always done, our action steps should be based on the witness of scripture, leading of the Holy Spirit, and their effectiveness at accomplishing the mission.

What works in one location may not work in another. Our action steps should be tailored to each individual ministry context. Corps will not be expected to implement an action step that does not fit their context. The needs of our communities and corps congregations should shape the programs, services, and habits of our corps youth ministry.



CONTEXTUAL



TRAINED

The Southern Territory is committed to continuously developing leadership training resources and methods to ensure that every youth leader is ready to effectively evangelize, disciple, and develop future leaders.

Finding the right youth ministry resources can be difficult. Salvation Army youth ministry should be resourced with excellent program materials that reflect our deep Wesleyan holiness theology and best practices for youth ministry today.



RESOURCED



QUALITATIVE

Keeping statistics is an important part of youth ministry. However they cannot give the full picture of the quality of ministry happening in a corps or a program. To fully appreciate the youth ministry occurring in a corps or headquarters, qualitative forms of measuring success are also required.

The field is where youth ministry primarily happens. Being field-focused will allow us to take actions as a territory that are aimed at supporting success in the field.



FIELD-FOCUSED



COLLABORATIVE

Everyone involved in Salvation Army youth ministry are partners in mission. Recognizing our role as partners allows us to foster invaluable collaboration and to cultivate habits and attitudes that make collaboration thrive.



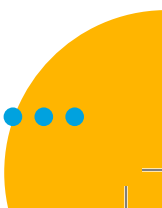
RAISE STRATEGIC PLAN REPORT

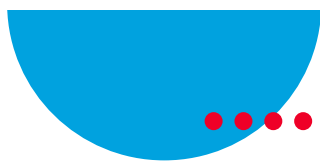
Using this RAISE document, as well as the RAISE Statistical Guide at the back of this booklet, you will be asked to create a RAISE Strategic Plan Report in the Youth Reporter in Corp Management System each year for your corps or unit. The RAISE Strategic Plan Report is the central organizing action step of RAISE. It will be a comprehensive document for reporting the youth activities of a unit for every age group that the corps or unit serves.

Alongside each age group will be the four major goals of the RAISE Plan. Each unit will report via an interactive form (in the CMS Youth Reporter) what action steps they are taking to accomplish the major goals with each age group. In some cases, a unit may not currently reach an age group because of a variety of factors. The RAISE Plan encourages units to pursue the youth ministry that best fits their context and their community. Your corps may not currently have a ministry for every age group because not every age group is represented at your corps. That is okay. The RAISE Strategic Plan encourages planning for the community you currently have with the goal of expanding the ages found at your corps over time. Our goal is that every corps will one day minister to all ages so that a continuum of ministry exists that allows for children and youth to be disciplined as they grow.

Corps and other units will, of course, change over time. RAISE Reports will be modified as such changes occur. These should not be static documents. Instead, they should be active tools for continually and prayerfully discerning the leading of the Spirit within the church.

Support will be offered at the divisional and territorial levels for utilizing the RAISE Report, including online trainings and territorial workshops. Headquarters staff will also always be available to answer questions or provide support. IT will also facilitate inquiries regarding the use of CMS for completing the RAISE Report in Youth Reporter.





RAISE STRATEGIC PLAN REPORT PROCESS

The following steps are addressed to the individuals in a field unit who would be tasked with completing the Raise Report and presenting it in their Raise Cohort

STEP 1 PRAY

The Holy Spirit is the most important participant in the creation and implementation of our RAISE Reports. Surrendering our best laid plans for His is the only way to make plans for missional success. We must be obedient to Him.

STEP 2 DISCUSS WITH CORPS COUNCIL OR GROUP OF LEADERS

We believe collaboration makes for better outcomes. When a community is on the same page, great things can happen. Follow the RAISE Strategic Plan Conversation Guide to discern together the best direction for your youth ministry in the coming program year.

STEP 3 COMPLETE THE RAISE REPORT

Using Corps Management System, complete the online RAISE Report in Youth Reporter by following each prompt. Know that you will be asked to share about your Raise Report in the RAISE Cohort meeting scheduled by your division. Your RAISE Report will be due at the date communicated to you by your Divisional Youth Department. The RAISE Report should be completed with information pertaining to the next program year. Each Report will be reviewed and approved by Divisional Headquarters.

STEP 4 MEET WITH DIVISIONAL COHORT

Once your RAISE Report is approved, your division will schedule a virtual or in-person meeting with you and the other units that will make up your RAISE cohort. This meeting will be a time for you to share what your corps has put in its RAISE Report and to receive feedback from your divisional youth department staff and peers. These meetings will also be a time for praying over the RAISE Reports and the youth ministry happening in each corps. We also hope that these conversations will foster collaboration amongst area corps who find opportunities to partner together in ministry. Each cohort is required to meet once a year. If a cohort wants to meet again at a later date or even more regularly, that is welcomed but not mandatory.

STEP 5 REFLECT

As you implement the plans in your RAISE Report, reflect on the progress made and challenges faced throughout the year. Meet with your Corps Council or youth leadership to discuss program areas needing change or support.

STEP 6 UPDATE

As you get near the end of the program year, revisit your RAISE Report with your Corps Council or youth leaders and plan for the coming program year.





