CHILLICOTHE CHRISTIAN CHURCH POLICY MANUAL

Policies of the Chillicothe Christian Church Elder Board

Chillicothe Christian

A Family of Love and Truth

The mission of the Chillicothe Christian Church is:

"To lead people to Christ and grow together in Christlikeness."

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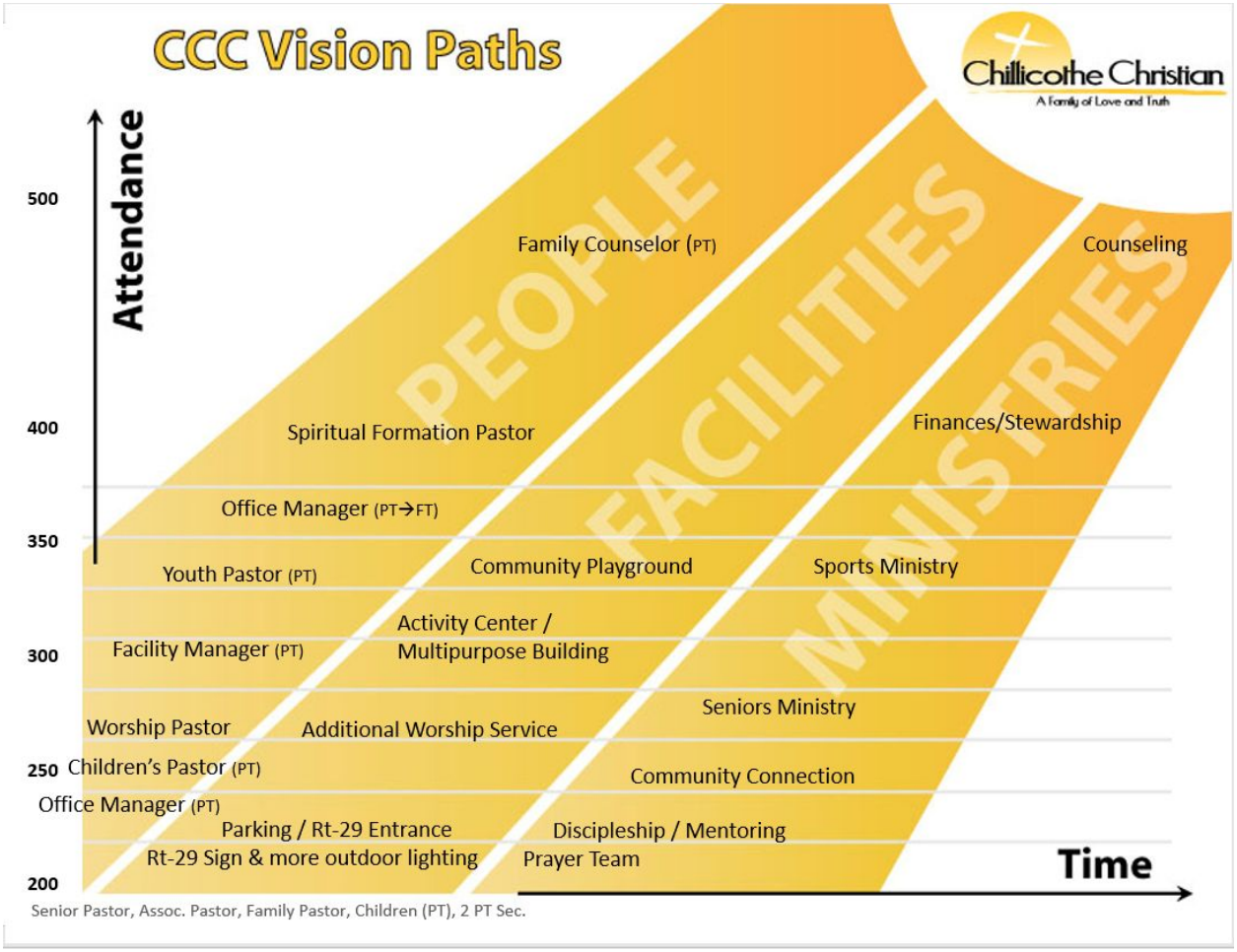
Vision Policies

