

CHILlicothe Christian Church Policy MANUAL

Policies of the Chillicothe Christian Church Elder Board



**The mission of the Chillicothe Christian Church is:
"To lead people to Christ and grow together in Christlikeness."**

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Vision Policies

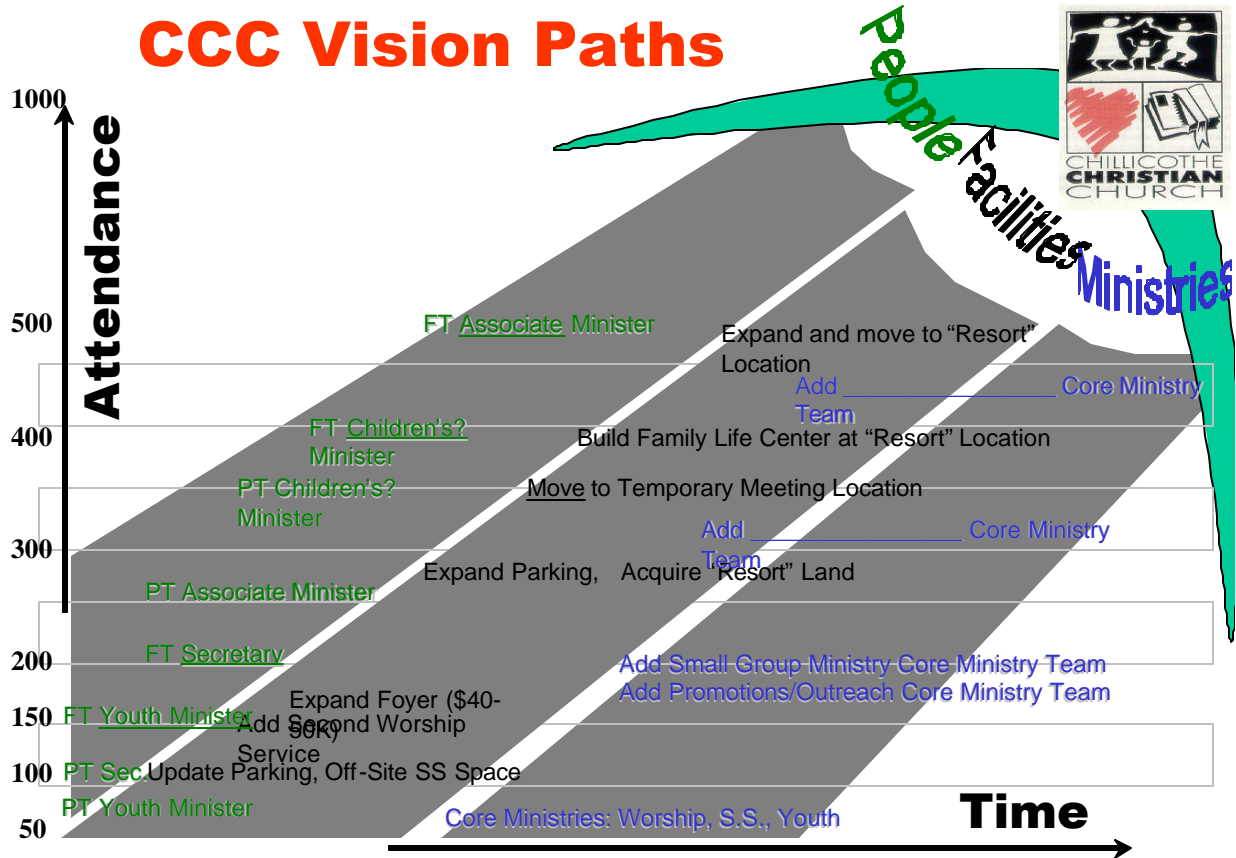
CCC Elder Board Policy Manual	Policy Type: Ends
	Title: Vision

Vision

The vision of the Chillicothe Christian Church is:

"A family of love and truth"

"providing support and stability as we journey from infancy to maturity".



April 2000

Drafted by Board: Dec. 5, 1998
Adopted by Board: April 9, 2000
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CCC Elder Board Policy Manual	Policy Type: Ends
	Title: Vision

The following ENDS layers describe the vision for clarification and communication.

Collaborative Family - Our leadership style exhibits strong collaboration. Leaders are visionary and people are equipped for success in their respective ministries. Coaching and mentoring is a natural part of our culture and people are motivated to use their strengths for Kingdom progress. (Empowering Leadership)

Capable Family - Our human resources are known and exploited for the Kingdom. God-given gifts and talents are positively integrated into active and productive corporate and personal ministries. (Gift-oriented Ministry)

Committed Family - Our faith is evident through authentic spirituality with Bible-based teaching, and genuine, reverent worship and praise and enthusiastic service in the Kingdom. (Passionate Spirituality)

Contemporary Family - Our approach toward Kingdom progress, while based on traditional teachings of Christ, is focused on modern and non-traditional approaches and structures for success today. (Functional Structures)

Celebrating Family - Our attitude toward God is one of reverence with clear desire for God-pleasing, life-changing, inter-active worship of Him. (Inspiring Worship)

Cell-Based Family - Our image always promotes connection among our people. With a network of intimate small groups, everyone feels important to God, needed in the Kingdom and loved. (Holistic Roles)

Communicating Family - Our mission involves outreach to unchurched people through proactive need-meeting, gospel-sharing, servant evangelism. (Need-oriented Evangelism)

Compassionate Family - Our relationships among ourselves and with others are selfless and genuine. Love is exhibited which magnetically holds us close to God and each other while attracting more. (Loving Relationships)

Drafted by Board: March 3, 2001
Adopted by Board: Aug 6, 2002
Last Revised:

CCC Elder Board Policy Manual	Policy Type: Ends
	Title: SWOT Analysis

SWOT Analysis

Understanding the strengths, weakness, opportunities, and threats (SWOT) of the organization is paramount for longer-term survival and growth. This assessment tool is helpful to identify strategic issues with the goal of evaluating the fit between the organization and its surrounding environment.

To develop the vision requires insight of current internal and external factors. A SWOT analysis allows examination of the gap between the current situation and opportunities of the future. It gives form to weaknesses and challenges before critical decisions are made

It is important that a SWOT analysis be kept simple to drive strategic thinking. Also, it is healthy to realize that progress means change so the SWOT analysis should be updated annually as it is a snapshot of the current situation.

- Strengths - Internal resource or capacity that allows the organization to take advantage of opportunities or reduce the impact of barriers. (ex. leadership, facilities, finance, human resources, products, and marketing.)
- Weaknesses - Internal deficiencies, shortcomings, or defects that could stand in the way taking advantage of opportunities or reducing the impact of barriers.
- Opportunities - External favorable factors that can allow pertinent strategic actions for progress toward the vision. May be a trend, change or an overlooked need that increases demand for a product or service and permits progress by supplying it. (ex. competition, economic climate, social issues, technology and market trends or needs.)
- Threats - External unfavorable factors that are potentially damaging or stand in the way of progress toward the vision. Threats may be barriers, constraints, or anything external that might cause problems, damage or injury.

Profile: Who are we?

- Bible Based, Independent Christian Church
- Semi-Professional and Well Educated People
- Dynamic and Well Balanced for Worship, Outreach and Discipleship
- Committed and Growing Leadership
- Growth Oriented

Drafted by Board: March 25, 2000
Adopted by Board: Sept 20. 2000
Last Revised: June 8, 2005

CCC Elder Board Policy Manual	Policy Type: Ends
	Title: SWOT Analysis

Strengths/Internal

- Staff
- Open minded Eldership on examining God's purpose for this church
- God's word is authoritative
- Have a program for all categories of children/youth
- Team structure that facilitates ministry
- Exciting worship in all phases
- Willingness to change
- Café non-threatening outreach
- Technology savvy individuals

Weaknesses/Internal

- Smaller group attendance
- Facilities
- Lack of communication between teams
- Financial stewardship
- Transportation to satellites
- Heavily burdened people
- Undeveloped hearts for evangelism
- Targeting evangelistic areas
- Adequate staffing of volunteers
- Strategic plan for discipleship

Opportunity/External

- Junior High programs
- Increase partnership with community businesses (Pearce, Café, Hair Company)
- People want to be more relationally interactive
- Gas station in front of the church

Drafted by Board: March 25, 2000
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CCC Elder Board Policy Manual	Policy Type: Ends
	Title: SWOT Analysis

- Partnering with LCC
- Work based bible study/evangelism
- Community outreach opportunities to meet individual's needs (Community service projects)

Threats/External

- Image, Doctrine, and Culture
- Resistance to Change
- Busyness of Life - calendars, jobs, etc.
- Declining businesses in Chillicothe
- Current growth - a "lightning rod" for Satan
- Tendency to remain a "churchanity" church

Drafted by Board: March 25, 2000
Adopted by Board: Sept 20, 2000
Last Revised: June 8, 2005

Policy Type: Governance Process

CCC Elder Board Policy Manual	Policy Type: Governance Process
	Title: Core Beliefs

Core Beliefs

This church is intended to be a family of believers, unified in Christ, and ultimately presented to Him as a pure bride and true to the scriptures. The following statements describe our fundamental beliefs:

We believe in one God - Father, Son and Holy Spirit.

Matthew 3:16-17, John 14:9-10

We believe God is the creator of all people and of all things.

Genesis 1:1, Acts 17:24-28

We believe that Jesus Christ is God’s only Son, the Savior of the world, and the Head of the church.

John 3:16, Matthew 1:18-21, Colossians 1:13-23

We believe the Holy Spirit dwells within every Christian, and works actively in the world to convict people of sin, righteousness, and judgment to come.

