

Outreach and Family Partnerships

For what I received I passed on to you as of first importance: that Christ died for our sins according to the Scriptures . . .

(1 Corinthians 15:3)





A Shared Responsibility

An early childhood ministry (ECM) is one means that the congregation can use to reach out to the community, serving children and their families and proclaiming the Gospel. Ministry and outreach are a shared responsibility. Staff as well as congregation members need to feel a responsibility to use their God-given time and talents. Teamwork between pastor and staff is an important factor for successful outreach to families.

As staff is selected for the ECM, choose those who display their Christian faith through words and actions. Expect them to speak to others about their faith. In order to freely speak of our faith, we must nourish it with God’s Word and prayer. Encourage staff members to participate in faith-nurturing activities. Contact the Commission on Lutheran Schools or Northwestern Publishing House for resources.

Help staff members become aware of ways they can share their faith with the families of the children they serve.

Strive for the following:

- The pastor and ECM director provide leadership to promote a climate for intentional ministry to families.
- Both pastor and staff display a caring attitude toward families.
- Teachers and other staff members refer family needs to the pastor or other appropriate church staff and the director as necessary.
- Persons involved in ministry to families update the pastor and director about families’ needs so that continual support is available.
- The entire staff personally commits to praying daily for each child and each family. Staff members are willing to share their faith and trust in God to those they serve, especially when families are faced with divorce, illness, a death in the family, or other challenges.



Communication with the Community

Take the time to explore every conceivable media option open to the ECM. Consider those who will be served and the media preferred by them. In preparing this section of the plan, list each medium that is available. “Get the word out” through:

COLLATERAL MATERIALS

Numerous materials can be considered for use in announcing, implementing and maintaining an identification for Lutheran ECM:

Free Newspaper Article

Feature articles and/or regular press releases should be investigated with secular publications serving the Anywhere, USA area. Religion editors can be contacted regarding feature and/or regular articles discussing Christian education, private versus public school education, etc.

Direct Mail

Send a flyer to the community. Companies will target families with young children. Acquiring a bulk mailing permit will reduce mailing costs. Some mailing organizations will give a discounted mail price for non-profits.

Pamphlets

Prepare a quality brochure to serve as the primary printed piece of the ECM. Such a piece can serve as an “overview” brochure. This piece can then be supported by individual ancillary pieces produced to fit specific needs. The ancillary pieces can be single-sheet and inserted in the general brochure.

Letterhead/Stationery/Logo

Choose a simple, colorful, Christ-centered logo that communicates the mission and purpose of the ECM. Include a short Scripture verse or reference. Review and evaluate the congregation’s ECM logo. Maintain the ECM logo strictly with no variations or alterations.

ELECTRONIC

The following ECM electronic media are both multi-faceted and multi-directional. In all cases, the activities will be focused on satisfying the overall communication objectives and goals outlines in this plan. Media campaigns are most successful when a true media mix is utilized. Consequently, the following options are multi-layered and are listed on an “available budget” basis. As technology and means of communication evolve, be aware of current ways to connect with members of the community.

Internet

The ECM home page, linked to the Synod’s web site, would make Anywhere, USA population much more aware of the WELS’ information. Also consider other sources of social media such as a Facebook page for the ECM.

Cable TV

Cable television is very market-specific because of the nature of its distribution. Most major markets are served by multiple suppliers,

allowing an opportunity to make a television buy virtually on a zip code basis. Cable TV is also very target-specific, in that its programming is directed to a much more refined audience definition than that of network television (narrowcast versus broadcast).

In addition, most cable distributors carry Christian-oriented programming on one or more of their channels on a daily basis—as well as broadcasting Sunday morning worship services. Spot placement and program sponsorship is available directly through the cable distributors at a rate lower than through the television stations because the cable distributor’s audience is smaller.

A zip code-by-zip code evaluation of cable television in the Anywhere, USA market could be conducted in conjunction with the analysis described in the “Christian radio” discussion.



Christian Radio

Since the primary targets involved in the ECMs communication plan are Christian-based (WELS and non-WELS), radio stations featuring Christian formats (music and/or talk) could be efficient and effective medium for the ECM to use to promote itself.

Secular Radio

As with Christian radio, classical music and news/talk radio stations tend to skew toward audiences—adult decision-making regarding both family education and contributions/financial support—that may be influenced by the ECM’s message. While these audiences may be more fragmented (non-Christian) than Christian radio stations, this group should not be overlooked. Many area radio stations are obligated to provide a number of free community service broadcasting hours.

Non-Paid Radio and Television

Opportunities could be explored enabling the ECM spokespersons to participate as guest experts on local radio and/or television shows. Interviews and discussions regarding early childhood education would be most prevalent and could occur on both Christian and secular radio stations. Such a campaign would also enable the ECM to detail—at no cost—the many services it provides its parents and children, its participating congregations and the Anywhere, USA community at large. Obviously, these opportunities would be greatest among radio stations on which the ECM is advertising.



Positive Public Relations

All the flyers, signs, letters and ads created to tell about the ECM will communicate purpose. Grab the opportunity to present Jesus Christ as the focus of the ECM.

Bulletin Board for Parents

Post calendars, notices of special programs and children’s art work on a bulletin board. Place worship invitations and schedules in a pocket holder. Remember to post invitations for holiday worship services too. When someone walks into any of the classrooms and offices is the Christian focus visibly evident?

Written Communication

Always communicate the mission and purpose of the ECM. Use monthly newsletters, calendars listing units and special days, and personal letters to parents to inform families about the ECM. Share the Good News by printing Bible verses, Bible stories, life applications for families, and references to God’s grace and presence in our lives. Classroom teachers witness to their faith when they send notes to parents that include faith-sharing statements and messages of what Jesus does for us.