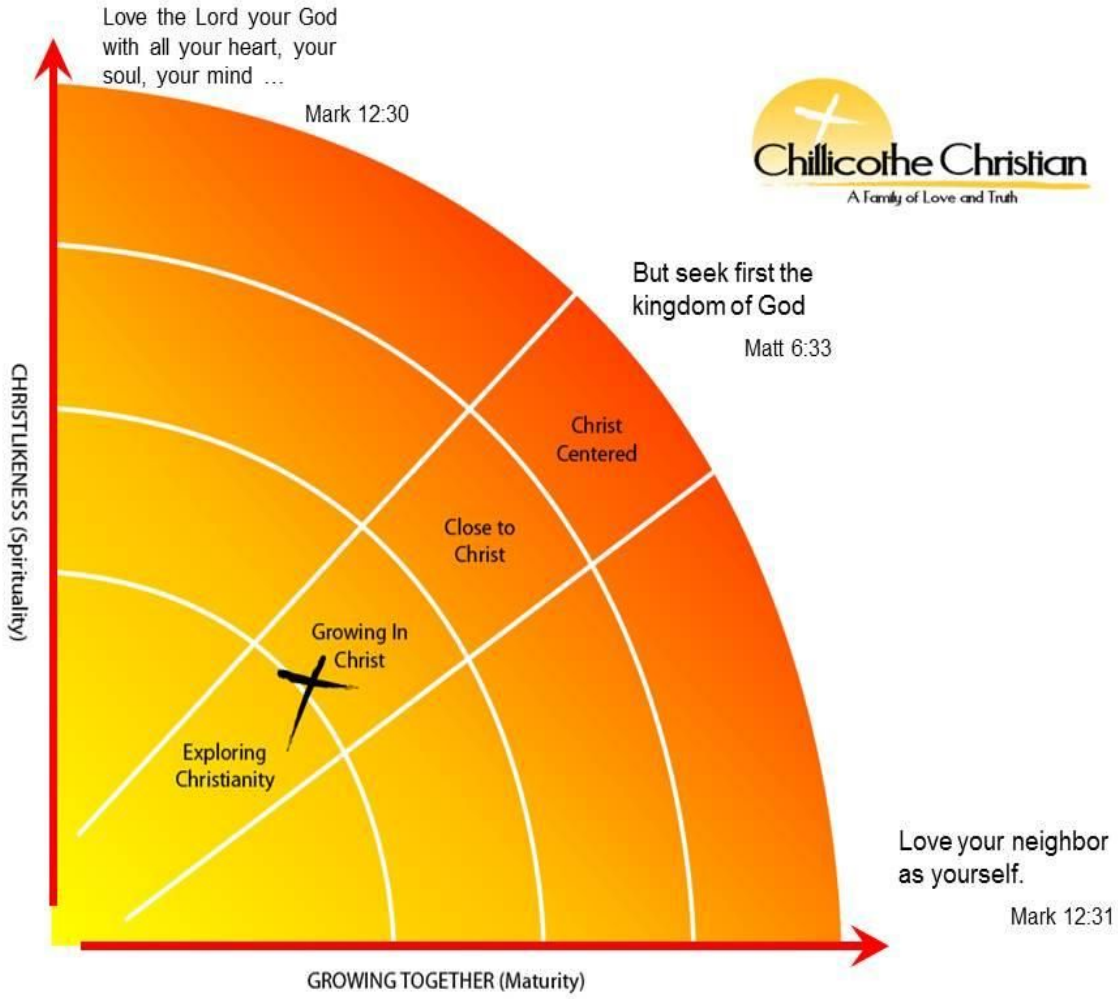
Vision

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".




Love the Lord your God with all your heart, your soul, your mind …
Mark 12:30
Chillicothe Christian
A Family of Love and Truth
But seek first the kingdom of God
Matt 6:33
Christ Centered
Close to Christ
Growing In Christ
Exploring Christianity
CHRISTLIKENESS (Spirituality)
Love your neighbor as yourself.
Mark 12:31
GROWING TOGETHER (Maturity)

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, interactive 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)

SWOT Analysis

Understanding the strengths, weaknesses, 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 of or 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

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 ✔ *praise the Lord!*
- 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

Policy Type: Governance Process

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

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

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.

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

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. Prayer -- We do all things in prayer. We seek to be a house of prayer.
3. Integrity -- This includes responsibility and accountability, and will produce both the trust of God's people and the blessings of God Himself.
4. Collaborative Leadership -- Leadership and teamwork, which yields unity.
5. 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.
6. 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.

Elder Board Role and Job Products

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

In addition, the Elder Board has the following duties under Article IV of the by-laws of the Chillicothe Christian Church:

ARTICLE IV

Officers, Duties, and Compensation

Section 1. The officers of the church shall consist of the elders and treasurer.