John 16:5-15, Romans 8:1-14

We believe the Bible is the inspired word of God and the final authority for all matters of faith.

Romans 15:4, Hebrews 4:13, 2 Timothy 3:16

We believe that every person has worth as a creation of God, but that all have sinned and fall short of the glory of God.

Romans 3:23, 1 John 1:7

We believe that salvation (the forgiveness of sins) is offered to all people and comes only by grace through the blood of Jesus Christ (His death on the cross) and His resurrection from the dead.

Matthew 26:28, Romans 5:8-11, Ephesians 2:8-9, 1 Corinthians 15:1-4

We believe the Bible teaches that the pattern to follow to receive Jesus as Savior is to believe in Christ as God’s Son and Savior of the world, to repent of personal sin, to confess Christ as Lord, and to be baptized (immersed) into Christ.

John 20:30-31, Acts 2:38, Romans 10:9, Romans 6:1-7

Drafted by Board: March 12, 2005
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Last Revised:

CCC Elder Board Policy Manual	Policy Type: Governance Process
	Title: Core Beliefs

We believe in the weekly observance of the Lord’s Supper, in which the Christian community remembers Christ and celebrates the relationship they have with Him and with each other.

Luke 22:14-20; 1 Corinthians 11:23-26

We believe that the church is the body and bride of Christ, founded on the day of Pentecost, consisting of all Christians everywhere.

Matthew 16:13-18, Acts 2:14-47

We believe it is God’s plan for the elders to lead the local church.

Act 20:28, 1 Timothy 3:1-7, 1 Peter 5:1-4

We believe that death seals the eternal destiny of each person. The saved will inherit eternal life; the unsaved, eternal separation from God.

Romans 8:10-11, Daniel 12:2, John 6:47

We believe that Jesus will one day return and reign forever as King of Kings and Lord of Lords.

1 Thessalonians 4:13-18

Drafted by Board: March 12, 2005
Adopted by Board: April 05, 2005
Last Revised:

CCC Elder Board Policy Manual	Policy Type: Governance Process
	Title: Governance Culture

Governance Culture

The Board's governance will be characterized by shared expressions of documented and communicated values through policies in the four major segments of Vision (ENDs), Governance Process, Relationships and Limitations. These policies will provide leadership responses to fundamental issues of vision, values, authority, and roles.

1. Board policies on Vision (ENDs): These policies describe the desirable state of the future. The top level view of this future is called the "Vision" and layers of description of that vision are called ENDs. These statements highlight nouns (with descriptive adjectives) to picture the future and respond to the questions "what good?" (services, products, impacts, benefits, or outcomes), "for whom?" (expected recipients) and at "what cost?" Each of these ENDs are to be updated and re-explored at least annually.

2. Board policies on GOVERNANCE PROCESS: These policies state the philosophy and methods of the Board's own operations, including Board job products, governing style, board member norms, officer roles and responsibilities, use of Board sub-teams, subordinate group appointment processes, and other interpretations as needed.

3. Board policies on RELATIONSHIPS: These policies establish any subordinate groups as needed by defining the 1) composition, 2) scope/authority and 3) expected job products. In addition, they include the nature of delegation to staff and define job expectations through job products for staff.

4. Board policies on LIMITATIONS: These policies state the staff and subordinate group behaviors and actions which would be unacceptable to the Board. Stakeholders are empowered to implement appropriate actions to move toward the vision so long as they are within these defined boundaries.

5. A two step process of draft and adoption will be used to establish or amend policies.

5.1 Draft - 1st action -- Agreement on a draft of a new or amended policy as discussed at a regular meeting of the Board.

5.2 Adoption - 2nd action -- Adoption of the proposed new or amended policy at a next or future regular meeting of the Board. The new or amended policy will take effect immediately on its acceptance by the Board.

Drafted by Board: Dec. 5, 1998
Adopted by Board: Jan. 10, 1999
Last Revised:

CCC Elder Board Policy Manual	Policy Type: Governance Process
	Title: Norms of the Board Membership

Norms of the Board Membership

The Board expects of itself un-conflicted loyalty to its purpose. This commitment includes proper behavior, decorum and use of authority in the group when acting as a Board and as individual members of the Board. The Board members hold themselves respectively accountable to fulfill their individual role and to support the following norms of behavior:

Board-Room Context

1. Promote a climate of mutual trust, respect, and teamwork.
2. Work for the corporate good in context of the role of the Board.
3. Bring an enterprise perspective for performing the work of the Board
4. Avoid personal conflicts, perceived conflicts of interest.
5. Model the core values

Meeting Operations Environment

1. Plan to attend all of the scheduled Board meetings.
2. Be diligent in preparing for meetings of the Board.
3. Operate with consensus process.
4. Support the Chair to run effective meetings.

Policy Importance

1. Create Board policy for vision and direction in layers to aid in communications.
2. Support and defend the staff, board policies, and decisions of the board.
3. Reserve verbal critiques of Board policies to the Board Room.

Personal Commitment

1. Participate in Board training sessions.
2. Help plan the Board's annual agenda to concentrate on the Board "job products".
3. Practice prudent input on Board topics and maintain integrity in confidential topics.
4. Participate in productive communications and shepherding of members

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CCC Elder Board Policy Manual	Policy Type: Governance Process
	Title: Norms of the Board Membership

5. Pray for wisdom.
6. Provide financial contributions to this church.
7. Maintain vital spiritual life

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Last Revised:

CCC Elder Board Policy Manual	Policy Type: Governance Process
	Title: Values

Values

This organization is based on well defined values. These are documented to communicate what is important to us and to help express who we are. They are documented to aid in casting the detailed vision, support decision-making by all stakeholders of the organization, and help in problem-solving and conflict resolution.

The following values are at the root of who we are. These are listed in priority order which documents the hierarchy of importance in decision-making.

1. Authority of the Bible -- Biblical foundation. True to His word. We seek to be a true Restoration Movement church.
2. Integrity -- this includes responsibility and accountability, and will produce both the trust of God's people and the blessings of God Himself.
3. Collaborative Leadership -- Leadership and teamwork, which yields unity.
4. Climate of Friendliness -- people matter to God. An open and friendly atmosphere; and outward focus; sensitive to barriers and seeking to remove them; unconditional love.
5. Continuous Improvement >> Excellence! -- to raise the standard; to initiate, embrace and be open to change; to be focused on continuously doing better; a view towards excellence.

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CCC Elder Board Policy Manual	Policy Type: Governance Process
	Title: Role and Job Products of the Elder Board

Role and Job Products of the Elder Board

COMPOSITION

This Elder Board is composed of the elders and the Sr. Minister.

SCOPE/RESPONSIBILITY

The role of the Elder Board is to:

- To maintain the scriptural and spiritual integrity of the congregation
- Prepare Vision, Governance Processes, Relationships, Limitations policies. These policies are to be reviewed and re-adopted annually
- Expand the vision and direction in layered form in "ENDs" language. This is expected to command the greatest portion of board time. This work involves understanding of real and perceived needs, global trends, leadership forces, resources, technologies and capabilities. These "ENDs" will provide a framework for communication & strategic planning. The Ministry Teams can then establish goals, strategies, critical issues and projects to assure progress toward this vision.
- Assure organizational performance by monitoring and assessing progress toward the vision. Metrics and standards for success will be identified by policy and monitored. This is to be a topic targeted for every meeting.
- Have a process for and assure selection of new leaders
- Hire, evaluate and fix compensation of the Senior Minister and authorize new staff positions
- Hold board member governance orientation and training annually
- Elect officers and document their roles and responsibilities
- Pray

JOB PRODUCTS/RESULTS

To accomplish its mission, this Board will focus on its governance tasks called "Job Products" or deliverables which are results-oriented rather than activity-oriented. While the individual duties of elders involve personal shepherding and mentoring of "the flock", this Board will hold itself accountable to spend group meeting time **ONLY** on these job

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CCC Elder Board Policy Manual	Policy Type: Governance Process
	Title: Role and Job Products of the Elder Board

products. The following job products define what is the work of this Board. This list describes the desired accomplishments, results, outputs and deliverables of this Board.

- Vision Policies (mega-vision plus sufficient layers to document understandable expectations)
- Governance Process Policies (To establish the Leadership Culture with Values and Norms)
- Relationship Policies (To establish the organizational structure with documented expectations and metrics)
- Limitations Policies (To empower the people of the organization by defining the boundaries for what is acceptable)
- Organizational Monitoring Metrics (for progress toward the vision with defined financial and non-financial measurements and assure scriptural and spiritual integrity of the congregation)
- Staffed Leadership including: Elders, Sr. Minister, Trustees, Teachers and Ministry Team Leaders
- A process to grow new leaders
- Effective communications
- An annual Evaluation and Salary Review of the Senior Minister
- An annual governance orientation and training for this Board and other leaders
- Time in prayer

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Adopted by Board: Apr 18, 1999
Last Revised:

CCC Elder Board Policy Manual	Policy Type: Governance Process
	Title: Role and Job Products of the Board Chair

Role and Job Products of the Board Chair

Role:

The role of the Board Chair is to ensure the integrity of the board's processes. The chairman's responsibilities are contained in the following job products.