CORPS MINISTRY MODELS

As corps and other field units base their ministry on their ministry context, various models for doing ministry will continue to emerge. In some cases, you might have a corps invested in what some might call “traditional” Salvation Army youth ministry, implementing hallmark programs like Adventure Corps or Youth Band. In other cases, a congregation might determine that a less traditional approach is to be pursued (e.g., a “hybrid” or “non-traditional” approach.) The RAISE Strategic Plan encourages such flexibility and places a strong emphasis on meeting the needs of each community.

It is important to note that corps should resist the urge to change rapidly without the buy-in of the corps community. The plans for a corps should be made collaboratively and not just based on any one person's preferences or personal tastes. Throughout the process, the primary question always remains, “How is God calling us to be obedient to Him in this community?”

Below are three different models for how the RAISE Strategic Plan might be implemented in a corps. The Traditional Model implements solely national Salvation Army programs. The Non-Traditional Model relies entirely on new programs and activities that are alternatives to the national Salvation Army programs. The Hybrid Model uses a mix of both national Salvation Army programs and alternative programs. We want to implement whatever model works best for each corps community.

TRADITIONAL CORPS MODEL 	HYBRID CORPS MODEL 	NON-TRADITIONAL CORPS MODEL 
<ul style="list-style-type: none"> - Character Building - Corps Cadets - Sunday School - Singing Company - Youth Band - Vacation Bible School 	<ul style="list-style-type: none"> - Air Rifle Class - Sunday School - Coffee with YAs - Singing Company - Teen Small Groups - Junior Soldiers 	<ul style="list-style-type: none"> - High School Sports - Gaming - Contemporary Worship - Coffee with YAs - BGCA Events - Youth Worship Meeting

“The Gwinnett County Corps is always a very busy place. A few years ago, we decided that, as a corps, we were doing too much. We were trying to do everything: traditional Sunday school, music and arts programs, character building, summer programming – you name it. It was overwhelming, and it was so difficult to find leaders to lead each of the programs, especially when two leaders were needed due to Safe from Harm standards. Because of this, we decided to be more creative in how we were approaching discipleship.

We knew that our priority was to share the Gospel. Our Sunday school class numbers were waning more and more each Sunday, and we felt that, among all





of the other programs, the Gospel needed to permeate them all. Therefore, we decided to move our Sunday school to Wednesday evenings instead. By doing this, we were able to share the Gospel with more community kids who didn't attend the church on Sunday mornings. We were able to cover more of the Orange curriculum. At first, we combined Sunday School with character building - 45 minutes of Orange and 45 minutes of character building. But after doing this for a while, we still felt that what our youth needed was to focus on the Word of God. So we eliminated the traditional character building programs in order to make more space for God's Word to be conveyed.

It has made a huge difference to the culture of our corps. It has removed some of the strain of having to find multiple leaders to lead multiple age groups. Most importantly, the children don't have to rush through the material. Instead, they can really allow the Word to settle on their hearts, ask questions, and explore what it means to them.

This change was solely made in order to share the Gospel with as many people as possible, and by making the appropriate changes, I feel that we are now able to do that." - **Jeremy Rowland, Territorial Sergeant Major**





EVANGELISM

CONNECTED
HOSPITABLE
REPORTED

Captain Da Silva and his family arrived in the small town of Williamsburg, VA in the summer of 2020. On their first Sunday morning, they were surprised to find that their congregation was made up of only seven people – their family of three, and four other adults. There were no other children at the corps aside from their own six-year-old daughter. It was at that moment that the Da Silvas knew that they had their work cut out for them. They rolled up their sleeves and got to work.

In the months following, the family routinely left the four walls of their church building and met with people in the community. Due to the pandemic, most of the churches in the area were closed. But Captain Da Silva knew that they simply couldn't close their doors: "We refused to live by fear," recounts Captain. "Instead, we lived by faith." They went to meet people at their homes, they kept their services running each week, and they kept the flag flying.

They also knew that evangelism, and growing their corps, was about more than programs. "We gave the message to Williamsburg that we are here to love God, love people, and love the community," said Captain. "We knew that by loving God, loving people, and meeting them where they are, we would be able to grow our church."

In January of 2021, they launched their corps-wide campaign "Love Lives Here," where they emphasized the importance of relational evangelism. Through word of mouth, the love that they had shown to their community, and dedicated prayer, they ended up having 35 children in attendance at one of their events. Their church was indeed growing.

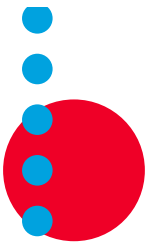
Now in 2022, they average about 45-55 people in attendance every Sunday, and their numbers are continuing to grow at a steady pace. "Programs open the door for service, for conversations, but we cannot try to use them to replace true evangelism. Taking the message to the street that we are a small church who loves God, who loves people, and who loves our community is ultimately how we are growing."

In addition to our overall strategies, the RAISE Plan also features strategies for each major goal. These strategies are designed to further clarify the ways in which we want to achieve our evangelism, discipleship, and leadership development goals.

The strategies related to the Evangelism pillar are the following:

CHRIST-CENTERED – It might seem redundant to say that all evangelism should be centered upon Jesus and telling young people about Him. However, we can sometimes engage large numbers of new people without ever sharing the Good News. Everything





we do in Salvation Army youth ministry should be focused upon Jesus, especially our evangelistic efforts. We must continually devote ourselves to sharing with all of the youth we encounter the message of God's selfless, holy love for all people realized in the life, death, resurrection, and ascension of Jesus.