Parent Handbook

A well-organized, attractive handbook will introduce parents to the mission, philosophy and goals, policy statements, and description of the ECM curriculum. Include the school year calendar, daily routine, tuition and fees, and a current staff roster. Refer to the handbook in Chapter Five.

Family Centered Opportunities

- Booth at local county fair-religious giveaways
- Spring Into Action-Parent workshop based on parent interest survey
- Fall Parent workshop-based on survey
- “Chili” Winter dinner
- Parade/sledding party
- Welcome Wagon-free day at the center
- Church service for special needs families—“Jesus Cares Ministry” will provide all materials to the congregation

- Parents Day Out
- Clothing/Equipment Exchange
- Parent and Infant/Toddlers/Preschools Seminar
- Service Director-parent occupations listed (teen church members who baby-sit)

Additionally, are there other outreach events that mesh with the culture and heritage of people in the area? The Commission on Lutheran Schools' website Early Childhood page has a link to: "Outreach Strategies for Early Childhood Ministry." This downloadable document provides possible strategies and suggestions for connecting with families in an ECM.

Recruiting Families with Young Children

Recruitment is an ongoing process! Satisfied parents are the most effective method of publicity. Good news travels fast.

Promotional Brochure

A promotional brochure must be attractive, readable, inviting, and informational. Include in a brochure:

- mission/purpose statement of ECM
- philosophy statement
- address and phone number of facility
- type of program and hours of operation
- statement of licensing/accreditation
- invitation to visit by appointment
- non-discrimination statement
- possibly include an insert with cost options

Well-informed Church Members

Informed and interested church members tell about the ECM ministry. Include the following to keep members well-informed and excited about the ECM.

- Congregational mailing—cover letter highlighting the partnership of the church and ECM, promotional brochure, opportunities to share the Gospel message

- Open house—for congregational members and community, including name tags and welcoming faces; a short video of the ECM children in action; intentionally invite those who may not show interest in the ECM
- Bulletin board—to keep members informed of the ECM activities, children's art work, share ministry
- Newsletters—"good news" stories about children and their families; articles to stimulate interest in ECM; include ECM newsletter with every church newsletter
- Church office—church secretary and staff knowledgeable answers questions in person or by phone, distributes brochures to new members and visitors, develops prospect list of children for ECM
- Consider the use of various social media already used by the congregation

Community Publicity

The media in the community can be used to publicize the ECM. At least three months before opening, inform local newspapers, TV and radio stations and others about the ECM and give a written report to each including clear photos and registration information.

Publicize in the community by placing:

- a sign on church property with a phone number
- posters/brochures in grocery stores, doctors' offices, library, laundromat, banks or other public places with permission from the facility
- invitations for open house for members of community organizations and parents
- announcements in neighboring church bulletins
- flyers door to door and at any neighborhood gathering of adults
- an information booth at a neighborhood event
- invitations for pastors of neighboring congregations

The ECM environment sells itself. Invite prospective families to see the ECM in action. Can they tell that the ECM is a place where Christ is the center of all activities? Where children are happy and cared for in a Christian atmosphere? Where they would want to leave their children? People will know staff have a heart and a place for children to develop if they hear positive interactions among teachers and children, see neatness and cleanliness of the facility, and see children's art work displayed.



Assimilating Families

A new environment with many unknowns can be traumatic for young children and their families. Invite the parents and child to visit when few or no children are present. Show the child his play and work areas and allow him to explore. Encourage parents to reassure him that they will be back after a specific time ("right after nap time," for example).

Schedule a meeting for new parents at various times during the year to help everyone become acquainted with the ECM and with each other. Share with parents faith in Jesus and ways it will be shared with their children. Welcome families into the church family of Christians through:

Open House

Invite parents and children, members of the congregation and community to an open house to see the facility and get to know one another. Provide child care. Review the parent handbook, share the ECM's philosophy, goals, curriculum and equipment. Provide time for discussion and questions/answers. Serve refreshments to encourage socialization and promote a feeling that all are welcome.

Congregational Activities

Involve congregation members in the ECM's activities and families of the ECM children in the congregation's activities.

- Display children's art in the hallways and invite parents and congregation members to view their work.

- Ask congregation members to serve as volunteers for special projects.
- Ask congregation members to go on field trips and provide extra hands for holiday parties.
- Publish a "wish list" of needed materials; congregation members can donate and feel ownership in their ECM.
- Publish a list of "junk items" to be saved and donated by members and ECM families.
- Involve congregation members and ECM families in repairing and cleaning the building, grounds and equipment.
- Share the Information Class Invitation
- Include opportunities for the children to sing in church.

Invitations to Worship

Extend a personal invitation to families who may be looking for a church home. Prepare printed or electronic invitations. Announce worship and Sunday school/Bible class times in parent newsletters. Plan worship services that reflect sensitivity to the needs of those who are not familiar with liturgical worship.

Introduction to the Congregation

Designate times when the children are the choir in the worship service. Invite each child's family and send a reminder to attend these services. Invite the congregation to an open house following the service(s). Parents and children might serve refreshments.

"Friends"

Assign a family in the congregation to each non-member family in the ECM. Encourage invitations to both congregational and ECM activities and support of any kind.

Staff Acquaintance

Encourage the pastor(s), director of Christian education, staff minister and other staff members to attend ECM events, become acquainted with families, and take part in classroom activities to get to know each other as friends.

Parent Fellowship Opportunities

Provide child care for siblings during a coffee hour. Open with a short devotion. Introduce staff members or include a speaker's short topic of parents' interest. Vary times so that working parents may attend.

Parent Involvement

Communicate clearly and keep parents involved.