- Provides leadership to the Elder Board
- Makes sure the Board adheres to its bylaws and policies
- Prepares the Board's agenda with input from Board Members and the senior staff
- Chairs meetings of the Board
- Encourages Board Members to participate in meetings and activities
- Keeps the Board's discussion on topic by summarizing issues
- Keeps the Board's activities focused on the organization's mission, vision and values
- Continually evaluates the effectiveness of the Board's decision-making process
- Makes sure that team leaders are appointed
- Orients new Board Members
- Attends Team Leader meetings for communication linkage to the Elder Board
- Administers the process to evaluate the effectiveness of the Elder Board
- Recognizes Board Members' contributions to the Elder Board's work
- Promotes the organization's mission and vision in the community and to the media
- Assures congregational communication reports are prepared
- Orients the new Chairperson

Job Products:

- Elder Board Agendas (consistent with policy governance) and meeting announcements
- Elder Board annual appointment of Team Leaders

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Last Revised:

CCC Elder Board Policy Manual	Policy Type: Governance Process
	Title: Role and Job Products of the Board Chair

- Annual selection of new elders
- Communication to and from the Leader Team as necessary
- Congregational Updates as appropriate
- The annual Evaluation and Salary Review of the Senior Minister
- An annual orientation, governance training and strategic thinking session for the Elder Board

Drafted by Board: Mar 28, 2001
Adopted by Board: Jun 15, 2001
Last Revised:

CCC Elder Board Policy Manual	Policy Type: Governance Process
	Title: Role and Job Products of the Board Secretary

Role and Job Products of the Board Secretary

Role:

The role of the Board Secretary is to:

- Keeps copies of the organization’s bylaws and the Board’s policy statements
- Keeps lists of officers, Board Members, Team Leaders and General Membership
- Notifies Elder Board Members of meetings
- Brings official minute book to meetings
- Keeps record of Board attendance
- Makes sure that there is a quorum at Board meetings
- Keeps accurate minutes of meetings
- Records all decisions from meetings
- Records all corrections to minutes
- Distributes copies of minutes to Board Members promptly after meetings
- Conducts general Board correspondence
- Keeps records of all Board correspondence
- Signs official documents of the organization as required
- In the absence of the Chairperson and Vice-Chairperson, chairs Board meetings
- Orients the new Secretary

Job Products

Drafted by Board:
Adopted by Board:
Last Revised:

CCC Elder Board Policy Manual	Policy Type: Governance Process
	Title: Selection of Elders

Selection of Elders

The procedure for selecting elders at Chillicothe Christian Church is not an election. The process for elder selection is believed to be shaped and guided by the Holy Spirit as seen through:

- the congregation as they nominate potential candidates and later affirm new elders
- the elders as they surface and mentor the candidates to become new elders

Steps

1. Elders with un-expiring terms form the Nomination Team.
2. By late September the Nomination Team identifies the date for congregational affirmation
3. In early October the Nomination Team sends a letter to current members over 16 years
 - showing the current roster of leaders and their terms
 - inviting nominations, using an attached nomination form, by late October
 - reminding members of the elder qualifications of Titus 1 and I Tim 3
 - and announcing the date for the congregational meeting for affirming new elders
4. During the nomination period a brief reminder notice will be included in the weekly bulletin
5. Nomination forms will also be available and can be submitted at the welcome center
6. Nominations can be submitted with offerings or they may be submitted to an elder
7. Early in November the Nomination Team will review the candidates and conduct an initial screening against qualifications, reputation, and spirituality
8. A questionnaire will be provided to the remaining candidates (see below). Some others may be contacted to encourage continued leadership and spiritual growth and while they are "not now" ready, they should accept mentoring & develop as kingdom leaders for the future.

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CCC Elder Board Policy Manual	Policy Type: Governance Process
	Title: Selection of Elders

9. Candidates will be reviewed based on strengths & spiritual gifts needed for the elder team
10. The Nomination Team will make contact as needed and notify those for the mentoring process and those to be affirmed for the coming year.
11. Final nominees will be communicated to the congregation one week prior to the congregational meeting. This may be done by bulletin board and / or Sunday bulletin.
12. The final nominees will be presented at the congregational meeting for affirmation.
 - Feedback will be provided back to the Nomination Team
 - Any negative feedback must be accompanied by a scriptural reason
 - All other negative feedback will be considered as frivolous
13. Announcement of confirmed elders will be made at least one week following the congregational meeting. (This is to allow time to resolve any "Nos")
14. New elders may be recognized for congregational prayer and dedication
15. The three year term of service of the new elder will begin January 1.
 - Terms of service are to be staggered
 - Three classes will be maintained to promote leadership continuity

Drafted by Board: Nov 14, 1999
Adopted by Board: Dec 12, 1999
Last Revised:

CCC Elder Board Policy Manual	Policy Type: Governance Process
	Title: Elder Nominee Questionnaire

Elder Nominee Questionnaire

The procedure for selecting elders at Chillicothe Christian Church is not an election. The process for elder selection is believed to be shaped and guided by the Holy Spirit. Input will be gathered through responses to the following questions:

General Information

As referenced in I Tim 3:1 do you aspire the role as elder? (Y) (N)

Do you see any items from I Tim 3:1-7 or Titus 1:6-9 that would disqualify you as an elder? (Y) (N)

Will your wife and family be supportive of you becoming an elder? (Y) (N)

The role of elder requires certain expectations. Are you willing to commit to:

- Availability - Weekly attendance in worship and Bible study and regular Elder Team meetings? (Y) (N)
- Loyalty - Demonstrating allegiance and faithfulness to your wife & family and God & His church? (Y) (N)
- Reputation - Participation in a vocation that permits you to uphold Christian ethics and morality? (Y) (N)
- Spirituality - Displaying a spirit of unity in all aspects of the church? (Y) (N)
- Stewardship - Faithful and regular financial & resource offerings to Chillicothe Christian Church? (Y) (N)

Can you think of any reasons in your personal or spiritual life that would prohibit the body from following your leadership? (Y) (N) If so, has there been sufficient time for healing and reconciliation? (Y) (N)

What are your God-given gifts as determined by the gift inventory? (e.g. www.teamministry.com or equivalent) Please list your gifts and the rating scores for each as indicated on the inventory instrument.

Leadership Questions

What does the following mission mean to you: "To Lead people to Christ and grow together in Christlikeness"

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Last Revised:

CCC Elder Board Policy Manual	Policy Type: Governance Process
	Title: Elder Nominee Questionnaire

What does the following vision mean to you: "We are a family of love and truth; providing support and stability as we journey from infancy to maturity".

What do the following leadership core values mean to you?

- Authority of the Bible --
- Integrity --
- Collaborative Leadership --
- Climate of Friendliness –
- Continuous Improvement >> Excellence --

Statements of Faith and Doctrine

- What is your personal testimony of faith?
- What is your belief about the Bible as the inspired Word of God?
- What is your belief about salvation?
- What are your beliefs about baptism?
- What are your beliefs about communion?
- How would you describe the ideal role of elders in a local church?
- What would you say are two of your most notable personal strengths?

Drafted by Board: Nov 14, 1999
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Last Revised:

CCC Elder Board Policy Manual	Policy Type: Governance Process
	Title: Consensus and Decision Making

Consensus and Decision Making

Team Governance

We will employ the consensus form of decision-making in the culture and environment of the central leadership meetings as well as all other organized team meetings. For these organized meetings, our culture will never lead us to ask for a show of hands (voting). It is the intention of the church leadership to operate with this “consensus” deliberation process rather than others such as “voting” which can be done sometimes faster but can detract from real progress - yielding lower quality decisions, and reduce morale - by sowing the seeds of disunity.

Consensus decision-making is a cooperative (not competitive) process that not only finds agreement of a majority of participants, but also encourages dissent in order to gain resolution and synthesize the strongest and most meaningful decisions. Consensus is defined as “reaching a group decision where all team members will support the final proposal, plan, approach or decision as presented or modified”. Consensus has been achieved when each team member feels heard and understood, at least 70% of the team agree they like it – as is (or as modified) – and they will support it; and the others say while they wouldn’t write it that way, they too, will support it. In the end, ALL will support the decision.

We will often use questions such as, “Can we all live with this as presented (and modified)? ... or ... Is there anyone who can’t support this as presented (and modified)? Note, often modifications will surface that actually yield better solutions and also gain the support of the whole team. This harmonization can be accomplished by using questions such as ... What changes would you recommend so that you could support this decision? ... or ... What ideas do you have to make this better? Note: because consensus decision-making is a participative process, it is unacceptable to only say “no” to the proposal. Any fears should be accompanied by ideas and possible resolutions for improvements.

Note: the consensus decision-making process is much different from driving “unanimous decisions” that can be a sign of coercion, fear, undue persuasion, intimidation, inability to comprehend alternatives, or just plain impatience with the process or time available. In reaching consensus, Team Leaders and facilitators should build trust and be sensitive that every team member be given an opportunity to express concerns, ideas, and solutions in order for each participant to reach visible and open support for the final conclusion – as originally drafted or as improved.

Drafted by Board: Aug 1, 2004
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CCC Elder Board Policy Manual	Policy Type: Governance Process
	Title: Consensus and Decision Making

Congregational Input

With a large congregational group, consensus-type deliberations are not physically possible. Consensus can only occur when everyone has been given time to think, reflect, and speak about issues surrounding the proposal. With this definition of consensus, it becomes exponentially more difficult with limited meeting times, for groups larger than a dozen or so. While congregational “focus teams” can sometimes employ consensus decision-making, for large congregations of people, consensus decision-making is therefore not feasible.

While the church is a theocracy with Christ as the Head, and not a democracy with equal member votes, in some selected cases, however, involving high impact and congregational-wide issues, there can be cause and desirability of “Congregational Endorsements”. Examples include: financial topics such as launching capital campaigns or annual budget endorsements, or governance topics such as ordaining a new elder, or hiring a new Sr. Pastor. In every case, nevertheless, these issues should always involve accountable leadership preparations, spiritual guidance, and clear communications. The results can help form the basis for broad-band two-way communications across the congregation.