CONNECTED - One of the unique and amazing aspects of Salvation Army ministry is the wide array of ministries under The Salvation Army's umbrella. From dynamic social service centers to vibrant corps communities to energetic divisional events, there is so much happening across The Salvation Army's network of ministry to introduce men and women, boys and girls to our Lord and Savior, Jesus. We think this unique approach to ministry provides us the opportunity to witness to many people not often reached by the Church. We believe it is an important part of Salvation Army youth ministry to capitalize on this network of ministry and create connections between locations where such connections do not currently exist.

HOSPITABLE - When God created the Heavens and the Earth, He practiced hospitality by making space for us in creation. In the life and ministry of Jesus, we see countless examples of how we are to be hospitable to one another and to those in need. Hospitality is an essential feature of Christian ministry and evangelism. Hospitality involves how we treat others and the environments we welcome them to. Practicing good hospitality is a crucial aspect of evangelism in youth ministry. One key piece within youth ministry hospitality is striving to make our ministry environments safe for children and the vulnerable by diligently following our Safe From Harm guidelines and standards.

REPORTED - While our youth leaders don't seek the limelight and do what they do because of a passion for introducing young people to Jesus, we still believe it is extremely important to report this admirable service. Accurate, timely, and consistent reporting enables further conversation around the vitality of our youth ministry and planning for the future.

EXAMPLE ACTION STEPS





TERRITORIAL ACTION STEPS

Better Together Initiative: The Salvation Army Boys & Girls Clubs Better Together initiative bridges the gap between the Club program and the Corps. Hundreds of children come to our Club programs five days a week, and Better Together is designed to assist Corps in maximizing this partnership and promote the spiritual development of all kids under our Corps ministry.

Camp South Program: Camp Program has been a part of Salvation Army ministry since 1907. Camp has transformed the lives of children, teens, and young adults across The Salvation Army world. To build upon the success of our camp ministries, the Southern Territory has launched a new initiative called "Camp South". Camp South is the umbrella term used to refer to all of the camp resources and policies of the Southern Territory. Many new resources are being developed through Camp South and are designed to continue to raise the bar for Salvation Army camp program across the territory.



For more information, visit youthdownsouth.org.

"When I go to a steakhouse, I care about the steak, not the plate that it's on. Similarly, we should care more about the Gospel that we are presenting more than the program through which it is administered. Sometimes, we get too concentrated on the plate - the program. Let's focus on the steak."


Major Matthew Satterlee.
National Youth Secretary





DISCIPLESHIP

OBEDIENT
APROPRIATE
RELATIONAL



“My team and I have been noticing something as we approach the end of the Covid-19 pandemic and move into the next era. The corps that invested in their people and communities prior to the pandemic have had much less difficulty getting back on their feet than those who were most interested in numbers and filling their programs.

I think the lessons that we can take from that are that there are two different types of ministries: transactional ministry and transformational ministry. In order to disciple effectively, you have to move past transactional ministry – ministry in which you provide a program once a week and then don't invest in the program attendees personally – toward transformational ministry – where the people come first, and the program comes second. It is through transformational ministry that a church grows, that its members thrive, and that a community can live out the purpose and the works of the Living God.

Right now, we are trying to guide people in taking a hard look at what they offer “transactionally” – the various programs – and find ways within those structures to invest intentionally in the people within them. We are having them consider how these programs could lead to what is even more important – building relationships and discipling their people. For example, a corps might decide to add a time of fellowship after a program, or perhaps provide a meal for everyone to share together. Or perhaps it is following up with each member during the week between program meetings – doing a home visitation, or simply just calling them and checking in.

Ultimately, we need to look at how we can move from being “transactional” to “transformative” in this new era. This is how you can grow your community through what you are already doing, and disciple your people in the process.” - Sarah Covarrubias, Christian Education & Missions Director, Texas Division

The strategies related to the discipleship pillar are the following:

OBEDIENT – Discipleship is about making disciples who are obedient to God. They obey Him by submitting to the authority of God's word. They obey Him by being a witness to what He has done for them. And they obey Him by following the leading of the Holy Spirit in their lives. Our efforts at discipling youth should focus on fostering courageous obedience to Him.

APPROPRIATE – The revelation of God through scripture happens progressively and culminates in the climax of the coming of the Son of God and in His life, death, resurrection, and ascension. Similarly, children are also disciplined progressively, growing in ever greater degrees of awareness of the great breadth of God and His work in humanity. Discipleship





actions should be planned with their level of appropriateness for each child in mind on the basis of their age and level of maturity.

RELATIONAL – We worship a Triune God who is three persons in eternal relationship. It might be said, then, that the most fundamental thing about life is relationship. The ministry of Jesus was highly focused on relationship. Relationship is the primary vehicle through which discipleship occurs. While program has its place, programs should always be designed to contribute to the flourishing of relationships.

EXAMPLE ACTION STEPS



TERRITORIAL ACTION STEPS
Territorial Youth Institute
 Each year, the Territorial Youth Department hosts a Territorial Youth Institute for young people ages 16 to 24. During this week-long retreat, delegates enjoy times of worship, discipleship, and fellowship.

Territorial Young Adult Conference
 Every two years, the Territorial Youth Department hosts a special conference for young adults (aged 18-35). This conference provides church members in this age bracket an opportunity to come together to worship, learn from one another, and experience God in new ways.

For more information, visit youthdownsouth.org.