- Invite parents to be classroom volunteers.
- Host family nights for parents and children to enjoy fun and fellowship.
- Schedule one parent-teacher conference per semester and others as needed.
- Communicate joys and address concerns through phone conversations.
- Talk with parents as children arrive and leave.
- E-mail parents to share anecdotes and reminders.



Team with Parents through Family Devotions

Send home resources for family devotions and encourage families to use these with their children. (Cf. Appendix 10.1 Resource List for Family Devotions and Faith Development or in the Chapter 10 folder)

Home Visits

These require much time but reap great rewards! A home visit sets the stage for the teacher to build a relationship and share his or her faith with the family of both the members and unchurched. The objective is to:

- Build a relationship with the family.
- Assure parents of the congregation's interest in serving them.

- Ask about the child's experience in the ECM.
- Provide an overview of the congregation's ministry, worship information, activities for adults and children.
- Ask if there is anything the congregation can do for the family (Cf. Appendix 10.10 or in the Chapter 10 folder).

A Resource Library

Make available a variety of Christian books, CDs, magazines and videos for families and magazine articles pertinent to parenting and child development for parents to borrow. Provide short resource reviews in parents' newsletters. Call Northwestern Publishing House for help in setting up a useful Christian resource library for the ECM and congregation.

Children's Sharing Opportunities

Add "Good News" messages to children's take-home projects.

- Encourage children to share songs/finger plays about Jesus.
- Print lyrics and finger plays in parent newsletters.
- Make a yearly CD of all songs and finger plays available for purchase or an end of the year gift.
- Commemorate baptismal anniversaries (our "second birthdays"); be sensitive to the fact that some children and their parents may not be baptized. Provide a list of unbaptized children for the pastor. Share with parents the special blessing for them and their child through Baptism.

"Bag It" Resources

Prepare cloth or plastic zipper-locked bags with religious books, CDs, Christ-Light leaflets and activities to send home to parents. Include directions for ways they can use these with their children

Parent Education

Survey parents periodically to assess topics that interest them and fit their needs.

- Offer short-term courses or seminars on parenting throughout the year
- Be sensitive to the various religious backgrounds and levels of spiritual needs of those attending, especially if religious instruction is offered
- Look to the staff or contact other Lutheran ECM directors/teachers for leaders
- Also contact the Commission on Lutheran Schools and Northwestern Publishing House for a list of helpful resources

See resources in the Appendix to help reach out to families through surveys, notes and questionnaires. (Cf. Appendix 10.1-10.10 or in the Chapter 10 folder)



Positive Public Relations

**Sending something home?
Catch the reader's attention!**

The parent gets home after work and after picking up her child. She notices a stack of mail to be read, helps her child hang up her coat and backpack, starts a load of laundry, puts a frozen pizza into the oven, and remembers that a repair person is coming soon. Will she read the early childhood ministry (ECM) note? Or will she set it aside or throw it in the trash? Has the reader's attention been grabbed in the first two seconds?

Suggestion: Separate personal mail for the next 30 days. Place inviting-looking mail on one pile. What do these pieces have that the other pieces lack? Then analyze the ECM notes:

- Is the note colorful and inviting?
- Is the envelope of your mailing eye-appealing?
- Does the ECM mail appear to be "junk" mail?

- How print-intensive is the parent-mailing?
- How many graphics are included?
- Could the ECM provide a special magnet to hold notes on the refrigerator?

Never assume the ECM note is read and acted upon! If a concern or request is addressed, follow up with one or more:

- postcards
- phone calls
- personal messages when parents drop-off and pick-up their children



Nurturing Faithful Families

Now that families have made a commitment to sending their children to the ECM, the ECM's commitment to them cannot be emphasized enough. What an awesome responsibility it is to provide spiritual and parenting programs to nurture their needs. May the Lord bless all efforts in this ministry to his glory!

***May your deeds be shown to your servants,
your splendor to their children.
May the favor of the Lord our God rest on us:
establish the work of our hands for us—yes,
establish the work of our hands.***

Psalm 90:16-17



A. Sample Business Plan

(Name __) PRESCHOOL

*All figures included are samples and will not apply to each situation.
Congregations will need to research and analyze the data specific to their ministry.*

All information in blue will need to be modified to the congregation.



Table of Contents

Preface	10.1a
Executive Summary	10.1b
Mission Statement	10.1b
Objectives	10.1b
Company Summary	10.1b
Start-up Summary	10.1c
Services	10.1c
Competitive Comparison	10.1c
Market Demographics	10.1d
Market Strategy	10.1d
Web Plan Summary	10.1d
Sales Summary	10.1e
Milestones	10.1e
Staff Summary	10.1e
Staff Descriptions	10.1f
Board of Directors.....	10.1f
Financial Plan	10.1g
Enrollment and Revenue Forecast	10.1g
Expenses.....	10.1h
Break Even Analysis.....	10.1i
Conclusions	10.1j

A. Sample Business Plan

Note: Items in blue and/or parenthesis are minimum areas where you would edit in pertinent information for your situation. Many of the figures and some informational items were left as a point of reference as you sort through and analyze your data.

Preface

(Name of Congregation) Lutheran Church recently adopted the mission statement: *Compelled by Christ's love, the members of (Name of Congregation) Ev. Lutheran Church glorify God by Growing in the faith, Gathering together as believers, and Going to our neighbors with the gospel.*

So the question can be asked, "What are we as a congregation doing to fulfill this mission statement?" How can we as individuals and as a group work together to fulfill this mission statement? Where do we start? Hymn 483 states: *"With the Lord begin your task; Jesus will direct it. For his aid and counsel ask; Jesus will perfect it."* John confirms this in his Gospel as Jesus prays to the God our father on our behalf: *"sanctify them by the truth; your word is truth."* (John 17:17). We start by looking at and studying God's Word, for both direction and guidance. Paul in his letter to the Church in Corinth writes, *"We [believers] are therefore Christ's ambassadors, as though God were making his appeal through us. We implore you on Christ's behalf: Be reconciled to God."* (2 Corinthians 5:20). Paul confirms this central message again when he wrote to a young pastor and his friend Timothy *"...This is good and pleases God our Savior, who wants all men to be saved and to come to a knowledge of the truth."* (1 Timothy 2:4).