Section 2. Duties of the officers and staff

b) The elders of the church shall discharge the duties of their office as set forth in the New Testament scriptures, and such other duties as outlined in the Chillicothe Christian Church Policy Manual.

c) The officers and staff shall perform such duties as required by the laws of the State of Illinois, and such other duties as outlined in the Chillicothe Christian Church Policy Manual

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 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

Board Chair Role and Job Products

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

In addition, the Board Chair serves in the office of President under Article IV Section 4 of the by-laws.

> Section 4. The officers of the church corporation shall be a President (chairman of the elder board), a Secretary (the secretary of the elder board) and a Treasurer (the treasurer as outlined in the Chillicothe Christian Church Policy Manual).
>
> a) The President shall shall preside at all meetings of the members of the elder board. He may sign, with the Secretary or other proper officers of the church corporation authorized by the elder board, deeds, mortgages, bonds, contracts, or other instruments which the elder board has authorized to be executed, except in cases where the signing and executing thereof shall be expressly delegated by the officers or by these By-Laws or by statute to some other officer or agent of the church corporation, and shall perform all duties incident to the office of president and which other duties as may be then prescribed by the elder board from time to time.

Job Products:

- Elder Board Agendas (consistent with policy governance) and meeting announcements

- Elder Board annual appointment of Team Leaders
- 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.

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

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
    b) showing the current roster of leaders and their terms
    c) inviting nominations, using an attached nomination form, by late October
    d) reminding members of the elder qualifications of Titus 1 and I Tim 3
    e) 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.
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.
    f) Feedback will be provided back to the Nomination Team
    g) Any negative feedback must be accompanied by a scriptural reason
    h) 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.
    i) Terms of service are to be staggered
    j) Three classes will be maintained to promote leadership continuity

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"

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?

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.

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.

Shepherding Policy

1. On Tuesday following the last Sunday of every month, the Office Secretary will compile, from the Church's membership database, a list of all those members and regular attendees who have missed at least three Sundays.
2. The list will then be given to Connections Pastor, 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.

Policy Type: Relationships

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
- Oversee and manage the small group ministry

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
- 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
- Small group plans and curriculum resources to coincide with sermons

- 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)

Role and Job Products of the Associate Pastor of Youth and Connections

ROLE

General

- The Associate Minister is a member of the pastoral staff of CCC and is selected by the Senior Minister and Elders for ongoing service.
- Assist the Senior Minister with preaching and teaching
- Participate in shepherding of the flock
- Communicate and promote the values and vision

Connections:

- Responsible for the assimilation and integration of CCC guests and members under the direction and leadership of the Senior Pastor through oversight of various systems and programs.
- Responsible for the oversight of guest services including parking and the Welcome Team (greeters, coffee bar, and Welcome Center.)
- Responsible for the system and strategy to follow up with guests leading to a genuine sense of belonging, helping them engage in contribution, participation, and service through volunteer development and placement in ministry both inside and outside the church.

Youth

- Responsible for the planning and execution of the youth ministry program at CCC, including special events and mission trips.
- Coordinate with the Family Ministry Director to ensure the Youth Ministry Program aligns with Family Ministry's mission and vision to ensure engagement and care of students (Jr.High & High School) as they transition into engaged, active adults.
- Communicate with parents regarding scheduling and programming of the CCC Youth Ministry Program.
- Responsible for the development of Youth volunteers through team meetings and engagement in spiritual growth opportunities.
- Be present (as reasonably allowed) at youth sporting events and competitions in order build trust and relationships with students, parents, and potentially school staff in the IVC and Midland school areas.

SCOPE/RESPONSIBILITY

- Guest Follow-up: Responsible for the strategy and systems CCC uses each week to follow up with visitors, allowing them to gain a sense of care from the staff and

volunteers. Work with the Senior Pastor to establish a discipleship path designed to move guests from visitor into becoming a mature and contributing member of CCC.