“Work as if everything depended upon work and pray as if everything depended on prayer”.


William Booth





LEADERSHIP DEVELOPMENT

ADAPTING
RECRUITING
MENTORING
REGULAR



Becoming a youth leader at a corps can be intimidating, especially without proper training. Try making a potential leader an assistant for a class for a short period before making them the leader of a class. Also think about planning an orientation for all youth leaders just before the start of the new program year. This orientation might include a refresher on Safe From Harm or other relevant information for Salvation Army youth leaders. Use the opportunity also to pray for the coming year and to lift up each registered young person by name.

This first portion of the Leadership Development pillar has to do with the recruiting and training of youth leaders around the Southern Territory.

The strategies related to the development of leaders working with youth are the following:

ADAPTING – Society is always changing, and leadership development should adapt to meet changing social and cultural contexts. No leadership development tool can be left untouched for years on end. Leadership development should always be in the process of adapting to meet ever changing challenges.

RECRUITING – Leaders often need to be recruited. Not everyone can see the potential they have for leading youth. Recruitment strategies and tactics should be a priority to prevent potential leaders from missing out on what God wants to do through them.

MENTORING – Leadership development across human history has happened primarily through mentoring. While classes and coursework are helpful, the best way to develop a leader is by showing them how to lead and giving them the chance to lead. Mentoring is essentially leading through relationship and relationships should be the basis of all we do.

REGULAR – No leader is beyond the need of further development. We should be continually investing in the development of our leaders much as God is always investing in us. His work of continually refining and reshaping us into the image of His Son is never over. Likewise, we each can become a better leader than the leader we are today.





EXAMPLE ACTION STEPS

Equip Online Local Officer Training
 Divisional Local Officers Training Young Adult Ministries
 Youth Local Officers Commissioned
FORGED Youth Spiritual Development
 Sunday School Staff
 Safe From Harm Training
 Youth Spiritual Development
 YP Pastoral Care Council
 Academy for Mission Preparedness
 Coaching
 Equip Online
 Volunteer Activity



TERRITORIAL ACTION STEPS

Equip Conference The Equip Conference is designed to provide youth leaders from across the territory excellent training for youth ministry and an opportunity to fellowship with other leaders.

Renovated Website, Social Media, & Resource Portal The Youth Department recently relaunched its website and social media channels, making them more informative, engaging, and useful for the mission. In addition, a new resource super portal is available as a one stop shop for all Salvation Army youth ministry resources.

Equip Online Leadership Development Platform Launched at Equip 2022, the Equip Online Leadership Development Platform (“Equip Online”) is an interactive tool for equipping leaders year-round for fruitful youth ministry. Equip Online will host an array of courses from courses specific to Salvation Army programs to courses focusing on issues relevant to youth ministry. The course catalog for Equip Online will continue to be developed, and users will be informed of updates as they are made available. Equip Online courses will also be crafted around short installments that can be easily digested in the midst of busy work and ministry schedules. Equip Online courses will also provide a model for classes that can be taught at Divisional Local Officers Training or other training events.

YouthDownSouth Podcast The Territorial Youth Department has started a podcast for Salvation Army youth leaders. This podcast aims to provide youth leaders around the territory with helpful tips and tricks that they can use in their own contexts in the field. Special guest speakers





help to provide different perspectives on important ideas and issues relating to youth ministry in this modern age. The podcast can be found on our website and anywhere that podcasts are streamed.

Safe From Harm

The Salvation Army is committed to keeping all children and vulnerable adults within our programs and ministries safe from harm. The goal of the Safe From Harm program is to implement proven child and vulnerable adult safety techniques to protect the people in our care from physical, sexual, emotional, and spiritual abuse. It is our mission to develop and to sustain a culture of safety in which child and vulnerable adult protection is not only a priority but also a core value. All personnel, including volunteers, local leaders, employees, and officers, who work with children and/or vulnerable adults must complete a mandated screening process, which includes taking Safe From Harm training. The first training is in person, and refresher courses are taken online every three years via PraesidiumAcademy.com. For more information about training and other resources, please contact your divisional Safe From Harm coordinator.



For more information, visit youthdownsouth.org.

“A salvation that does not lead to service is no salvation at all.”

Catherine Booth



See more at
YouthDownSouth.org





YOUTH LEADERSHIP DEVELOPEMENT

PRACTICE
SUPPORTIVE
EQUAL
EXPANSIVE

At eight years of age, a little boy heard about his brother being invited to play on a basketball team at The Salvation Army. He had never been to an Army corps before, but one evening when his parents were coming home later than usual, he tagged along. The boy really enjoyed the atmosphere and the community so he began to attend the Winterhaven corps on a regular basis, becoming a Junior Soldier. The boy then became a Corps Cadet and a Senior Soldier as a young man. He even worked for five years at a Salvation Army summer camp, Camp Keystone.

One day at camp, Major Caleb Prieto came to drop off a van load of kids in the afternoon. He handed the young man an envelope with information about the Blood and Fire Initiative. The Major wanted him to step up as a leader. At first, the young man said no – He couldn't see himself as a leader. However, after much thought and prayer, he agreed, and he became the Corps Youth and Outreach Evangelical Director.