So how can we as a congregation identify opportunities to spread this message to those around us who have not yet heard? One thing Pastor continues to do as part of the call that we extended to him was to identify who are the people that are in the community we serve. In the summer of 2009, we enlisted the help of two MLC students to help us canvas the area around the church and meet our neighbors. We found many new developments, new houses and new families moving into the area. We noted that we are directly across the street from a full elementary school. And, our congregation is currently full of many young families with children, which is a strength to build a youth and family ministry around.

This leads us to a question, "Is there a need for child care and early childhood education in the area?" Pastor interviewed several other church run preschools as well as the child care director of the YMCA in (city). Every place that Pastor interviewed had a waiting list, showing an overwhelming need for preschools in our community. This would provide us with an opportunity to offer a quality education and allow us to share the good news of Jesus with the children and their families, planting the seeds of faith.

Based on the information above, the Early Childhood Committee was tasked to put together a plan on what would be needed to start a preschool at our current facility. We ask that you read through this plan and prayerfully consider the future ministry of our congregation and our continued effort to carry out the mission. May this be a blessing both for our congregation and our community, as we seek to *"be imitators of God"* (Ephesians 5:1) and serve our God our Father in Heaven.

A. Sample Business Plan

Executive Summary

() Preschool is a non-profit organization supported by the members of () Evangelical Lutheran Church. () Evangelical Lutheran church members will support () Pre-School through its prayers and offerings. Leadership for the preschool will come from the voters, church council, and early childhood ministry board.

() Preschool will compete well in our market by offering competitive prices, high-quality preschool services with leading-edge educational programs. The preschool classes will be taught by a certified, college-educated instructor trained through our church body, and () Preschool will maintain an excellent reputation with parents and the community we serve.

Our goal is to open () Preschool in (month) of 20__ with an initial enrollment of 75%. There will be two classes of three year olds, one in the morning and one in the afternoon. Each three year old class will have a maximum of 16 children. There will be two four year old classes, each with a maximum of 20 children. The maximum numbers are based on personnel and facility capacity as regulated by the State of (). We hope that the preschool and possibly future services will continue to grow and will eventually outgrow our present facility.

Mission Statement

"We at () Preschool desire to educate and create a passion in children to share Jesus' love with others. Our goal is to develop our children spiritually, intellectually, socially, and physically so that they may go into their communities to be a positive influence with their knowledge and Christian principles."

Objectives

() Preschool strives to help children

- Grow spiritually in their relationship with Jesus
- Learn to live their faith in relationship with others, especially at home and in school
- Develop academically as they grow in self-confidence, concern and respect for others, cooperation in work and play and a spirit of sharing
- Develop socially and help him/her to acclimate to the school environment in preparation for kindergarten

Company Summary

() Preschool will employ one director that will serve as the driving force for the following services offered:

- Three year old preschool
- Four Year old preschool

The classes will be held in the existing classrooms on the east side of the church.

A. Sample Business Plan

Start-up Summary

The Early Childhood Ministry Board will oversee fiscal responsibility. A Preschool Director will be called to handle day-to-day operations of the facility and will work collaboratively with the Early Childhood Ministry Board to ensure a successful business venture.

As reflected in the table below, the estimated start-up costs for () Preschool will be \$19,900. The congregation members will work together to support the preschool through its offerings and provide the needed start-up funds.

Table: Start-up

Start-up	
Start-up Expenses	
Three months directors salary	
Furniture	
Music	
Office Supplies	
Craft Supplies	
Toys	
Decorations	
Educational Curriculum	
Contingency	
Total Requirements	

We will be looking to start canvassing and marketing our preschool in (month) of 20__ with a "power hour" program for parents with young children. This program will involve activities, music and crafts to be done with the parent and child together. We believe that starting with a "power hour" will build momentum into opening the preschool in (month) of 20__. The "power hour" will familiarize the local community with the church and its early childhood ministry.

Services

() Preschool offers Christian education for children ages 3 years to 4 years. The preschool will be open Monday through Friday with classes in the morning and afternoon.

Possible future services include (but are not limited too) before and after school care, childcare services, and preschool transportation to and from daycare providers.

Competitive Comparison

() Preschool is located in a growing and developing neighborhood. The City of () plans on expanding EP True Parkway to five lanes by 2015. Eventually EP True will continue to I-80. This will greatly increase traffic going by the church and the exposure to the preschool.

A. Sample Business Plan

Through conversations with [Lutheran Church of Hope], [Saint Francis of Assisi], and [Living Faith] (all local churches that run preschools) it was discovered that all three schools currently have a waiting list for their preschools. In speaking with the directors of local Christian preschools they mentioned the possibility of referring their waiting lists to () Preschool. Our plan is to competitively price our services in reference to other quality Christian preschools.

Market Demographics

According to market research the average household in this neighborhood is made up of [age]. [00]% of homes are made up of married couples and [00]% of homes do not have children. It can be deducted that since many of these homes are young, married couples, there will be a growing number of children in the area in the next few years needing preschool services. Additionally as more homes are built and the area is developed there will be more traffic going by the preschool school increasing exposure.

In regards to competition in the area there are () Christian preschools with-in four miles of () Preschool.

Marketing Strategy

Marketing in the preschool industry depends largely on reputation and referral. At () Pre-School that reputation will start within our community bolstered by our involved commitment to those we serve.