For all congregational endorsements,

1. the topic should have been formulated,
2. accountable senior leadership should have prayed for wisdom and reached a consensus decision,
3. reasons should have been assembled and communicated, and
4. the congregation should then be given an opportunity to check “yes” or “no” as to whether they can endorse the issue as presented. In some cases, additional, voice-of-the-stakeholder information can be requested at the same time.

At any one point in time, each member of the congregation will be exhibiting one of several emotional responses on a given issue – from denial, anger, bargaining, depression, or testing; to acceptance, approval, encouragement or pro-active cooperation. Based on the feedback and analysis of the congregational input, the accountable leadership can choose to make content adjustments, amend the schedule or communication plan, or proceed as described.

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CCC Elder Board Policy Manual	Policy Type: Governance Process
	Title: Shepherding Policy

Shepherding Policy

1. On Tuesday following the last Sunday of every month, the Publication Secretary will compile, from Servant Keeper, a list of all those members and regular attendees who have missed at least three Sundays.
2. The list will then be given to Office Manager, for information compiling and presentation at the Wednesday staff meeting. The Senior Minister (along with input from the Office Manager and Youth Minister) will decide assignments based on:
 - Elders personal relationship with member/attendee
 - Other affinity relationships (ABF class, Small Group, 101 Class, etc)
3. Member/attendee names will be placed in hard copy form by the Publication Secretary in the respective Elder's mailbox on the first Sunday of every month with specific notes concerning who to contact. The Publication Secretary will attach a Report Form to each Contact Sheet.
4. Phone contacts are made prior to monthly Elders meeting (personal visits are at the Elder's discretion).
5. Reports will be presented at the monthly Elders meeting with any further follow-up recommendations.

Drafted by Board: Sep 21, 2003
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Last Revised:

Policy Type: Relationships

CCC Elder Board Policy Manual	Policy Type: Relationships
	Title: Role and Job Products of the Senior Minister

Role and Job Products of the Senior Minister

Role:

- Preach and Teach
- Communicate and promote the values and vision
- Be available as a Spiritual Advisor
- Provide leadership
- Participate in shepherding of the flock
- Manage staff and system capability as well as resources
- Be the focal point for strategic planning
- Be accountable for the annual goals and deliverables for the strategic plan
- Be the champion of innovation and change to provide paths for evangelism
- Drive continuous improvement in professional capability and in all aspects for progress

Scope/Authority:

- Serve as the official spokesperson for the body
- Represent, promote and communicate the mission, vision and values
- Provide communications to stakeholders as appropriate
- Be responsible for publications of the church
- Facilitate the education and development of leaders (including self) and stakeholders to strengthen the base of workers for progress toward the vision
- Coordinate and oversee all promotion and fundraising for the church
- Be prayerful in all aspects of this ministry
- Make staffing decisions required to optimize progress of the church
- Request Elder Team authorization of new staff positions
- Personnel may be hired as required within fiscal limitations

Drafted by Board: Jan 9, 2000
Adopted by Board: Feb 13, 2000
Last Revised:

CCC Elder Board Policy Manual	Policy Type: Relationships
	Title: Role and Job Products of the Senior Minister

- Responsible for all pay practices and performance appraisals of staff

Job Products:

The Job Products of the Senior Minister are contained in this list of desirable and expected accomplishments or deliverables:

- Regular sermons, teachings, addresses, exhortations, and communications
- Personal Leadership Collaborative Staff Management
- Fiscal Stability (including day-to-day and long range cash flow)
- A Strategic Plan with Annual Goals for Progress toward the Vision
- Shepherding Collaboration with the Elders
- Effective Communications
- Healthy Partnerships
- Monthly, Quarterly, and Annual Assessments of the key metrics (dashboard)

Drafted by Board: Jan 9, 2000
Adopted by Board: Feb 13, 2000
Last Revised:

CCC Elder Board Policy Manual	Policy Type: Relationships
	Title: Role and Job Products of the Youth Minister

Role and Job Products of the Youth Minister

The CCC Youth Minister position is established with the following definitions.

SCOPE/RESPONSIBILITY

The role of the Youth Ministry Intern is to:

- Lead the Youth Ministry Team (a CCC "bubble"), who will be expected to work with the Youth Minister to accomplish the responsibilities listed below
- Plan and promote summer activities for the junior and senior high youth
 - Youth events at CCC
 - Youth conferences
 - Christian camp weeks
 - Other special days and events
- Coordinate discipleship groups (other than midweek) for junior and senior high youth
- Provide outreach efforts to un-churched and non-Christian youth in the area
- Lead a Sunday night youth program for junior and senior high youth
- Teach the Sunday morning Senior High Sunday School class
- Communicate plans and schedules to:
 - Youth Ministry Team
 - Parents
 - CCC youth and their friends
- Coordinate fund-raising activities for youth projects and events
- Be available to build relationships with teen during informal times
- Keep regular office hours
- Perform other duties as requested by the Senior Minister, including preaching, calling, hospital visitation, etc.

Drafted by Board: Nov 14, 1999
Adopted by Board: Dec 12, 1999
Last Revised:

CCC Elder Board Policy Manual	Policy Type: Relationships
	Title: Role and Job Products of the Youth Minister

JOB PRODUCTS/RESULTS

- Scheduled lessons, programs, and activities
- Quarterly printed calendar of dates and events for all programs and activities
- Leadership, discipleship, and training for youth and youth workers
- Youth activities that attract parents to CCC

Drafted by Board: Nov 14, 1999
Adopted by Board: Dec 12, 1999
Last Revised:

CCC Elder Board Policy Manual	Policy Type: Relationships
	Title: Role and Job Products of the Team Leader

Role and Job Products of the Team Leader

Role:

The name of the leader of each ministry team is Team Leader. Their role is to hold the team true to their responsibilities and ensure progress for accomplishing the team's job products. The Team Leader's responsibilities and job products are as follows.

- Provides leadership to the Ministry Team
- Makes sure the Ministry Team adheres to its chartering policy
- Keeps the Ministry Team's actions focused on the organization's mission, vision and values
- Develops specific annual Ministry Team Goals consistent with the strategic direction
- Prepares the Ministry Team meeting agendas with input from team members staff
- Chairs the Ministry Team meetings
- Recruits and encourages team members to participate in meetings and strategic progress
- Keeps the Ministry Team's discussion on topic by summarizing issues
- Evaluates the effectiveness of the team's decision-making process
- Proposes new long and short range Sub-Teams as necessary and recruits leaders to optimize team progress
- Orients all new Ministry Team Members
- Attends Team Leader meetings for communication linkage to and from the Ministry Team
- Recognizes Ministry Team Members' contributions to the Ministry Team's work
- Assures financial and budget inputs are prepared in a timely manner
- Assists the Elder Team in identifying, grooming, and orienting a successor

Drafted by Board: Feb 7, 2001
Adopted by Board: Feb 15, 2001
Last Revised:

CCC Elder Board Policy Manual	Policy Type: Relationships
	Title: Role and Job Products of the Team Leader

Job Products:

- Staffed Ministry Team
- Accomplished Ministry Team Goals

Drafted by Board: Feb 7, 2001
Adopted by Board: Feb 15, 2001
Last Revised:

CCC Elder Board Policy Manual	Policy Type: Relationships
	Title: Teams

Teams

Chillicothe Christian Church expects to operate consistent with its value of collaborative leadership. Consequently, key teams form the basis for optimum progress toward the vision.

All teams are expected to have a small number of people with each person contributing a complimentary skill set. The team members are expected to be members of the church and committed to our mission, vision and values. They are empowered to work tenaciously to accomplish their respective job products for which they hold themselves mutually accountable.

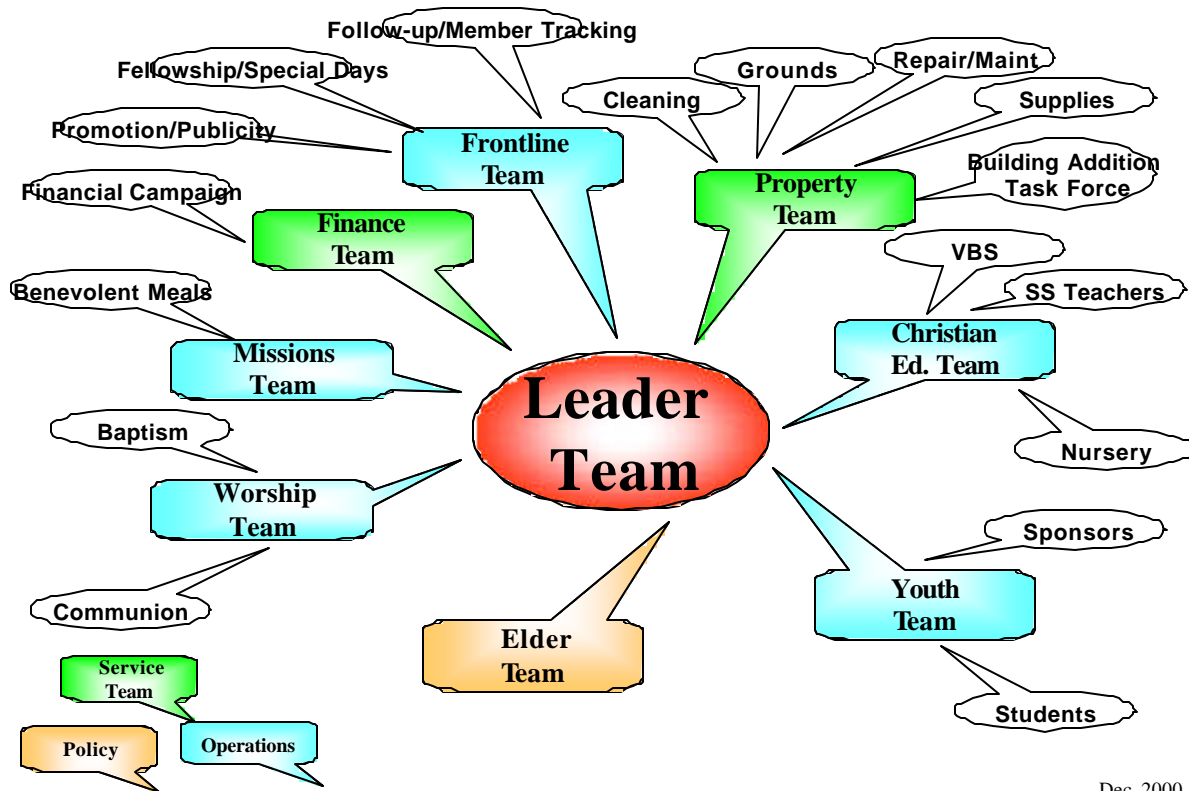
Common attitudes of effective team members are that they:

- listen and communicate well with others
- openly express their ideas, impressions, and feelings
- continue to learn and treat learning as a life long experience
- clarify information as they gain input
- make timely knowledge-based decisions.