Today, that little boy who later became a Junior Soldier, Senior Soldier, Camp Staff Member, and BFI – Emaniël Brifil (E.B.) – serves as the Young Adults and Spiritual Life Specialist at the Florida Divisional Headquarters. E.B. has been working for the Army for over ten years, and he is now a leader in his division and continues to inspire and influence the lives of youth and young adults throughout the territory. “Witnessing the investment of leaders in my life has shaped me to be intentional in the lives of others,” E.B. recounts. “I never thought I'd find myself in a leadership role, but I really enjoy what I do and how I am now able to invest in other young people.”

This second portion of the Leadership Development pillar looks at the raising up of youth, to become leaders in the Southern Territory.

The strategies related to the raising up of youth to become leaders are the following:

Practiced – It is a mistake to assume our youth are not ready to lead. In many cases, the young adults of our corps are the primary youth leaders. Creating opportunities for our youth to lead at an early age will contribute to their success as leaders later.

Supportive – While it is crucial to provide space for youth to develop their leadership skills, such space should be complemented with ample support. We must not rely on the youth of a corps to provide all of the leadership needed in that community. Young people crave the support, wisdom, and affirmation of the adults in their communities. Providing consistent support can prevent burnout and lead to leadership that lasts.

Equal – A core tenant of Salvation Army ministry is that we do not discriminate. No young person or leader should be excluded from any opportunity on the basis of their race, color, sex, citizenship, socioeconomic status, or disability.





Expansive – Our young people want to explore the fullness of what God has created. In the information age, we should be ready to provide for them an array of interests, subjects, activities, and opportunities that reflect the enormous diversity of God's creation. If we narrowly cast the impact of the Gospel, they will go looking for a message that better suits their interests. But, if we affirm that God is Lord of all by inviting them into the rich tapestry of what He has created, then we will find young people enlivened by the adventure God has for each one of us.

EXAMPLE ACTION STEPS



TERRITORIAL ACTION STEPS

Territorial Young Adult Forum

The Territorial Young Adult Forum is a group of twelve young adults - one or more representing each division - who come together quarterly to discuss important topics related to the ministry of young adults within The Salvation Army. It is an opportunity for young adults to express what is going well in young adult ministry in the Southern Territory and what could be improved moving forward. We discuss best practices in the field and provide ideas and resources for the young adults to take back to their corps and division in order to take young adult ministry to the next level.

Salvationist Service Corps

Salvationist Service Corps (SSC) is a short-term mission project that affords Salvationist young adults an opportunity to engage in Christian service to people in other parts of the world and at home. Typically, a Salvationist Service Corps team is made up of 6 to 8 young adults between the ages of 18 and 25. They are active, uniform-wearing Salvationists who have felt a call to service.



For more information, visit youthdownsouth.org.

“We need to empower our young people, not entertain them. We need to prepare our youth to be leaders NOW, not for some distant time and place.”

Major Tim Gilliam
Territorial Youth Secretary - USA South





CONCLUSION AND FURTHER STEPS

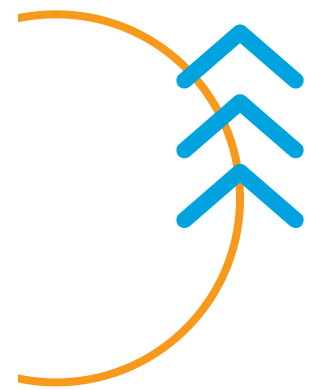
In this RAISE Strategic Plan for Youth Ministry Guide we have covered the overall purpose, major pillars, goals, strategies and action steps of the RAISE Strategic Plan. We have seen examples of how individuals have already adopted many of the strategies of this plan in their corps and their personal lives. We have also covered some best practices for implementing the RAISE Plan. Not one RAISE Report will look the same. One of the crucial elements of the RAISE Strategic Plan is that you champion it for your community at your corps. The RAISE Plan presents each corps with the opportunity to respond to the leading of the Holy Spirit in your neighborhood. While some may resist such a variety of approaches, we believe that we will find strength in the diversity of our models and in the unity of our purpose. While our action steps will look different across the territory, our major goals and overall purpose will always be the same.

So now what? You have read the guide and you want to know what the next steps are. The best place to start is to follow the RAISE Report process detailed on page 08. Use this process to initiate in your corps healthy ministry collaboration and to discern together with the Holy Spirit the shape of your corps youth ministry. You can also access additional RAISE resources on our website, youthdownsouth.org. Finally, for questions or to provide feedback, please follow up with either your Divisional Youth Secretary or the Territorial Youth Department. We would love to hear from you as you work with your fellow collaborators to raise up children, teens, and young adults in the way of Jesus.

OUR PRAYERS FOR THE FUTURE

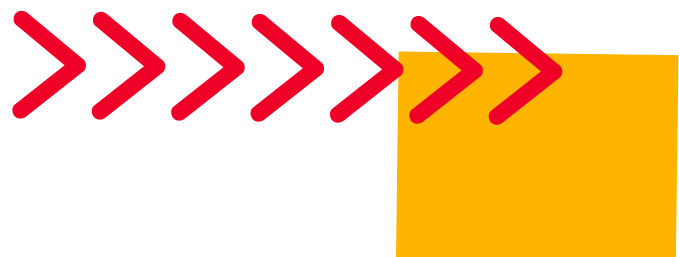
Our prayer is that you will allow the Holy Spirit to lead you and to speak into what you are teaching and how you are leading wherever you are in the territory. We pray that you will intentionally partner with the Holy Spirit each day to use evangelism, discipleship, and leadership development to accomplish His work in the days ahead.