Initially mailers, flyers, website, social networks, word of mouth, open houses, neighborhood canvassing, and a sign on the property could all be used to market the preschool.

Web Plan Summary

() Preschool will strive to develop a high-quality website including the ability to pay online.

The website will showcase the facilities, curriculum and activity calendar for the preschool. It will also provide for an Internet background of the instructors, online projects posted by the students, the preschool newsletter and online enrollment.

The key to the website strategy will be presenting a very well designed and informative Web presence that will market the Stepping Stones Preschool image, service offerings and community commitment.

() Preschool and () Evangelical Lutheran Church websites will be linked together and complement each other.

A. Sample Business Plan

Sales Strategy

(_____) Pre-School will focus on Christian principles, services and offerings, separating it from traditional preschool offerings.

We will work hard at building a solid reputation with parents and the community. By succeeding in these areas, we expect to meet expenses by the end of the first year and see additional growth until we reach maximum capacity.

Milestones

The accompanying table highlights important start-up milestones, with dates, completion status, responsible parties and budgets for each. The milestone schedule indicates our emphasis on planning for implementation.

What the table doesn't show is the commitment behind it. Our business plan includes complete provisions for plan versus actual analysis, and the board of directors will hold monthly follow-up meetings to discuss the variance and course corrections.

Table: Milestone Dates

Action Item	Start date	End Date
Business Plan	1/1/2011	5/15/2011
Final Presentation	5/15/2011	5/15/2011
Discussion about start-up cost	5/15/2011	5/30/2011
Congregational discussion and vote	5/15/2011	5/30/2011
Appointing Board of Directors	5/15/2011	6/30/2011
Forming an LLC	9/1/2011	9/30/2011
Calling a Power Hour teacher	7/1/2011	7/30/2011
Power Hour program	9/1/2011	5/30/2012
Calling director	1/1/2012	5/30/2012
Marketing for Open House	3/1/2012	6/30/2012
Open House	5/1/2012	6/30/2012
Personnel Plan	5/1/2012	5/30/2012
Curriculum Development	5/1/2012	8/30/2012
Licensing/Insurance	6/1/2012	6/30/2012
Opening of Stepping Stones Preschool	8/2012	

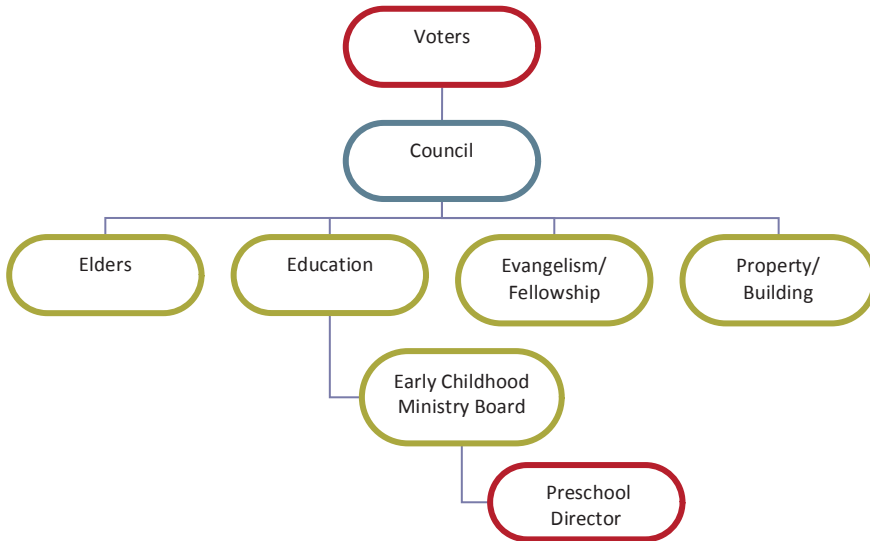
Staff Summary

The director of (_____) Preschool will work directly with the Board of Directors.

The chart below shows how the Board of Directors and the (_____) Preschool Director will be incorporated into the organizational structure of the church.

A. Sample Business Plan

Chart: Organizational Structure



Staff Descriptions

Director/Teacher

- Education and experience in early childhood education; and either a graduate from or certified by Martin Luther College
- Administrator of (_____) Preschool
- Active member of a WELS church

Teacher's Aide

- Work within the guidelines set forth in the handbook and adhering to the Christian principles of (_____) Pre-School

Administrative Assistant

- In the future an administrative assistant may be added to help with preschool related tasks. This position is not planned in the budget at this time. An administrative assistant would work with and assist the Director in day to day affairs of (_____) Preschool.

Board of Directors

The board of directors will be made up of the following:

- Chairman of the board
- Secretary
- Treasurer
- Council member in charge of education
- Director of (_____) Preschool

In keeping with the church constitution the pastor and chairman of the congregation will serve as advisors.

A. Sample Business Plan

The following originates from the church constitution and will be used to guide the board of directors of (_____) Preschool:

"Members of the board of elders and the committees on education, outreach, stewardship and property shall be selected and enlisted on the basis of spirituality, talents and interests of individual communicant members. This is the responsibility of the elected chairmen of each committee in consultation with the pastor and the president of the congregation. Names of all committee members shall be submitted to the church council for approval and official appointment. All appointments or re-appointments shall serve from July 1st through June 30th. Vacancies occurring on any of the boards or committees shall be filled through appointment by the church council. Each committee shall consist of its duly elected chairman and additional members as needed, each of whom shall be a communicant member, 18 years of age or older. The board of elders shall consist of its duly elected chairman and additional members as needed, each of whom shall be a voting member in good standing, 18 years of age or older. The pastor and the president by virtue of their offices are members of all boards and committees and are to be informed of all meetings of all committees so that they may attend if they desire to do so. Each committee shall prepare annual budget recommendations for those items of the congregation's business for which it is responsible. Each committee is accountable to the church council and shall report to it through the committee chairman."