- Volunteer Mobilization: Responsible for the strategy and systems CCC uses to encourage regular attenders to contribute and participate in the ministries inside and outside of the church.
- Encouragement & Feedback: Responsible for the strategy and systems allowing for volunteers and guests to give regular feedback and evaluation to the staff, while at the same time encouraging and motivating the volunteers to grow and developing their skills and passion for ministry.
- Accountability and Collaboration: The primary vehicles for teamwork (but not limited to) will be Staff meetings (weekly) and Leader Team meetings (monthly).
- Youth Programming: In alignment with the vision of the Director of Family Ministry, coordinate and lead youth programs, events, and trips. Maintain effective communication to students and parents through social media, email, and other media. Engage with and support students on a regular basis outside of church programming as time allows (rugby, school plays, going out to lunch, etc.)
- Shared Role: Outreach Events: The Associate Pastor will work closely with the Director of Family Ministries and the Senior Pastor on the planning and execution of “All Church” events throughout the year (Holiday Services, 4th of July in the Park, Big Day, and others as they arise,) focusing on the planning, advertising, and recruitment phases of the event.
- Budgets: Developing, submitting and managing of budgets, forecasting and expenses for each ministry under the scope of Youth and Connections.
- Staff and Volunteer Management: The Associate Pastor is responsible for creating an environment that attracts, develops, and empowers the staff and volunteer leaders through clear communication of vision and goal with regular and consistent evaluation; providing conduits for feedback and systems for improvement and growth. Success in this role will bet set accomplished by prioritizing an investment in ministry leaders.
- Evaluation of this role will be performed on a quarterly basis by the Senior Pastor and an Elder representative.

<u>JOB PRODUCTS/RESULTS</u>

- Annual ministry plan for Connections developed with the Senior Minister, approved by the Elder Board, with progress updates at least quarterly
- Annual ministry plan for Youth developed with the Senior Minister and Family Ministry Director, approved by the Elder Board, with progress updates at least quarterly

Role and Job Products of the Family Ministry Director

The CCC Family Ministry Director position is established with the following definitions.

SCOPE/RESPONSIBILITY

General

The Family Ministry Director will be dedicated to growing young Christians (children/youth) and strengthening the entire family unit. The position will provide dynamic leadership, direction and supervision for the outreach, fellowship, faith formation, mission and worship for children, youth and their families. This is a full time position.

The Family Ministry Director reports directly to the Senior Pastor.

Primary Responsibilities

1. Define and implement a Family Ministry strategy for Chillicothe Christian Church, including family outreach, education, service and worship opportunities.
2. Oversee the children and youth programs, building the quality of these programs as well as training and equipping the volunteer staff.
3. Provide leadership to the staff and volunteer Team Leaders for children, youth, men and women's programs to identify and implement a calendar of events that balance the needs of birth to senior programs, with a focus on equipping and growing families.
4. Collaborate with the Associate Pastor of Youth and Connections to identify and implement the Family Discipleship strategy, including content and format of adult classes and/or small group opportunities to equip families.

Other Responsibilities

1. Coordinate with the Associate Pastor of Youth and Connections to ensure that youth programming aligns with the overall Family Ministry strategy and children's programs.
2. Manage the volunteer schedule to insure staffing for weekly programs.
3. Insure adherence to or improvements to safety policies (children's check-in process, background checks for volunteers, etc.)
4. Collaborate with the Senior Pastor to identify opportunities for family worship, congregational curriculum series, and other means of building families within the church community.
5. Plan and manage the budget for children, youth and family ministries.
6. Perform any other duties as assigned by the Senior Pastor.

JOB PRODUCTS/RESULTS

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

Job Products:

- Staffed Ministry Team
- Accomplished Ministry Team Goals

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 complementary 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 lifelong experience
- clarify information as they gain input
- make timely knowledge-based decisions.

The team structure is shown conceptually below.

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 leader team 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.

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 the purpose of Leader (Elder) Confirmation and individual Ministry Team updates.

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)

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

  Term of service will be two years for the leader renewable for one additional term

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

  Term of service will be one year for each member

- Senior Minister

SCOPE/AUTHORITY

The CCC Worship Ministry Team is responsible for providing:

- Relevant and inspirational Corporate worship services at CCC
- Consistent with the mission, values, and vision of Chillicothe Christian Church
- The WMT will oversee all vocal, instrumental, dramatic, organizational,and personal aspects of the Corporate 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 support the mission and vision of CCC
- Format, personnel, supplies, and equipment for all basic aspects of Corporate worship:
- Call to Worship, communion and offering meditation (handled by senior minister), scripture reader, song leader, instrumentalists
- Additional worship components (vocal teams, drama teams, praise band, testimonies) that will enhance the worship service
- Equipment and other technology related to and necessary for worship services
- Weekly Corporate worship music
- Assistance in monthly, quarterly, and/or yearly worship theme ideas
- Written reports to the CCC Leader Team
- Weekly Sunday morning worship music

- Monthly, quarterly, and/or yearly worship theme ideas
- Written reports to the CCC Leader Team

Children's Ministry Team

The Children's Ministry Team (CMT) is established with the following definitions for 1) composition, 2) scope/authority and 3) expected job products.