The team structure is shown conceptually below.

Drafted by Board: May 21, 2000
Adopted by Board: Jun 11, 2000
Last Revised: Dec 6, 2000

CCC Team Organizational Structure - 2001



Dec. 2000

Drafted by Board: May 21, 2000

Adopted by Board: Jun 11, 2000

Last Revised: Dec 6, 2000

CCC Elder Board Policy Manual	Policy Type: Relationships
	Title: Leader Team

Leader Team

The CCC Leader Team is established with the following definitions for Composition, Scope/Authority, and expected Job Products.

COMPOSITION

The CCC Leader Team consists of the team leaders from each of the approved Ministry Teams, the Sr. Minister, and is facilitated by a member appointed by the Elder Board. One member of the Leader Team will volunteer as secretary or will be appointed by the facilitator for a term of 1yr and can serve multiple, consecutive terms. Leader and Member term of service is dictated by stated Board Governance Policy.

SCOPE/AUTHORITY

The CCC Leader Team is responsible for the operational management of church. This team will monitor and manage implementation of key initiatives of the approved Ministry Teams, insuring the plans and actions are consistent with the CCC vision, values, mission, and metrics. It will orchestrate plans and actions proposed by the individual Ministry Teams into an overall strategic plan (or “Roadmap”) by complete consensus. Any impasse will be adjudicated by the Elder Board. This team will be a peer forum to discuss issues and initiatives from each Ministry Team, to offer perspective on these issues from the vantage point of the other Ministry Teams, and offer possible alternatives that are supportive of the CCC “Roadmap”. This team has two specific member titles, whose duties and associated responsibilities are defined below:

Leader Team Facilitator

The leader team facilitator is responsible for organizing scheduled meetings, development of agenda’s and insuring responsibilities of the Leader Team are duly executed. The Facilitator is also responsible for conducting productive and orderly Leader Team meetings and will insure the actions of the Leader Team are properly documented and communicated to the church body.

Secretary

The secretary is responsible for the accurate and timely recording of Leader Team proceedings and action items. Also is responsible for distribution, as appropriate, following Leader Team approval and for archiving the recordings.

Drafted by Board: Feb 17, 1999
Adopted by Board: Apr 18, 1999
Last Revised:

CCC Elder Board Policy Manual	Policy Type: Relationships
	Title: Leader Team

EXPECTED JOB PRODUCTS

Overall Strategic Plan or “Roadmap”, important milestones, and budget with a Priority Project List (PPL) (updated annually)

Regular reports verifying Ministry Team progress on financial/non-financial metrics

Regular meetings to conduct Leader Team business

Regular written reports summarizing issues and actions to church body

Congregational Meetings organized and conducted as appropriate, but at least annually for purpose of Leader (Elder) Confirmation and individual Ministry Team updates.

Drafted by Board: Feb 17, 1999
Adopted by Board: Apr 18, 1999
Last Revised:

CCC Elder Board Policy Manual	Policy Type: Relationships
	Title: Missions/Benevolence Ministry Team

Missions/Benevolence Ministry Team

The CCC Missions/Benevolence Team is established with the following definitions for Composition, Scope/Authority and Objectives.

COMPOSTION

The CCC Missions/Benevolence Team consists of a team leader appointed by the Elders and two to three members solicited by the team leader. Term of service will be two years for the leader renewable for one additional term. Term of service will be one year for each member.

SCOPE/AUTHORITY

The CCC Missions/Benevolence Team is responsible for any endeavor outside our local congregation in fulfilling our Mission and Vision.

This will encompass both physical and spiritual needs i.e. evangelizing, disciplining, planting churches, and aiding in their growth and development both overseas and in various sub-cultures of the United States.

Develop and manage programs for the missions budget.

Respond to benevolent needs as appropriate

Administer the funds allocated to the missions/benevolence.

Participation of team leader on the CCC Leader Team

JOBPRODUCTS/RESULTS

- Education and inspiration through:
 - Periodic bulletin inserts
 - Bulletin board displays
 - Maps with locations of our missionaries
 - Mission speakers and films
- Interaction and correspondence with missionaries
- Written reports to CCC Leader Team
- List of supported missions (reviewed annually)

Drafted by Board: Feb 7, 1999
Adopted by Board: Apr 18, 1999
Last Revised:

CCC Elder Board Policy Manual	Policy Type: Relationships
	Title: Worship Ministry Team

Worship Ministry Team

The CCC Worship Ministry Team (WMT) is established with the following definitions for Composition, Scope/Authority, and Expected Job Products.

COMPOSTION

The CCC Worship Ministry Team will be composed of a team leader appointed by the Elders and members solicited by the team leader. Term of service will be two years for the leader renewable for one additional term. Term of service will be one year for each member.

- a team leader
- at least two, but not more than four CCC musicians, including at least one song leader and one instrumentalist
- Senior Minister

SCOPE/AUTHORITY

The CCC Worship Ministry Team is responsible for providing relevant and inspirational Sunday morning worship services at CCC, consistent with the mission, values, and vision of Chillicothe Christian Church.

The WMT will oversee all vocal, instrumental, dramatic, technical, and personal aspects of the Sunday morning worship service. They will assist in planning, organizing, and implementing short-range (Sunday to Sunday) and long-range (monthly, quarterly, yearly) worship themes.

EXPECTED JOB PRODUCTS

- Worship services that honor God and lead people to Christ and Christlikeness
- Format, personnel, supplies, and equipment for all basic aspects of Sunday morning worship: Call to Worship, Communion and offering meditation, scripture reader, song leader, instrumentalists, and greeters
- Additional worship components (vocal teams, drama teams, praise band, testimonies) that will enhance the worship service
- Weekly Sunday morning worship music
- Monthly, quarterly, and/or yearly worship theme ideas

Drafted by Board: Feb 14, 1999
Adopted by Board: Apr 18, 1999
Last Revised:

CCC Elder Board Policy Manual	Policy Type: Relationships
	Title: Worship Ministry Team

- Written reports to the CCC Leader Team

Drafted by Board: Feb 14, 1999
Adopted by Board: Apr 18, 1999
Last Revised:

CCC Elder Board Policy Manual	Policy Type: Relationships
	Title: Christian Education Ministry Team

Christian Education Ministry Team

The Christian Education Ministry Team (CEMT) is established with the following definitions for 1) composition, 2) scope/authority and 3) expected job products.

Composition

The Christian Education Ministry Team consists of a) a team leader appointed by the Elders, b) at least two but not more than four of the Sunday School teachers, and c) the VBS Director. The team members should represent the cross section of interests from preschool to elementary, youth and adult departments. The term of service will be two years for the leader renewable for one additional term. The term of service will be one year for each member.

Scope/Authority

The Christian Education Ministry Team is responsible for the work of formal Christian teaching for the Chillicothe Christian Church (CCC). All educational efforts shall be biblically based, aim for a warm, friendly, responsive & learning climate, be supportive of the CCC mission, and be focused to promote progress toward the vision of the CCC. Areas of responsibility include: the Sunday morning Sunday School curriculum, the selection and development of teachers recommended for approval by the Eldership, the allocation of classroom space for each educational program, the CCC library and its associated activities, and the annual Vacation Bible School program and its associated activities

The teaching curriculum should be designed for efficiency of Christian growth and in such a way to build from early childhood to adulthood without redundancy of topics. Special offerings may be collected within a class for special missions or projects but teaching materials and other supplies as well as the library is be provided through the church's unified budget. From time-to-time special appeals may be made for more costly items such as commentary sets, etc. Records of measured progress should be used to promote interest, build momentum and aid the communications for Christian learning. The CEMT team leader is to participate on the CCC Leader Team.

Job Products/Results

- A Schedule of Sunday School classes and/or courses arranged by age groups or topics
- A faculty of trained and oriented regular and substitute teachers

Drafted by Board: Feb 7, 1999
Adopted by Board: Apr 18, 1999
Last Revised:

CCC Elder Board Policy Manual	Policy Type: Relationships
	Title: Christian Education Ministry Team

- A system of records showing as minimum: the number of classes, enrollment for each, attendance per class per week, number of outreach visits and finances including actual spending vs. budgetary figures
- Communications and publicity promoting participation and Christian learning.
- An annual VBS program
- A maintained library
- Written reports to CCC Leader Team

Drafted by Board: Feb 7, 1999
Adopted by Board: Apr 18, 1999
Last Revised:

CCC Elder Board Policy Manual	Policy Type: Relationships
	Title: Youth Ministry Team

Youth Ministry Team

The CCC Youth Ministry Team (YMT) is established with the following definitions for Composition, Scope/Authority, and Expected Job Products.