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**A STRATEGIC PLAN
FOR YOUTH MINISTRY
STATISTICAL GUIDE**





INTRODUCTION


The RAISE Strategic Plan for Youth Ministry is a comprehensive framework for raising up children, teens, and young adults in the way of Jesus. To accomplish the RAISE Strategic Plan, our territory will need to implement a variety of action steps. Two crucial action steps needed to accomplish our plan are gathering and reporting accurate statistics. While statistics alone are not the only way to measure success and are also not the most important measurement tool, they are still a vital way of tracking progress in any strategic plan.

The overall purpose of the RAISE Strategic Plan for Youth Ministry Statistical Guide is to provide information on how (1) to gather and report information and (2) use our program opportunities “to raise up children, teens and young adults in the way of Jesus”. You will find in this Guide the statistical line codes related to youth ministry. Because young adults fall within the umbrella of youth ministry, nearly every statistical line code can be employed as a youth program.

Traditionally, we looked at statistics as a method to measure what we do. It was a simple way to keep track of how many meetings we had and how many individuals attended. But it left out the impact of what the meetings accomplished. We sometimes implemented programs simply because they were existing Salvation Army programs. We also at times struggled to figure out just where something “counted”. Our new way of looking at programming will be to ask (1) how it fits into our overall purpose and (2) how it aligns with our three major pillars and four major goals.



In the pages that follow, you will find each of our major goals and the statistical line codes we believe most align with that goal. We have categorized each code as a help to you as you complete your RAISE Reports on Youth Reporter in Corps Management System. Still, please feel free to use a line code for a different category than what is in this guide. For example, we have listed below “2310 Children's Worship” as a Discipleship line code. However, a corps may decide that their children's worship is primarily an evangelism action step and, therefore, choose to list it within its evangelism action steps in its RAISE Report.



They may even choose to list that program as both an Evangelism and Discipleship action step. Each scenario is encouraged by this plan. The purpose of categorizing our programs and activities by the RAISE major goals is to know the intent behind everything we do. As long as there is Divisional Headquarters buy-in to what your corps is proposing to do, your corps has enormous flexibility in how it pursues our RAISE major goals and overall purpose.

Given the emphasis on contextualization and collaboration in the RAISE Strategic Plan, one tactic we encourage is the use of other department's programs in youth ministry. If you find that a program fits in your RAISE Report, then we welcome you to use it, regardless of the department responsible for that program. For example, you might find that your Youth Choir is one of your most effective evangelism action steps and should be counted in your RAISE Report. Or your Ministry to Women gatherings might be highly effective at engaging, recruiting, and retaining young women and is, therefore, an important part of your young adult discipleship goal. A broad assortment of Salvation Army programs can be part of your RAISE Report because we serve a broad range of ages and interests. Once again, the important element in everything RAISE-related is that we know the “why” behind everything we do.



EVANGELISM

To engage new young people
and present them with the Gospel.



Evangelism is a broad prism through which we can view the activities and programs we implement. Evangelism doesn't even have to consist of a program. It can be time spent at a little league game or conversation had over coffee. We want to make sure that in whatever form we choose to do evangelism, two things are constant: (1) that we reach out to new young people – boys, girls, young men, and young women who are not currently affected by our discipleship action steps – and (2) that we don't simply engage new young people, but also witness to them about Jesus. Therefore, for an action step to be evangelistic, it must involve the sharing of the good news of salvation for all in the person of Jesus Christ. Far more valuable than any life skill, trip, prize, hot meal, affirmation, scholarship, piece of information, relationship, or even social service is the saving knowledge of our Lord and Savior, Jesus Christ. Whatever we do to evangelize, whether in word or in deed, let's make sure it truly is evangelism.

We can bear witness to the Gospel in a variety of ways. Evangelism occurs along a continuum of types of evangelism, and we have proposed that there is a hierarchy to the kinds of evangelism a corps chooses to implement. This hierarchy is based on how clearly the gospel is conveyed. Here is a list of types of evangelism, going from least to most explicit methods of sharing the gospel:

- **ENVIRONMENTAL EVANGELISM:** The use of physical spaces to share the gospel through imagery, signs, artwork, architectural details, furniture, music, jewelry, clothing, or any other attribute of a particular setting intended to point newcomers to the gospel.
- **OCCASIONAL EVANGELISM:** One-off or seasonal events designed to engage newcomers to a corps or Salvation Army unit and introduce them to the Gospel by one of the other means of evangelism. For example, this could include a Fall Festival, Life Skills class, Hobby night, etc.
- **INTERPERSONAL EVANGELISM:** The use of interpersonal interactions to bear witness to the gospel. This is evangelism that occurs through relationship, whether those relationships involve old friends or new acquaintances.
- **EDUCATIONAL EVANGELISM:** The teaching of the gospel in educational settings such as Christianity 101 classes or Character Building Troops.



• **TESTIMONY:** The sharing of God's work in the lives of individuals today.

• **PROCLAMATION:** Whether in a sanctuary or the open air, proclamation is the clear presentation of the message of God's salvation for the whosoever because of the life, death, resurrection, and ascension of Jesus Christ. Within the tradition of The Salvation Army, proclamation is most often followed by the opportunity for those listening to respond, typically by way of surrender to God at the mercy seat.

Corps should try to implement a variety of Evangelism action steps within the above categories for evangelism, customizing their approach for their unique context.