Composition

The Children's Ministry Team consists of a) a team leader, b) pre-school and nursery sub-team, c) Children's Sunday School and Kid's Church sub-team. 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 Children's Ministry Team responsibilities include: curriculum, the selection and development of teachers, the allocation of classroom space for each educational program, documentation of and compliance to safety policies (including but not limited to check-in & out process, volunteer background checks, classroom access, adult/student ratios), family engagement, and Vacation Bible School.

The Children's Ministry Team oversees the nursery through elementary age children/classes. Junior high and high school classes belong to the Youth Ministry Team. Adult classes belong with the Small Group Team.

The teaching of curriculum should be designed for efficiency of Christian growth and in such a way to build from early childhood until the teenage years with proper scope and sequence. Special offerings may be collected within a class for special missions or projects but teaching materials and supplies as well as the library is to be provided through the church's unified budget. Records of measured progress should be used to promote interest, build momentum and aid the communications for Christian learning. The Children Ministry 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 and classroom helpers
- A system of records showing as minimum: the number of classes, enrollment for each and attendance per class per week
- Communications and publicity promoting participation and learning
- Written reports to CCC Leader Team
- Communications and publicity promoting participation and Christian learning.
- An annual VBS program
- A maintained library
- Written reports to CCC Leader 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 junior high 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, weekly 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.)
- External CCC programs and events for youth (concerts, conventions, etc.)

Property 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, 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.

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

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, 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 (no need for annual elections). 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.

  In addition, the Finance Team Leader serves in the role of Treasurer under Article IV Section 4 of the by-laws.

  Section 4. The officers of the church corporation shall be a President (chairman of the elder board), a Secretary (the secretary of the elder board) and a Treasurer (the treasurer as outlined in the Chillicothe Christian Church Policy Manual).

  b) If required by the elder board, the Treasurer shall give a bond for the faithful discharge of his duties in such form and with such surety or sureties as the elder board shall determine. The Treasurer shall have charge and custody of and be responsible for all funds and securities of the church corporation; receive and give receipts for monies due and payable to the church corporation from any source whatsoever, and deposit all such monies in the name of the church corporation in such banks, trust companies or other depositories; and in general, perform all the duties incident to the office of treasurer and such duties as from time to time as may be assigned to him by the elder board.

- *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 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

Connections Team

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

COMPOSITION

The Connections Team consists of a) team leader, b) Coordinator, c) HOST Coordinator, and d) Follow-Up Call Coordinator. 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 CCC Connections Team's responsibility is to give guests the best possible opportunity to develop a lasting relationship with Jesus by intentionally providing next steps to move them into membership and ministry! The CT will build systems and sub-teams to encourage first-time guests to continue coming back until they see and understand Gods power, accept Jesus as their Savior and commit themselves to the local church through membership and ministry!

The 4 main areas of the CT's concentration are

1) Pre-service Experience – including all Hosts, Greeters and Welcome Center Attendants (the first 7-minutes of someone's visit, "street to seat", focus on providing an atmosphere for relationships between members and guests.
2) Post-weekend Follow-up (gifts, emails, letters, visits, phone calls, surveys---Focusing on securing a return from last Sundays first-time guests, not chasing down guests from months ago.
3) Membership Class
4) Training the Leader Team (utilizing them in the pre-service, membership classes and other connection events).

EXPECTED JOB PRODUCTS

- First time guests are returning for a second and third time, developing relationships (someone to know) and a responsibility (something to do).
- A follow-up system that is Fast, Friendly and Functional.
- Guests are given the opportunity to get plugged into a Small Group, Fun Event or Service Team within 6 months.
- Guests taking steps of Connection (Accepting Jesus, Baptism, Membership, Joining a Small Group, Joining a Ministry Team).
- The Church becoming both a front door church (1st contact through worship service) and a side door church (1st contact through a ministry).
- Research data to calculate our Assimilation Rate ***(Fusion, Nealson Searcy - pg. 31-37)***

Small Group Team

The Small Group Team is established with the following definitions to Composition, Scope/Authority, and expected Job Products.

COMPOSITION

The CCC Small Group Team consists of a team leader appointed by the Elders and the small group leaders. The number of small group leaders varies. The team leader will serve as a resource for curriculum selection and small group leader development. The Small Group Team members act as ambassadors for small group involvement.

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 Small Group Team is responsible for shepherding members of CCC through small groups that promote spiritual and relational growth. The three purposes of small groups are to connect to God, connect to each other, and connect to the unconnected. In order to accomplish these goals, the Small Group Team assists with choosing curriculum, developing a sense of community, and continually engaging more people in small groups.