COMPOSTION

The CCC Youth Ministry Team will be composed of a team leader appointed by the Elders and members solicited by the team leader. Term of service will be two years for the leader renewable for one additional term. Term of service will be one year for each member.

- a team leader
- one youth leader from each of the Wednesday night youth groups
- Youth Minister (if one so employed by CCC)

SCOPE/AUTHORITY

The CCC Youth Ministry Team is responsible for the spiritual teaching and social growth of CCC youth from pre-school through high-school, consistent with the mission, values, and vision of Chillicothe Christian Church. This includes all formal and informal youth events apart from the Sunday morning Bible School and Vacation Bible School (overseen by CEMT).

These events include, but are not limited to, Wednesday night youth groups, youth group socials, special events (field trips, concerts, conventions, etc.), and special projects (children's musical and dramatic programs, service projects, mission trips, etc.)

Areas of responsibility include: the Wednesday evening youth group curriculum, the selection and development of youth sponsors recommended for approval by the Eldership, and the allocation of classroom space for each youth group program.

EXPECTED JOB PRODUCTS

- Wednesday night youth programs that are divided according to YMT-determined specific age groups
- Curriculum options for each age group
- Youth sponsors for each age group
- Internal CCC programs and events for youth (Wed night groups, socials, projects, etc.)

Drafted by Board: Feb 17, 1999
Adopted by Board: Apr 18, 1999
Last Revised:

CCC Elder Board Policy Manual	Policy Type: Relationships
	Title: Youth Ministry Team

- External CCC programs and events for youth (concerts, conventions, etc.)

Drafted by Board: Feb 17, 1999
Adopted by Board: Apr 18, 1999
Last Revised:

CCC Elder Board Policy Manual	Policy Type: Relationships
	Title: Properties Ministry Team

Properties Ministry Team

The CCC Property Team is established with the following definitions for Composition, Scope/Authority, and expected Job Products.

COMPOSITION

The CCC Property Team consists of a team leader appointed by the Elders and from two to four members solicited by the team leader. Term of service will be two years for the leader, renewable for one additional term. Term of service will be one year for each member.

SCOPE/AUTHORITY

The CCC Property Team is responsible to insure the CCC facilities conform to aesthetic and functional expectations characterized by our vision, values, and mission. The team will divide its focus in two primary areas - Maintenance Projects and New Initiatives.

- Maintenance Projects are defined as items to repair or renew existing facilities.
- New Initiatives are defined as improvements to enhance, expand, or otherwise launch new facility capability.

The team is responsible to identify projects in each of these categories, prioritize based on need, develop and communicate action plans, secure resources to implement programs, and execute plans within constraints of approved budget. Intent is to insure the facilities support the requirements of other Ministry Teams, the needs of the congregation and CCC staff. The CCC Property Team leader will be a member of the Leader Team.

EXPECTED JOB PRODUCTS

- Priority list of *Maintenance Projects* and *New Initiatives* for fiscal year
- List of major capital projects expected in yrs. 2-4 to support the overall CCC Strategic Plan (updated annually)
- Survey CCC Staff, Leader Team members, and congregation
- Maintenance Projects implemented
- New Initiatives implemented
- Facility maintained; mowing, trimming, cleaning, snow removal, routine repairs, etc...

Drafted by Board: Feb 17, 1999
Adopted by Board: Apr 18, 1999
Last Revised:

CCC Elder Board Policy Manual	Policy Type: Relationships
	Title: Properties Ministry Team

- Supplies procured (repair, maintenance, cleaning, kitchen)
- Tools organized and maintained; mowers, hand tools, power tools, etc.

Drafted by Board: Feb 17, 1999
Adopted by Board: Apr 18, 1999
Last Revised:

CCC Elder Board Policy Manual	Policy Type: Relationships
	Title: Finance Ministry Team

Finance Ministry Team

The CCC Finance Team is established with the following definitions for Composition, Scope/Authority, and expected Job Products.

COMPOSITION

The CCC Finance Team consists of a team leader appointed by the Elders and three members selected by the team leader. The team leader will function as Comptroller. The team members will serve as Trustees as required by Illinois State law. Each member will have a specific title and duty. The positions are Treasurer, Recorder, and Fiduciary. Term of service will be two years for the leader, renewable for one additional term. Term of service will be one year for each of the team members.

SCOPE/AUTHORITY

The CCC Finance Team is responsible for stewardship of the church's monetary resources and is charged to insure the integrity of CCC financial management. The intent is to assemble and propose an annual budget that supports the mission, vision, and values of Chillicothe Christian Church, secure approval of the proposed budget by the Leader Team, and manage to the budget. This team's members have specific titles, duties, and associated authority as defined below:

- *Team Leader - Comptroller*

Is responsible for assembly and management of the budget, authorization of funds to be drawn from the treasury, and administration of trust funds. Communicates needs and status vs. plan to CCC Leader Team and congregation. Also responsible to appoint members to the CCC Finance team and manage member succession. The CCC Finance Team leader will be a member of the Leader Team.

- *Treasurer*

Is responsible for the receipt, care, and disbursement of the funds (including checking and others) based on authorization of the Comptroller or his/her designee.

- *Recorder*

Is responsible for documenting all giving and providing annual accounting to members on their gifts for income tax purposes. Serves to authorize disbursements in absence of the Comptroller. Is authorized to sign checks in the

Drafted by Board: Feb 17, 1999
Adopted by Board: Apr 18, 1999
Last Revised:

CCC Elder Board Policy Manual	Policy Type: Relationships
	Title: Finance Ministry Team

absence of the Treasurer and the Fiduciary (second backup for check writing).

- *Fiduciary*

Is responsible for management of all trust fund and insurance records. Is authorized to sign checks in the absence of the Treasurer (first backup for check writing).

EXPECTED JOB PRODUCTS

- Annual budget for approval by the Leader Team
- Income, gifts, and trusts received, recorded, & deposited as assigned to the church
- Bills approved, funds dispersed and cared for as required consistent with the budget
- Monthly financial summary of performance to plan
- Communication of needs, progress, and variances to Leader Team and congregation
- Record and reports of personal giving to individual members on an annual basis for income tax purposes
- Management of trust funds and facility insurance records

Drafted by Board: Feb 17, 1999
Adopted by Board: Apr 18, 1999
Last Revised:

CCC Elder Board Policy Manual	Policy Type: Relationships
	Title: Frontline Ministry Team

Frontline Ministry Team

The CCC Frontline Ministry Team is established with the following definitions for Composition, Scope/Authority, and expected Job Products. This is expected to be a diversified outreach team.

COMPOSITION

The CCC Frontline Team consists of a team leader appointed by the Elders and from two to four members solicited by the team leader. Term of service will be two years for the leader, renewable for one additional term. Term of service will be one year for each member.

SCOPE/AUTHORITY

The CCC Frontline Team is responsible to:

- Help promote the evangelistic outreach from within the congregation
- Find, equip, and empower additional evangelistic leaders, developing a diversified evangelistic team that will extend the outreach of CCC
- Innovate and build high-impact outreach events and ministries
- Advertise CCC outreach events in the community through as many means possible (member invitations, media, signage, etc.)
- Track and follow-up guests/visitors to CCC
- Hold internal congregational hospitality events as appropriate.

EXPECTED JOB PRODUCTS

- Active sub-bubbles for:
 - Visitor Follow-up and
 - Advertising and Promotion, and
 - more sub-bubbles to be added as needed
- Several high-impact outreach events throughout the calendar year
- Advertising and promotion of CCC events
- Prompt and effective visitor follow-up
- Baby Showers, Funeral Dinners, Wedding Showers, Anniversary Events

Drafted by Board:
Adopted by Board:
Last Revised:

CCC Elder Board Policy Manual	Policy Type: Relationships
	Title: Frontline Ministry Team

- Congregational Fellowship Dinners

Drafted by Board:
Adopted by Board:
Last Revised:

CCC Elder Board Policy Manual	Policy Type: Relationships
	Title: Role and Involvement of Non-Members

Role and Involvement of Non-Members

The role and involvement of non-members is documented to establish and maintain consciously high expectations for ourselves and others in the church. We believe it is better to set a high threshold for on-going involvement than to allow early non-member influential involvement before formal commitment is professed.

While we fully expect and encourage part-time, fill-in, or temporary non-teaching roles for non-members, we require church membership for all appointed ministry team members and all teaching staff of the Chillicothe Christian Church.

To introduce areas of service and encourage early involvement and participation, non-member believers may be selected and invited for one-time-only or short-term areas of service as fitting their giftedness. In addition, non-believers may be selected and invited for one-time-only or short-term areas of service that does not negatively impact church doctrine or behavior.

Our goal is work toward rapid assimilation of newly attending non-believers and believers. For the non-believer, we continually advocate salvation and reception of the Holy Spirit. For the relocated believer, we encourage a timely decision to place membership and become formally affiliated with this local church *family of love and truth*.

Drafted by Board: May 21, 2000
Adopted by Board: Aug 23, 2000
Last Revised:

CCC Elder Board Policy Manual	Policy Type: Relationships
	Title: Monitoring of Performance

Monitoring and Performance

The board has the moral, *ethical*, legal and *personal* responsibility to monitor financial and non-financial progress of the church. To aid in communications and make reporting optimized in format and time requirements, the following “dashboard” been identified.