Financial Plan

(_____) Preschool will rely on enrollment and congregational support to meet budgeted expenses. Start-up capital will be given through member donations and offerings. The Board of Directors will be encouraged to seek out appropriate start-up grants through various organizations. The (_____) Pre-School financial plan depends on important assumptions. The following assumptions were made:

- Maximum capacity is (16) three year olds per class, (20) four year olds per class
- Number of "sessions" per age group is two (one morning and one afternoon)
- One director will teach all sessions

Enrollment and Revenue Forecast

The below chart represents the revenue forecast for the next five years. In year 1 it is forecasted that Stepping Stones Preschool will be at (75%) enrollment capacity. By Year 5 we are anticipating being at (100%) capacity. It is our hope that we will reach (100%) capacity prior to Year 5. Once (100%) capacity is reached (32 three year olds and 40 four year olds) the preschool will not be able to expand until an addition is built onto the church.

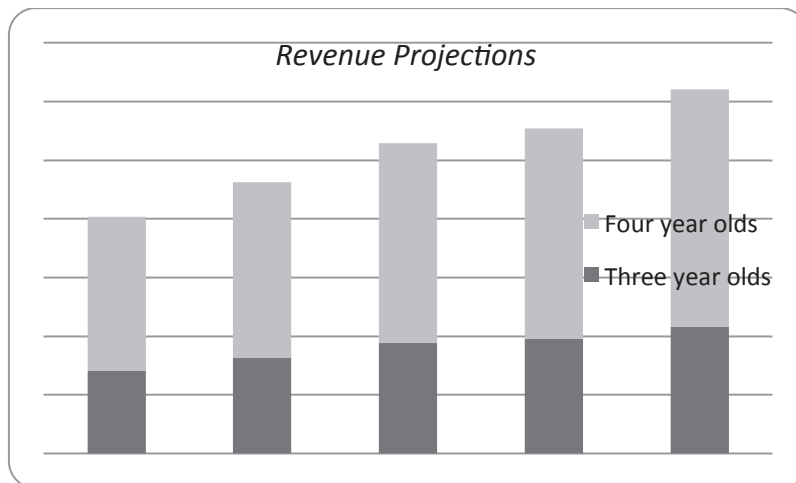
A. Sample Business Plan

Table: Enrollment and Revenue Forecast

	Year 1	Year 2	Year 3	Year 4	Year 5
Number of students					
3 year olds	24	28	30	31	32
4 year olds	30	34	36	38	40
Tuition					
3 year olds	130	130	140	140	150
4 year olds	195	195	210	210	225
Monthly Revenue					
3 year olds	3,120	3,640	4,200	4,340	4,800
4 year olds	5,850	6,630	7,560	7,980	9,000
Yearly Revenue					
3 year olds	28,080	32,760	37,800	39,060	43,200
4 year olds	52,650	59,670	68,040	71,820	81,000
Direct unit costs per month					
3/4 year olds	8,935	9,104	9,277	9,455	9,638
Direct cost of revenue per year					
3/4 year olds	80,415	81,933	83,491	85,091	86,734

The below bar chart shows the total revenue trend over the next five years as projected by the numbers shown in the table above.

Chart: Revenue Projections



A. Sample Business Plan

Expenses

The chart below details the budgeted expenses for (_____) Preschool in the first five years.

Chart: Budgeted Expenses

	Year 1	Year 2	Year 3	Year 4	Year 5
Sales	\$	\$	\$	\$	\$
Total Cost of Sales	\$	\$	\$	\$	\$
Expenses					
Director Payroll	\$	\$	\$	\$	\$
Assistant Payroll	\$	\$	\$	\$	\$
Custodian	\$	\$	\$	\$	\$
Utilities	\$	\$	\$	\$	\$
Supplies	\$	\$	\$	\$	\$
Insurance	\$	\$	\$	\$	\$
Snow removal	\$	\$	\$	\$	\$
Total Operating Expenses	\$	\$	\$	\$	\$
Net Profit	\$	\$	\$	\$	\$

When calculating the director’s payroll, the synod guidelines for a called worker with five years of experience were used. The payroll amount includes a housing allowance, healthcare and pension. The yearly raise shown to the director also follows synod guidelines.

When calculating the payroll for the assistants it was assumed that more than one assistant would be hired and that no benefits will be paid to these workers as they would be part-time employees. No yearly raise is shown to the assistants due to the fact that we believe the initial number is very conservative and that the Year 1 amount will allow for raises through Year 5 as necessary.

The remaining costs were inflated in years 2-5 as applicable.

Break-even Analysis

For the break-even analysis, monthly costs were assumed as noted in the above table. Tuition rates were calculated as shown above. The total capacity of (_____) Preschool was assumed to be (32) three year olds and (40) four year olds. Based on these assumptions, the chart below shows that we will need 75% enrollment, which equates to 27 three year olds and 30 four year olds, to break-even.

A. Sample Business Plan

Table: Break-even Analysis

<i>Monthly Costs</i>	\$8,935
<i>Needed Monthly Revenue</i>	\$8,935
<i>Total Capacity Revenue</i>	\$11,960
<i>Percentage of students to break-even</i>	75%

If (_____) Preschool does not reach the 75% enrollment in the first year the following chart shows the on-going support that would be needed by the congregation to meet the budgeted expenses. Any enrollment level above 75% Stepping Stones Preschool would be self-sufficient.