EXPECTED JOB PRODUCTS

- An updated inventory of curriculum and resources available in the church and through online resources
- A small group to meet everyone's schedule
- Small group leaders that are trained and empowered to shepherd their flock
- Sufficient opportunities for people to sign-up for groups
- Timely and on-going recommendations of curriculum for small group leaders, so that they are not caught with a week where they do not know what to do next

Women's Ministry Team

The Women's Ministry Team is established with the following definitions for 1) composition, 2) scope/authority and 3) expected job products.

COMPOSITION: The Women's Ministry Team consists of a) Team Leader, b) Caring Ministry Leader, c) Special Events Leader, d) Serving Opportunities Leader, e) Charity Sewing Leader, f) Book Club Leader, g) Women's Ministry Hospitality Leader, h) Publicity Coordinator, and i) members at large. The term of service will be two years for the team leader; the term of service for all other positions will be one year for each.

SCOPE/AUTHORITY: The responsibility of the Women's Ministry Team is to help Christian women grow toward spiritual maturity by providing programs and activities that encourage growth in Christlikeness, develop positive and lasting woman-to-woman relationships, and encourage development and use of their gifts in service to others,

The main areas of focus for Women's Ministry are:

1) *Growth in Christlikeness* – seminars, retreats/mini-retreats, and a women's Bible study to increase our understanding of God's word.
2) Relationship-building Activities - book club, retreats/mini-retreats, women's Bible study, mini retreat for teen girls.
3) Service Activities - caring ministry (sending cards, visiting the sick, providing meals), quarterly food drives, charity sewing days, fundraising for charity, Christmas gifts for the needy.

JOB PRODUCTS / RESULTS:

- Increased attendance at growth-related activities with an ultimate goal of every woman attending at least one each year.
- Growing number of woman-to-woman friendships within the church.
- Teen girls are given an opportunity to interact with the women of the church in the context of a fun event.
- Women reach out to the sick via cards, visits, and meals
- Women organize, publicize, and distribute goods collected during quarterly food drives.
- Women sew items for the needy.
- Women hold an annual fundraising event to raise money for charity.
- Women collect and distribute Christmas gifts for children in our congregation who have need.

Men's Ministry Team

The Men's Ministry Team is established with the following definitions for 1)

composition, 2) scope/authority and 3) expected job products.

COMPOSITION: The Men's Ministry Team consists of a Men's Spiritual Growth Team Leader, a Social Activity Team Leader and members at large. The term of service will be two years for each team leader.

SCOPE/AUTHORITY: The primary responsibility of the Men's Ministry Team is to help

Christian men focus on their personal spiritual maturity, ultimately growing men who model authentic Godly manhood to their wives, children, church, and other spheres of influence. The secondary focus of the Men's Ministry Team is to be a source of encouragement, accountability, and prayer for the men of CCC. To aid in these responsibilities, the Men's ministry will utilize these methods

1) A regular Bible study or men-based curriculum to increase our understanding of God's word and what it means to be an authentic man of God

2) Social activities to encourage men to meet together with other men in Christian fellowship to grow strong intra-man friendships and accountability partners

3) "Barn raising" projects where a group of men acting as the hands and feet of Jesus can meet the needs of those in the community in a short time for minimal cost

JOB PRODUCTS / RESULTS:

- Men who are recognized inside and outside of CCC as men of God
- Increased attendance at the men's Bible study with the goal of needing to split the group to accommodate the growing number of men who participate, allowing for a "small group" atmosphere that is open, honest, and safe.
- Growing number of man-to-man friendships within the church, evolving into a full on Band of Brothers with each man having at least one accountability partner
- At least one "barn raising"-type service project completed to meet the needs of a family in the community
- Promotion of and participation in nearby men-based conferences, like Promise Keepers, to encourage men to maintain their focus on their calling to further the Kingdom here on earth.Women hold an annual fundraising event to raise money for charity.

Security Ministry Team

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

COMPOSITION

The CCC Security 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. Team members hold one or more of the following roles: trainer, auditor, Sunday morning security, and special event security.

All members of the security team must pass a criminal background check and meet role-specific training requirements before serving in a role.

SCOPE/AUTHORITY

The CCC Security Ministry Team is responsible to ensure the church building remains a welcoming and safe place to worship.