Attendance/Giving Monitor - Monthly

- *Worship, Sunday School, Total Giving, Per Capita Giving, and Number of people participating in a Small Groups*
- *3 Month Rolling Avg. - Undesignated funds in checking plus savings should be maintained at a target 3 month summed rolling average of monthly expenditures (investments) to accommodate normal operations. Additionally, the checkbook account balance should be managed to never fall below \$3000 minimum.*

Decisions - Quarterly

- *Baptisms and Transfers*
- *Baptism to Net Transfers Ratio (Goal of “> 50%” to show “leading people to Christ”)*

Regular Giving Units (RGU) Trend monitoring - Quarterly

1. ~~the # of RGUs – an RGU is defined as a family or individual who has given financial offerings to the church “general fund” in such a way that it can be recognized for their tax records. (Giving marked for special funds or designated areas is not to be included in this metric) “Regular” is defined as those who gave two or more times per month for weekly givers, or two of the last four months for monthly givers, or by any other reasonable analysis whereby giving can be shown to be regular. “Giving” is defined as financial offerings to the church. “Unit” is defined as a family or individual.~~
2. *RGU Average - the average weekly giving of all RGUs combined for the quarter. This is the total giving of the RGUs divided by the number of RGUs (note: this is not the total offerings from all sources to the church but is just the offerings from the RGUs).*
3. *RGU Goal is = or > 30% of Worship attendance for that quarter*

Involvement Ratio (% of Membership with a personal ministry involvement) – Annually

Drafted by Board: Jul 18, 1999
Adopted by Board: Nov 22, 2000
Last Revised: Aug 5, 2002

CCC Elder Board Policy Manual	Policy Type: Relationships
	Title: Monitoring of Performance

Church health metrics in the following areas: empowering leadership, gift-oriented ministry, passionate spirituality, functional structure, inspiring worship, evangelistic small groups, need-oriented evangelism, and loving relationships – Annually.

Leader Development (~~Leadership Training Seminar and Leader Orientation~~)- *and Team Training - Annually*

Drafted by Board: Jul 18, 1999
Adopted by Board: Nov 22, 2000
Last Revised: Aug 5, 2002

CCC Elder Board Policy Manual	Policy Type: Relationships
	Title: Guidelines for Handling Criticism

Guidelines for Handling Criticism

Those in leadership positions can expect to receive complaints and criticism from others in the church. The New Testament takes accusation and divisive behavior extremely serious. The following procedure is based on a commitment to the principles found in Matthew 18:15-20 (note the larger context is “forgiveness!”); Galatians 2:11; I Timothy 5:17-20, and Titus 3:10-11.

If any church leader (elder, minister, ministry team leader, small group leader, SS teacher, etc.) receives a complaint or criticism about another leader, the following course of action should be followed to insure fair treatment of all parties:

1. The leader shall assist the accuser in discerning if the contention is an issue of sin, doctrine, or personal preference. The leader shall then encourage the accuser to approach the accused leader in the hope of resolution. That failing,
2. The leader shall accompany the accuser to approach the accused leader in hope of resolution. That failing,
3. The leader shall present the issue to the Personnel Committee* who will gather facts and meet with the accuser, the accused leader, and any other significantly helpful person(s) in hope of resolution. That failing,
4. The Personnel Committee* shall bring the issue before the Elders after having notified the accused leader of their intentions and confirming that he/she will be present at the meeting.

* Personnel Committee shall consist of the Sr. Minister and Chair of the Elders

Most conflict in the church is not over “right” vs. “wrong” (doctrinal) issues. Most conflict is over misunderstanding, poor communication, and personal preference differences. With this in view, the goal is to reconcile relationships.

Should the conflict be due to sin, then the goal is confession and spiritual reconciliation.

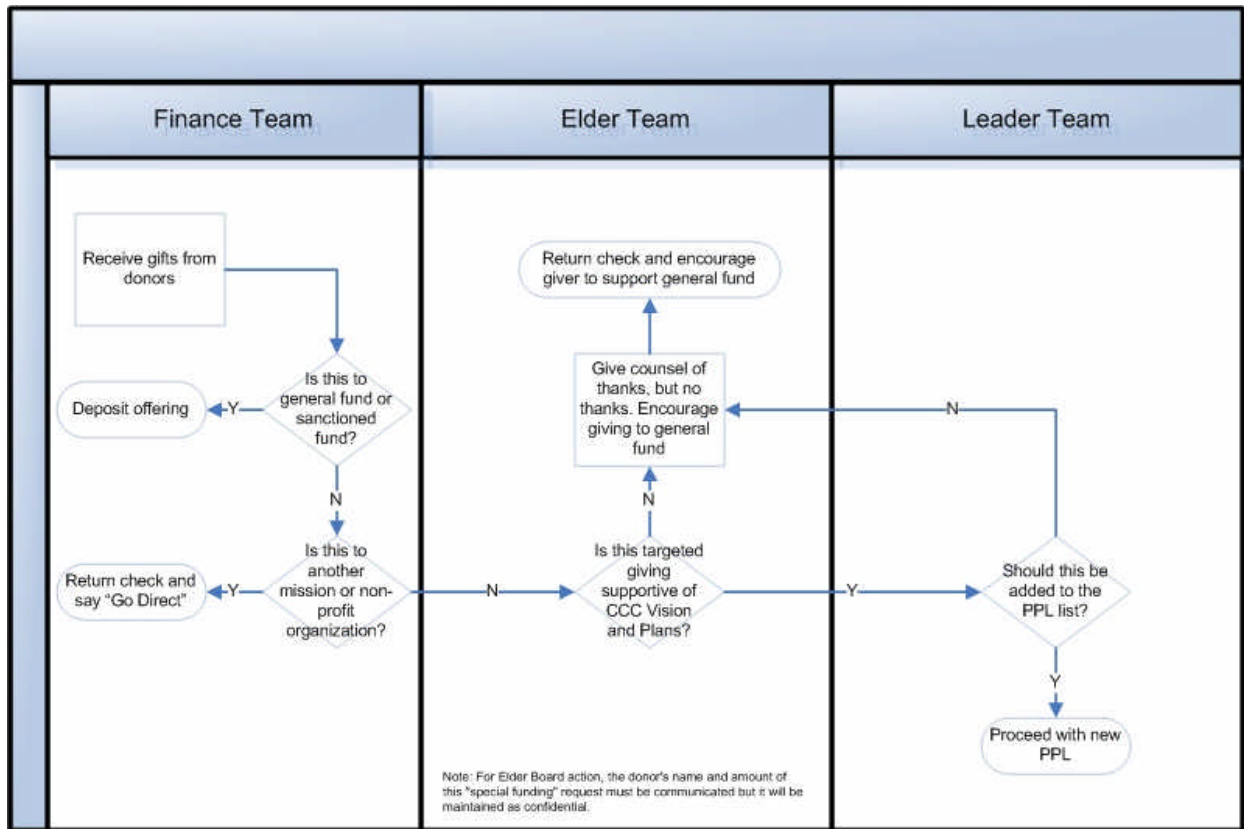
This policy should be applied, with grace, on a case-by-case basis with the overall goal to assure we remain true to our vision, values, and mission - to grow together in Christlikeness.

Drafted by Board: Nov 22, 2000
Adopted by Board: Jan 25, 2001
Last Revised:

CCC Elder Board Policy Manual	Policy Type: Relationships
	Title: Guidelines for Dealing with Non-Sanctioned Giving

Guidelines for Dealing with Non-Sanctioned Giving

Occasionally a giver, for whatever reasons, may designate giving to an area that is not sanctioned by the Chillicothe Christian Church. The following is a logic chart for appropriate actions.



Drafted by Board: May 18, 2003
Adopted by Board:
Last Revised:

Policy Type: Limitations

CCC Elder Board Policy Manual	Policy Type: Limitations
	Title: General Constraints

General Constraints

The Elder Board has the desire to maximize the empowerment of staff and volunteers to have freedoms to accomplish goals and actions that optimize the progress toward the vision. The following are general constraints that define the boundaries under which all stake holders are to adhere. The following defines the boundaries:

- No unethical practices or operations in conflict with Biblical and accepted standards of integrity or our documented values.
 - No violation of commonly accepted business or professional ethics
 - No secret operations (other than confidential personnel matters) and no deceptive promotion of the institution or its products and services
 - No operations counter to or in conflict with the mission and purpose
 - No intermingling of operating funds with designated funds or accounts
- No unlawful practices
 - No violation of governmental federal and state laws
 - No failure to make tax and other government-ordered payments or filings
- No unprofessional or imprudent practices
 - No engagement in an activity or communication that knowingly can lead to or appear to result in conflict of interest, including acceptance of financial goods or other benefits that might influence actions or decisions
 - No loss of funds due to 'ignorance' or impropriety
 - No insufficient maintenance practices on physical resources
 - No unnecessary exposure of the board or staff to claims of liability
 - No more than moderate risk with any loan or investment
 - No failure to protect information, files, and intellectual property from loss or damage.
 - No failure to insure against theft and casualty losses to at least 80% of replacement value and

Drafted by Board: Oct 30, 2002
Adopted by Board:
Last Revised:

CCC Elder Board Policy Manual	Policy Type: Limitations
	Title: General Constraints

- No fiscal jeopardy liability insurance less than \$ 1 million in any risk category.
- No unbiblical dealings with leaders, supporters, staff, volunteers, missionaries or other stakeholders (any persons with an interest in progress).
 - No failure to settle payroll and debts in a timely manner.
 - No operations with paid staff without clarified and visible personnel procedures and practices
 - No discrimination in relation to race, gender, or ethnic heritage
 - No barring of a complaint to the Elder Board when internal procedures have been exhausted and the person alleges a) that Elder Board policy has been violated to his or her detriment or b) that the Elder Board policy does not adequately protect his or her human rights.
- No disregard for fiscal responsibility
 - No operations without a financial budget plan for the fiscal year.
 - No material budget deviations from the focus of Vision policy priorities
 - No budget that contains too little information with a credible projection of revenue and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions.
 - No budget projection for any fiscal year of more funds than are conservatively projected to be received in that period.
 - No annual expenditure of more funds than are available in the fiscal year.
- No arbitrary commitment of resources
 - No purchase, acquisition, commitment or expenditure of funds or capital, beyond \$ 500 value without Leader Team approval.
 - No single budgeted item purchase or commitment of greater than \$ 50 value without prior Team Leader approval.
 - It is not permitted to break up larger cost items to circumvent the approval process (Don't try to beat the system!)
 - No acquisitions, encumbrances, debt financing or disposal of real property without prior Elder Board approval

Drafted by Board: Oct 30, 2002
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Last Revised:

CCC Elder Board Policy Manual	Policy Type: Limitations
	Title: General Constraints

- No financial drawdown below the Elder Board-approved contingency reserve plan of:
 - i. a targeted reserve of three months rolling avg. income
 - ii. a minimum reserve allocation of one month rolling avg. income.
- No operational indebtedness beyond what can be repaid by unencumbered revenues within 60 days.