Table: Monthly Support Needed by Congregation based on Enrollment

Percentage enrollment	Monthly Income	Monthly Expenses	Monthly support needed
75%	\$8,970	\$8,935	\$0
70%	\$8,372	\$8,935	\$563
65%	\$7,774	\$8,135	\$361
60%	\$7,176	\$8,135	\$959
55%	\$6,578	\$8,135	\$1,557
50%	\$5,980	\$8,135	\$2,155
45%	\$5,382	\$8,135	\$2,753
40%	\$4,784	\$8,135	\$3,351

Conclusion

The Early Childhood Committee would like to thank you for taking the time to read through this business plan, which was prayerfully put together. As the information is in the hands of the members of our congregation, we turn to God's word for encouragement. King David writes and reminds of some simple truths that we sometimes forget, "The earth is the LORD's, and everything in it, the world, and all who live in it." Psalm 24:1. The Psalm writer also tells us, "The eyes of all look to you [God], and you give them their food at the proper time. You open your hand and satisfy the desires of every living thing." Psalm 145:15,16. The Early Childhood committee asks that you would join us in taking a moment to thank our Lord and Savior for all of the wonderful blessings that he has showered on us as a congregation. We trust that any endeavor that spreads his Word and gives him praise will be blessed!

B. Sample Survey for Parents

(Your early childhood ministry's name and location here)

This year educational programs for our families and staff are scheduled for the months of October, December, February, and April. Specific dates will be publicized in your monthly newsletters.

What programs would help you the most? Please check all those of interest and add any others that you would like to have presented.

- Spiritual development of young children-How to explain concepts such as heaven, God, death
- How children learn
- Books
 - How to choose good children's literature
 - Bibles and Bible story books for children
 - Suggested book list
- Building self-esteem (Christ-esteem) in children
- Children and technology
- Creativity-How to foster it in my child
- Discipline-How to discipline my child in a loving way
- Music for children
- Nutrition-Samples and recipes for nutritious snacks as part of daily requirements for overall nutrition
- Parent's social events
- Parents under stress
- Child safety
- Spiritual nurture for your family-Helpful family devotions/worship routines
- Time management
- Vacation helps for the family-God goes with us!
- Other suggestions:

(Please return this questionnaire the first week of school. Thank you!)

C. Sample Letter and Questionnaire to Parents about PALS

Dear Parents:

Would you like to be a **PAL**? Parent Aides to Learning at School is the volunteer group at (name of school). We feel that the parent group in our own community can enrich our curriculum, help children grow academically, free teachers of routine tasks so they can concentrate on teaching children, help the school in meeting its clerical needs, and gain better insight into our program through direct involvement.

If you would like to serve as a volunteer this year, please complete the questionnaire enclosed and return it to the teacher promptly. We will welcome you and provide you with the training needed.

The School Volunteer Coordinator is: (Name of coordinator) (Phone)

Thank you for considering this very important work.

VOLUNTEER QUESTIONNAIRE

TYPE OF WORK PREFERRED-Check those that apply to you.

Father's Name: _____ Phone: _____

- Enrichment Volunteer
 - Classroom Assistant
 - Speak to classes about a subject in which you have special interest (*Please indicate subject*)
 - Act as a resource person for curricular themes. *Please indicate your interests and talents (clowns, mime, animals, horticulture, cooking, etc.)*
 - Display special collections
 - Read to children
 - Help classroom teacher or other school personnel
 - Classroom tutor (teaching experience not necessary)
 - General work volunteer (on call for special projects)
 - I am not able to work at school but could work at home
 - Cut and paste, make instructional games, etc.
 - Baby-sit or exchange with other volunteers
 - Repair toys and equipment
 - Build equipment
 - Other:
-

C. Sample Letter and Questionnaire to Parents about PALS

TYPE OF WORK PREFERRED-Check those that apply to you.

Mother's name: _____ Phone: _____

- Enrichment Volunteer
 - Classroom Assistant
 - Speak to classes about a subject in which you have special interest (*Please indicate subject*)
 - Act as a resource person for curricular themes. *Please indicate your interests and talents (clowns, mime, animals, horticulture, cooking, etc.)*
 - Display special collections
 - Read to children
- Help classroom teacher or other school personnel
- Classroom tutor (teaching experience not necessary)
- General work volunteer (on call for special projects)
- I am not able to work at school but could work at home
 - Cut and paste, make instructional games, etc.
 - Baby-sit or exchange with other volunteers
 - Repair toys and equipment
 - Build equipment
 - Other:

D. Kid's Care Card

A Note from _____'s Teacher

Date: _____

Comments about my day: _____

Lunch/Snack: _____

Rest Time: _____

My Disposition: _____

Today
I... _____

Insert your center's logo here

A Note from _____'s Teacher

Date: _____

Comments about my day: _____

Lunch/Snack: _____

Rest Time: _____

My Disposition: _____

Today
I... _____

Insert your center's logo here

E. First Day of School

(Sample #1)

NOTE FROM PRIMARY CARE GIVER OR TEACHER

(Use your ECM letterhead)

Welcome and congratulations!

Your child experienced his/her first day and so did you!

The first day in a new situation can be challenging for the child and the parent. Separation and adjustment should get easier as time goes on.

I want to do what is best for your child and helpful for your peace of mind. You are your child's first and best teacher. Please let me know about anything that I need to know about your child's care in our early childhood center.

Primary care giver or teacher

(Sample #2)

NOTE FROM DIRECTOR

(Use your ECM letterhead)

Director's Note

Dear _____:

We thank you for the privilege of serving you and your little one. Just a note to let you know that if you have any concerns, questions, or suggestions, stop by or call me.

We are so happy to have _____ and you in our early childhood education program.

Director

F. Six-Week Questionnaire

Dear _____:

Now that you and your child have been involved in our early childhood program for more than six weeks, please share your thoughts about your experiences so far.