The traditional programming model focused on bringing children in through character building. If character building is a successful outreach to your community, then there is likely not a reason to stop doing character building at your corps. If the traditional character building programs are not working, however, you have the opportunity to look at other avenues of engagement.

When thinking about broadening the impact of our evangelism, a good tactic can be looking at programming as a family event. Intergenerational programming can give us access to the young people that we are seeking. As we program for adults, we can also be looking to see how we can include their families during the same time frame. As the programming proceeds, we can look to expand participation in corps activities.

For example, you have identified a need for English Language adult classes in your community. You schedule the classes on a weeknight and include a group activity for their children:

• **CHARACTER BUILDING** – a traditional weeknight activity that doesn't require membership in The Salvation Army as their church.

• **MUSIC AND CREATIVE ARTS** – a traditional weeknight activity that could require membership, but in a non-traditional model could be a Youth Chorus or Dance troupe.

One of the first places that we look for opportunities for Evangelism is through our Group Activities. These line codes encompass all ages, both males and females, and are easily adapted to our Evangelism major goal: to engage new young people and present them with the Gospel..

NATIONAL SALVATION ARMY PROGRAMS

CHARACTER BUILDING PROGRAMS

Character Building Programs offer children the opportunity to encounter the Gospel by seeing God in all His creation. Troop members are taught a scriptural truth while acquiring knowledge about something in creation and learning new life skills. Except for the Moonbeams Troop, Character Building Troops are divided by gender and age. Moonbeams consists of both boys and girls. Each troop has its own statistical line code.

3410 Adventure Corps Explorers – Boys, grades one (1) through five (5).

3411 Adventure Corps Rangers – Boys, grades six (6) through twelve (12).

3440 Moonbeams – Boys and girls ages four (4) through kindergarten.

3441 Sunbeams – Girls, grades one (1) through five (5).

3442 Girl Guard – Girls, grades six (6) through twelve (12).

BOYS & GIRLS CLUB PROGRAMS

If your corps has a Boys & Girls Club attached or partners with one in the area, Boy & Girls Club programs can be part of your RAISE Report. As always, the use of any program in your RAISE Report depends upon aligning the intention of that program with the RAISE Major Goals and implementing that program accordingly.

7130 Physical Education (Structured) – Organized athletic activities, including practices, classes, and leagues.

7135 Physical Education (Unstructured) – The unstructured use of physical education facilities e.g., Athletic field, Gymnasium, Swimming Pool, etc.

7140 Recreation – The use of recreation areas such as playgrounds, game rooms, or other program areas which are on a minimally organized basis, i.e., tournaments, etc.

7150 Education – Classes or groups which meet for mutual interest purpose, such as crafts, hobbies, arts, etc.



OPEN-AIRS

Open-air meetings are a way to present the gospel, engage with the community, and introduce The Salvation Army to new people. The traditional open-air was a brass band, Scripture, testimonies, and prayer. Thinking broader, we have seen new approaches employed, like Canteen Ministries consisting of elements like an evangelistic message, food, fun games, door-to-door prayer, or crafts. Virtual meetings on Facebook, TikTok or other social media platforms have also been a growing form of the open-air.

2315 Open-Air Meetings – An open-air meeting is an evangelistic meeting that lasts at least half an hour and consists of prayer, Bible reading and message, singing and testimonies.

2320 Other Evangelistic Endeavors – Informal evangelistic activities such as tract distribution, shopping mall ministries, prayer walks, one-on-one street ministry, etc.

VACATION BIBLE SCHOOL

Vacation Bible School (VBS) is a longstanding program within Salvation Army youth ministry. VBS is a great way to engage new children, youth, and young adults and to present them with the gospel. For some corps, attracting kids to VBS is not a difficult task. For others, it can prove challenging each year. Advertising VBS to families in social service or angel tree programs can be an effective way to invite newcomers into the corps building.

2340 Vacation Bible School – Vacation Bible School is an annual event conducted by every Corps that consists of a minimum of fifteen (15) hours of intentional evangelistic outreach for all ages. Each session consists of a minimum of three (3) hours. Vacation Bible School is a structured Evangelistic and Outreach program.

ALTERNATIVE EVANGELISTIC ACTIVITIES

Outside of the line codes pertaining to national Salvation Army programs, there are several codes that can be used to record other group activities. Generally, all activities should be at least one (1) hour's length and should include at least two (2) people. These codes are divided primarily by age and type of activity.

3320 Children's Group – Structured group activities not recorded elsewhere for children ages six (6) through eleven (11), e.g., Archery, Crafts Class, Sports Groups, etc.

3330 Teen Group – Structured group activities not recorded elsewhere for youth ages twelve (12) through seventeen (17), e.g., Video Games Club, Art Class, etc.

3450 Other Youth Group Activities – Occasional group activities for children and youth ages six (6) to seventeen (17), e.g., picnics, youth banquets, awards nights, etc.

3210 Adult Group – Structured group activities for men and women ages eighteen (18) through fifty-four (54), e.g., Bowling Club, Crafting Club, Movie Club, etc.

3220 Other Adult Group/Family Activities – Occasional groups for adults and/or families that cannot be recorded elsewhere, such as adult recreation, band league, corps/family dinners, bazaars, family activities, committee meetings, etc.