EXPECTED JOB PRODUCTS

Team Leader

- Member of the leader team
- Submit an annual budget for the team and maintain responsibility for the budget
- Recruit and evaluate potential new team members
- Review policies and procedures and recommend changes when needed
- Maintain a succession plan for his/her replacement and for key roles on the team

Team

- Coordinate with greeters
- Monitor and address suspicious activity
- Periodic building inspections
- Security plan for special events

Drafted for Board: **25 February, 2019** **Approved by Board:** **15 April, 2019**

Reviewed and Approved: **15 April, 2019**

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*.

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”)

Involvement Ratio – Annually

- % of Membership with a personal ministry involvement

Leader Development and Team Training - Annually

- Mandatory and optional training completion by team

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

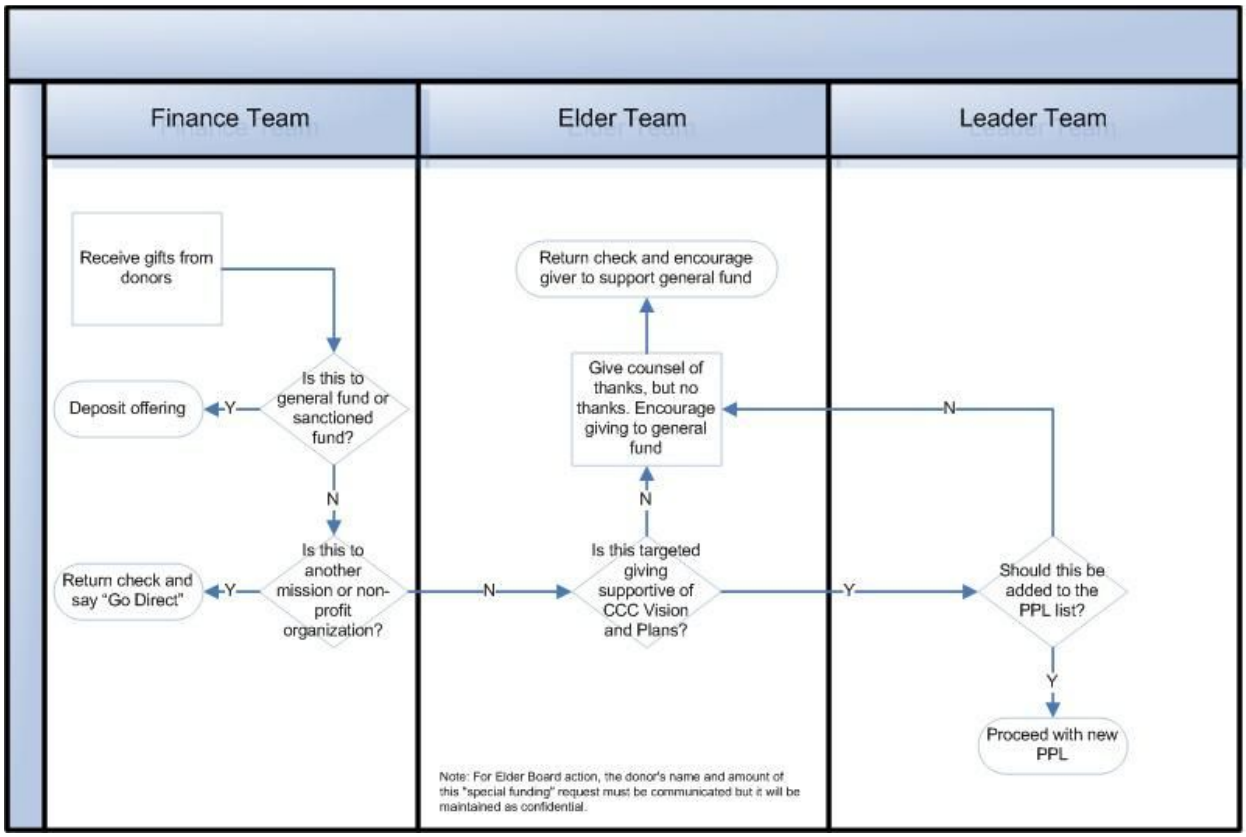
Most conflict in the church is not over “right” vs. “wrong” (doctrinal) issues. Most conflict is over misunderstanding, poor communication, and personal preference differences. With this in view, the goal is to reconcile relationships.

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.

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.



Fund Raising Guidelines

Chillicothe Christian Church does not support fund raising for the Church's operational budget. But, it is recognized that Teams of the Church such as Missions, Youth, etc. are likely to identify financial needs not covered by the operational budget. When considering a fund raising event or activity, the need to be supported

1. should not be operational in nature, and
2. should be benevolent in nature.