(The goal is to always have at least a 3 month rolling average in savings. Any team that would remove funds from savings that would drop the savings balance below the 3 month average must have a plan to repay within 60 days. If two teams wanted to pull funds from savings that would lower the savings balance below the one-month rolling average, one of the teams would have to wait.)

- No targeted deficit annual spending

(The goal is to always plan the operational investment spending on an annual basis to not exceed the total giving of the people,)

- No failure to acquaint pertinent stakeholders with expectations of policy

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Attachments to Policies

CCC Elder Board Policy Manual	Policy Type: Attachment
	Title: Elder’s Annual Agenda

Elder’s Annual Agenda

**2002 Annual Agenda
CCC Elders**

Jan-Feb - Annual Elders Strategic Thinking Session
 Jan-Feb - Annual Metrics Summary of Last year(,)
 Jan-Feb – When do we get “Natural Church” “involvement” & “friendliness” metrics
 Jan-Feb – Ordination plan for new elder(s)
 Jan-Feb – Courtesy review of Staff Goals for the year (strategic plan).

Mar-Apr - Annual Leadership orientation for growing future leaders
 Mar-Apr – clarify “Core Beliefs Policy”
 Mar-Apr – update “Teams Policy” (incorporate new teams, etc)
 Mar-Apr - Cong Update
 Mar-Apr - Quarterly Metrics Report

June-July - Cong Update
 June-July - Quarterly Metrics Report
 June-July – clarify “Limitations” (to clarify plan to not overspend in operations.)
 June-July – clarify “Metrics Policy” – to clarify the terms

Aug-Sept - Cong Update
 Aug-Sept. - Quarterly Metrics Report

Oct - Establish Nomination Team

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CCC Elder Board Policy Manual	Policy Type: Attachment
	Title: Elder’s Annual Agenda

Oct – Kick off next year Goal Setting and Budget Preparation

Nov - Perform Annual Sr. Minister Evaluation

Nov - Recommend Sr. Minister Salary Adjustment for next year.

Nov - Review Staff Goals for next year.

Nov - Provide Elder input to the budgeting process for next year.

Nov - Appoint team leaders for next year.

Dec - Cong Update (Confirm new elders and “endorse the vision”)

Dec - Quarterly Metrics Report

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Last Revised:

CCC Elder Board Policy Manual	Policy Type: Attachment
	Title: Ministry Team Leaders

Ministry Team Leaders

2-year appointments for 2005 thru 2006

<i>Worship</i>	Leader: Kim Borquist _____	Assistant: _____
<i>Christian Ed</i>	Leader: Rita Waller _____	Assistant: _____
<i>Finance</i>	Leader: Lois Lee _____	Assistant: _____
<i>Youth</i>	Leader: Rusty Richards _____	Assistant: _____
<i>Missions</i>	Leader: Norma Crow _____	Assistant: _____
<i>Properties</i>	Leader: Everett Faulkner _____	Assistant: _____
<i>Frontline</i>	Leader: Yvonne Tucker _____	Assistant: _____

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CCC Elder Board Policy Manual	Policy Type: Attachment
	Title: Dedication of CCC Leadership

Dedication of CCC Leadership

Today we celebrate God's gift of faithful leadership for his people. We joyfully thank him for leaders who are serving well and continuing their terms of office. And we praise him for providing new leaders.

****In the leadership of the church we see the love of Christ for his people. As the Lord of the church he appoints leaders and by his Spirit equips them, so that his church can be equipped to lead people to Christ and grow together in Christ-likeness. He also taught us the spirit of true leadership when he said, "Whoever wants to become great among you must be your servant, and whoever wants to be first among you must be your slave--just as the Son of Man did not come to be served, but to serve, and to give his life as a ransom for many" (Matt. 20:26- 28).

****Elders serve by governing the church in Christ's name. They are responsible for the spiritual well-being of God's people, as described in 1 Peter 5:2 : Be shepherds of God's flock that is under your care, serving as overseers--not because you must, but because you are willing, as God wants you to be. They must provide for Biblical preaching and teaching, present visionary strategies and policies, and give faithful counsel and discipline while keeping in confidence those matters entrusted to them. They must also promote fellowship and hospitality among believers, ensure good order in the church, and be an example of godly living to all people.

****Deacons and Team Leaders serve by meeting the needs of the church. Their functions are described Biblically in passages like Romans 12:7-8: If it is serving, let him serve; if it is teaching, let him teach; if it is encouraging, let him encourage; if it is contributing to the needs of others, let him give generously; if it is leadership, let him govern diligently; if it is showing mercy, let him do it cheerfully.

They are therefore called to assess physical and property needs, promote stewardship and financial responsibility, collect and disburse resources for missions and benevolence, provide inspirational worship services, and develop programs for Christian education and youth.

****These tasks of elders and deacons and team leaders call for believers who are Christ-like, who are mature in the faith, and who perform their ministries with prayer, patience, and humility.

****Now we intend to dedicate our elders and deacons and team leaders and to recognize them for their terms of service in this congregation. Those serving as elder

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CCC Elder Board Policy Manual	Policy Type: Attachment
	Title: Dedication of CCC Leadership

are (names). Those serving as deacons are (names). Those serving as team leaders are (names).

****To express your acceptance of these ministries, you are asked to stand, and here in the presence of God and his church, to answer the following questions:

****Do you believe that in the call of this congregation God himself is calling you to these vital ministries?

****Do you believe that the Old and New Testaments are the Word of God, the only infallible rule of faith and life?

****Do you subscribe to the doctrinal standards of this church, rejecting all teaching which contradicts them?

****Do you promise to do the work of your ministries faithfully, in a way worthy of your calling as servants of Christ himself?

****Answer [by each] : I do, with God's help.

The minister shall then say [the laying on of hands at this point is optional]:

****God our heavenly Father, who has called you to these vital ministries, guide you by his Word, equip you with his Spirit, and so prosper your service that his church may increase and his name be praised. In Jesus' name, Amen.

Charge to the Elders

****I charge you, elders, to "guard yourselves and all the flock of which the Holy Spirit has made you overseers. Be shepherds of the church of God, which he bought with his own blood" (Acts 20:28). Be a friend and Christ-like example to children. Give clear and cheerful guidance to young people. By word and example, bear up God's people in their pain and weakness, and celebrate their joys with them. Hold in trust all sensitive matters confided to you. Encourage the aged to persevere in God's promises. Be wise counselors who support and strengthen the pastor. Be compassionate, yet firm and consistent in rebuke and discipline. Know the Scriptures, which are "useful for teaching, rebuking, correcting and training in righteousness" (2 Tim. 3:16). Pray continually for the church. Remember at all times that if you would truly give spiritual leadership in the household of faith, you must be completely mastered by your Lord (1 Tim. 3:2-7).

Charge to the Deacons and Team Leaders

****I charge you, deacons and team leaders, to inspire faithful service in this congregation. Remind us that "from everyone who has been given much, much will be

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CCC Elder Board Policy Manual	Policy Type: Attachment
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demanded" (Luke 12:48b). Teach us by your example to be faithful in God's work. Prompt us to seize new opportunities to worship God with offerings of wealth, time, and ability. Let your lives be above reproach; live as examples of Christ Jesus; look to the interests of others.

Charge to the Congregation

****I charge you, people of God, to receive these servant-leaders as Christ's gift to the church. Recognize in them the Lord's provision for healthy congregational life. Hold them in honor; take their ministries seriously; respond to them with obedience and respect; accept their help with thanks. Sustain them in prayer and encourage them with your support. Acknowledge them as the Lord's servants among you.

****Do you, congregation, pledge to receive them as you have been charged?

****Answer [by the congregation in unison]: We do, with God's help.

Prayer

**** Our Father in heaven, we thank you that you have provided faithful and gifted people to serve as elders and deacons and team leaders. As these new servant-leaders assume their responsibilities, fill them with your Spirit, endow them with your wisdom, and grant them strength. Make them faithful workers in your vineyard. Under their guidance may your church grow in every spiritual grace, in faith which is open and unashamed, and in the committed service that promotes your Kingdom in this world. Help them to perform their duties with enthusiasm and humility. In their work, grant them a sense of sustained worship which is rooted in daily adoration of you, their Lord. Through them may your name be honored and may your church truly be a family of love and truth.

****Help us, your people, to accept them gladly, encourage them always, and respect them for the sake of your precious Son, our Lord, in whose name we pray. Amen

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