EVANGELISM EXAMPLES



DISCIPLESHIP To Lead Young People to Be More Like Jesus

Discipleship is leading young people to be more like Jesus. This happens by equipping disciples with the Word of God, fostering healthy relationships and sources of accountability, following the guidance of the Holy Spirit, worshipping God regularly, and through many other activities. In every discipleship action step, the goal is raising up faithful followers of Christ. The heart of what we do in Salvation Army youth ministry is discipleship. If we are not producing resilient, faithful disciples of Jesus in our youth ministries, then we have severely missed the mark.

NATIONAL SALVATION ARMY PROGRAMS

JUNIOR SOLDIERS

One of our primary discipleship programs is Junior Soldiers (ages 7-13), which has made a major impact in the lives of countless children for many decades. The Junior Soldier Curriculum is based on the Promise, which includes the words “I promise to pray, to read my Bible and to lead a life that is clean in thought word and deed”. Junior Soldiers are junior members of The Salvation Army. Therefore, if Junior Soldiers is not regularly offered at a corps, corps should still plan to offer on an occasional basis Junior Soldier courses for children interested in becoming Junior Soldiers.

1005 Junior Soldiers – The attendance of all persons present at Junior Soldier meetings and training sessions – regardless of whether they are Junior Soldiers.

1010 Junior Soldiers Enrolled – A Junior Soldier must be at least seven (7) years of age and not over fourteen (14) and have made a profession of conversion.

CORPS CADETS

Another primary discipleship program within The Salvation Army is Corps Cadets (ages 13-18; grades seven-college; up to age 24). Corps Cadets is a discipleship and leadership program created by The Salvation Army that engages youth in their spiritual growth and personal relationships with Jesus Christ and empowers them with tools, tips, and techniques for serving God and growing into the leaders of tomorrow.

1440 Corps Cadets – The number of Corps Cadets (registered at DHQ) present for each class or activity held.



SUNDAY SCHOOL

The mission of Sunday school is to develop Christ-like character in ordinary people through time-tested spiritual disciplines of Scripture study and memorization, prayer, and activities. The objective is the salvation and nurturing of souls to the honor and glory of God as well as building interpersonal relationships.

2100 Sunday School - Sunday School held only on Sundays using the approved curriculum.

2150 Sunday School (Weekdays or Saturday) - Sunday School held during days other than Sunday using the approved curriculum.

DISCIPLESHIP THROUGH WORSHIP

Worship is about glorifying God for who He is and what He has done. Worship is also a fundamental part of discipleship because it is in worship that the Church comes together to also receive from God His grace and truth. We should not discount the importance of worship in the discipleship of children, youth, and young adults. Worship is vital to their growth and maturity in Christ.

2310 Children's Worship - Record meetings and attendance for children's worship services where no membership is required, such as Junior Church, Children's Evangelistic Meetings, etc.

ALTERNATIVE DISCIPLESHIP ACTIVITIES

2325 Youth Spiritual Development - Youth Spiritual Development activities not recorded elsewhere, such as Discipleship meetings, Bible study, Bible Bowl, Bible Club, youth fellowship, devotional meetings, and retreats for teens or young adults.

2330 Adult Spiritual Development - Adult Spiritual Development activities not recorded elsewhere, such as Bible study, devotional meetings, and retreats for adults (Does not require Orange Curriculum).

3310 Cradle Roll/Pre-School - Activities which include pre-school children from birth until six years of age.

3340 Young Adult Ministries - Structured group activities for young adults eighteen (18) through thirty-five (35) years of age. These would include, but are not limited to, groups for college students, recent graduates, young professionals, young married couples without children, married couples with families, singles and single parents.

DISCIPLESHIP EXAMPLES



LEADERSHIP DEVELOPMENT

To Equip Current Youth Leaders and Prepare Young People for Leadership

Leadership Development is a sometimes overlooked and yet vital part of the overall health of our mission. Additionally, if we are not training the youth of today to be leaders, we will not have the leaders of tomorrow. We must invest in the leadership development of our current leaders and the children, teens, and young adults in our ministries. Leadership Development can assume a variety of forms from formal educational classes to informal visitation opportunities. We want to always be thinking holistically about how we seek to develop our current and future leaders.

1405 Leadership Training – Meetings held specifically for local officers and other leaders for orientation, development, recognition, training, etc.

1430 Sunday School Staff – Meetings held specifically for Sunday School leaders for orientation, development, recognition, training, etc.

1435 Non-Commissioned Leaders – The number of all youth and senior non-commissioned leadership positions, including warranted positions (whether active or inactive). Does not include youth musicians, senior musicians, or Sunday School staff.

LEADERSHIP DEVELOPMENT EXAMPLES



VISITATION

Pastoral Visitation is an invaluable activity for accomplishing the mission of The Salvation Army. Visitation can occur in homes, hospitals and other institutions, coffee shops, restaurants, ball games, in a text message, through a Facebook comment, or an endless variety of settings. Visitation can serve any of the RAISE Major Goals, but, in the absence of Salvation Army programs, can be an effective leadership development tool. When conducting visitation, all applicable Safe From Harm guidelines must be followed, including when visitation occurs over the phone or through another means of digital communication such as texting or video calls.

2450 Officers' Visitation (Hours) – The number of hours of pastoral visitation as outlined in above definition by all active officers or person(s) in-charge in the appointment.

2460 Others' Visitation (Hours) – The number of hours of pastoral visitation conducted by other than the active officers or person(s) in-charge in the appointment, as outlined in the above definition.

YOUTH LEADERSHIP DEVELOPMENT EXAMPLES





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