Examples might be money for disadvantaged youth to participate in events where fees, meals or travel might be involved; Missions initiatives such as Harvest of Talents where all of the funds raised to support a worthy mission.

Policy Type: Limitations

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.
    b) No violation of commonly accepted business or professional ethics
    c) No secret operations (other than confidential personnel matters) and no deceptive promotion of the institution or its products and services
    d) No operations counter to or in conflict with the mission and purpose
    e) No intermingling of operating funds with designated funds or accounts
- No unlawful practices
    b) No violation of governmental federal and state laws
    c) No failure to make tax and other government-ordered payments or filings
- No unprofessional or imprudent practices
    b) 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
    c) No loss of funds due to 'ignorance' or impropriety
    d) No insufficient maintenance practices on physical resources
    e) No unnecessary exposure of the board or staff to claims of liability
    f) No more than moderate risk with any loan or investment
    g) No failure to protect information, files, and intellectual property from loss or damage.
    h) No failure to insure against theft and casualty losses to at least 80% of replacement value and
    i) 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).
    b) No failure to settle payroll and debts in a timely manner.
    c) No operations with paid staff without clarified and visible personnel procedures and practices
    d) No discrimination in relation to race, gender, or ethnic heritage

e) 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
  b) No operations without a financial budget plan for the fiscal year.
  c) No material budget deviations from the focus of Vision policy priorities
  d) 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.
  e) No budget projection for any fiscal year of more funds than are conservatively projected to be received in that period.
  f) No annual expenditure of more funds than are available in the fiscal year.
- No arbitrary commitment of resources
  b) No purchase, acquisition, commitment or expenditure of funds or capital, beyond $ 500 value without Leader Team approval.
  c) No single budgeted item purchase or commitment of greater than $_50_ value without prior Team Leader approval.
  d) It is not permitted to break up larger cost items to circumvent the approval process (Don't try to beat the system!)
  e) No acquisitions, encumbrances, debt financing or disposal of real property without prior Elder Board approval
  f) 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.
  g) 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

Attachments to Policies

Elder's Annual Agenda

Annual Agenda

CCC Elders

Jan - Ordination for new elders

Jan-Feb - Annual Metrics Summary of Last year(,)
Jan-Feb – Courtesy review of Staff Goals for the year (strategic plan).

Mar-Apr - Annual Leadership orientation for growing future leaders
Mar-Apr – update "Teams Policy" (incorporate new teams, etc)
Mar-Apr - Congregational Update
Mar-Apr - Quarterly Metrics Report

June-July - Congregational Update
June-July - Quarterly Metrics Report
June-July – clarify "Limitations" (to clarify plan to not overspend in operations.)

June-July - Annual Elders Strategic Thinking Session

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

Oct - Establish Nomination Team
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.
Nov - Ordination plan for new elders

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

Dec - Quarterly Metrics Report

Ministry Team Leaders

2-year appointments

Worship	Leader:		Assistant:	
Christian Ed	Leader:		Assistant:	
Finance	Leader:		Assistant:	
Youth	Leader:		Assistant:	
Missions	Leader:		Assistant:	
Properties	Leader:		Assistant:	
Small Groups	Leader:		Assistant:	
Hospitality	Leader:		Assistant:	

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 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 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

The philosophical basis for small group ministry at CCC that we ask Team members to commit to:

- It's About Relationships - An agenda is important, but it does not rule. It's not about the menu, or the study content, or the service project we're working on. It's about building relationships and having conversations in Jesus' name that will carry us forward in our walk with Christ.
- We are All Ministers - Each group has a leader out of practical necessity. But this group is not about "the leader." We are all called to serve, love, and be accountable to one another; to contribute to the success of the whole. We are in this together.
- Messiness & Conflict are Welcome - We are all broken people. Put two or more broken people in a room striving to go beyond the superficial, and it will get messy. Expect it. Embrace it. Even seek it. It's healthy when done the right way with the right spirit.
- Growth & Multiplication are Natural - Growth is a natural by-product of health. As our church grows, we need to make sure there is room for more and more people to participate in small groups. This means we need to continually develop and send out new hosts and leaders. Though we anticipate the formation of life-long friendships, our groups' make-up will shift over time.
- Christ-likeness is the Goal - Make no mistake, this is the bottom line purpose of why we do what we do. But as we help each other find and follow Christ, we must remember that not one of us has arrived yet. We are imperfect people humbly pointing and spurring on one another toward Jesus.