(1-Not at all, 5-Very much)

1. Do you feel there is a partnership between you and your child's primary care giver or teacher so far?	1	2	3	4	5
2. How satisfied do you feel about the quality of your child's care/education at this time?	1	2	3	4	5
3. Please not any questions or concerns:					
4. How well do we provide you with information?	1	2	3	4	5
5. How well do we listen and respond to your concerns?	1	2	3	4	5

Thank you! We welcome any additional suggestions you may have related to our early childhood program ministry. Please return this to the director's office.

Parent's signature

G. Sample Parent Evaluation

The staff of (name of congregation and preschool) strives to provide a high quality preschool experience for your child. You can help us evaluate how we are doing by completing this form and returning it to your child's teacher as soon as possible. Please feel free to include comments. Sign your name only if you would like a personal response to your concerns.

Rate each item on a scale of 1 to 10, with 10 being "the best/highest" and 1 being "the worst/lowest".

Circle your choice for each category. Consider primarily your child's reaction to the program and then yours secondary.

Program Content											Comments
	10	9	8	7	6	5	4	3	2	1	
Curriculum	10	9	8	7	6	5	4	3	2	1	
Age appropriate	10	9	8	7	6	5	4	3	2	1	
Academics	10	9	8	7	6	5	4	3	2	1	
Creative outlets	10	9	8	7	6	5	4	3	2	1	
Physical activities	10	9	8	7	6	5	4	3	2	1	
Music appreciation	10	9	8	7	6	5	4	3	2	1	
Use of literature	10	9	8	7	6	5	4	3	2	1	
Opportunities for verbal expression	10	9	8	7	6	5	4	3	2	1	
Field trips	10	9	8	7	6	5	4	3	2	1	
Use of outside resources	10	9	8	7	6	5	4	3	2	1	
Newsletters	10	9	8	7	6	5	4	3	2	1	
Facility											
Safe	10	9	8	7	6	5	4	3	2	1	
Child-oriented	10	9	8	7	6	5	4	3	2	1	
Inviting	10	9	8	7	6	5	4	3	2	1	
Attractive	10	9	8	7	6	5	4	3	2	1	
Stimulating	10	9	8	7	6	5	4	3	2	1	
Comfortable	10	9	8	7	6	5	4	3	2	1	
Neat and clean	10	9	8	7	6	5	4	3	2	1	
Accessible	10	9	8	7	6	5	4	3	2	1	
Staff											
Professional	10	9	8	7	6	5	4	3	2	1	
Knowledgeable	10	9	8	7	6	5	4	3	2	1	
Child-oriented	10	9	8	7	6	5	4	3	2	1	
Responsible	10	9	8	7	6	5	4	3	2	1	
Prepared	10	9	8	7	6	5	4	3	2	1	
Warm and caring	10	9	8	7	6	5	4	3	2	1	
Open and communicative	10	9	8	7	6	5	4	3	2	1	
Helpful	10	9	8	7	6	5	4	3	2	1	
Neat and clean	10	9	8	7	6	5	4	3	2	1	
Cheerful	10	9	8	7	6	5	4	3	2	1	
Fun	10	9	8	7	6	5	4	3	2	1	
Snacks/Meals											Comments
Nutritious	10	9	8	7	6	5	4	3	2	1	
Balanced	10	9	8	7	6	5	4	3	2	1	

G. Sample Parent Evaluation

Tasty	10	9	8	7	6	5	4	3	2	1	
Appealing	10	9	8	7	6	5	4	3	2	1	
Frequency	10	9	8	7	6	5	4	3	2	1	
Generous	10	9	8	7	6	5	4	3	2	1	
New taste experience	10	9	8	7	6	5	4	3	2	1	
General											
Cost	10	9	8	7	6	5	4	3	2	1	
Registration procedures	10	9	8	7	6	5	4	3	2	1	
Conferences	10	9	8	7	6	5	4	3	2	1	
Information made available to parents	10	9	8	7	6	5	4	3	2	1	
Opportunities for parents involvement	10	9	8	7	6	5	4	3	2	1	
Efficiency of total operation	10	9	8	7	6	5	4	3	2	1	

Additional comments and suggestions:

H. Two-Minute Poll of the Week

Please take a moment to answer these two questions:

What was the best thing you noticed this week that happened in our center?

What would you change if you could?

Name (optional) _____

I. Home Visits

Purpose

Home visits are an opportunity to begin to build a relationship and partnership with each family. In some cases, it is an opportunity to strengthen an already established relationship. The goal is to make it clear that you respect the parent's God-given role to raise up this child. Our role is to serve and support them in that role. The approach to a home visit can make that goal clear in the way in which the visit is conducted. Following is a sample outline for a home visit. Most of the visit involves listening to the parent and providing the opportunity to share information about the child.

Most information that the teacher will want to share with the parent can be shared briefly in the home visit, provided in written form for the parent to read, and/or provided at a back to school night early in the year. Many of the topics may come up as the teacher listens to the parent's goals and reflection about their child.

Home Visit Checklist

Student: _____ Family present: _____

Date: _____ Birthday: _____

_____ Prayer

_____ Introduction (myself and those present)

_____ Church home _____
Is the child baptized? Y/N

_____ Did the family receive and read the summer mailing including the handbook and supply list? Y/N Are there any comments or questions?

_____ Transportation: Who will do the following?

Drop off: _____

Pick up: _____

I. Home Visits

Comments or information from parents:

- · Can you tell me about your child's family?
- · What do you see as your child's strengths and areas of interest?
- · What are your goals for your child this year?
- · How can I and/or our school assist you?
- · Is there anything in particular that you think would be helpful for me to know about your child?
- · Does your child have any allergies or health concerns that we need to know? If so, how are they managed at home? What will the school need to know or do?