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THE PASTORS MANUAL

"HELPS AND ADMINISTRATIONS"

NOTE: THIS MANUAL HAS BEEN PREPARED FOR THE USE OF THE MINISTRY AND TO PROVIDE SOME "*HELPS*" THAT MIGHT BE USED TO RESOLVE SOME OF THE POTENTIALLY DIFFICULT AREAS.

THESE CONCEPTS AND IDEAS ARE NOT NECESSARILY TO BE USED AS IS, BUT TO HELP FORM INDIVIDUAL IDEAS USING THE SUGGESTIONS AS A BASIS FOR DEALING WITH THE ISSUES.

WE DO TRUST THAT THIS WILL BE A VERY SPECIAL BLESSING TO ALL THAT USE IT.

YOURS FOR CHURCH ENRICHMENT

HSR

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STATEMENT OF PHILOSOPHY OF ANY CHURCH, U.S.A.

Any church is a body of believers who have covenanted together for Worship, Spiritual Growth, Evangelism and Spiritual Administration.

By Worship we mean the act of ascribing worth to God through preaching, singing, praising, praying, giving and the operation of the spiritual gifts.

By Spiritual growth we mean the process whereby the principles and truths of the Bible are worked out into practical life patterns through the proclamation of the Word (Kerygma) and the fellowship of the body

By Evangelism we mean the communication of the Christian life to others through word, example and gift - both at home and abroad.

By Administration we strongly urge each one in any area of administration to fulfill their positions with special attention to detail and to proper administrative procedures.

IMPLICATIONS OF STATEMENT

1. Worship services will be planned to involve the entire congregation in the act of worship. The atmosphere will be informal, free, orderly, spontaneous and spirit led.
2. Spiritual growth will occur through a practical exposition of the Scriptures and the development of corporate and small-group fellowship. Each member will be committed to correct, strengthen, admonish and encourage the members of the body and will seek to be a model of his Christian faith both by precept and by deed.
3. Evangelism will center in member commitment to win men to Christ. A deep love for people at home and abroad and a desire to minister to their physical and spiritual needs will be the motivating force behind the missionary thrust of the church.
4. Some of the difficulties in many churches all too often happen as a result of careless or inaccurate bookkeeping, In some cases, lack of organizational structure within the local body. I.E. Meetings have no agenda, no minutes are taken, financial reports are not given, budgets are not established, etc. For most, this may not be a problem. While many have learned, and rightly so, to trust their pastor, others have had experiences that have made them question some things they

may have in the past just accepted. Keeping good records helps everyone's integrity to stand any test should questions arise. This will encourage the practice of keeping things done decently and in order.

SAMPLE OF STATEMENT OF GOALS FOR ANY CHURCH, U.S.A.

WORSHIP

1. A recognizable increase in congregational participation in worship.
2. An increase in the number of worshippers
3. An increase in giving
4. An increase in the number of members who are used in the operation of the gifts of the Spirit.
5. An increase in the number of people involved in public ministry through song, testimony and prayer.

SPIRITUAL GROWTH

1. An increase in the number of active care groups and ministry groups
2. The development of curriculum and guidelines for care groups and ministry groups.
3. An increase in attendance for Wednesday night Bible study
4. The development of a school of Bible and discipleship with a special youth emphasis.
5. A strengthening of each educational ministry of the church.
6. The development of a weekly home Bible study program
7. The development of leadership for the weekly home Bible study program centering in the eldership.
8. The conducting of a study on early church government with a report of the study being presented to the elders, deacons and Pastoral staff by _____.
9. The development of a benevolence program which will meet the physical needs of the people.

EVANGELISM

1. The development of a program to encourage and assist our own youth in a missionary preparation and endeavor.
2. An increase in Foreign Missions giving of _____ percent and an increase of _____ percent in Home Missions giving in the year _____.
3. The planting of prayer and share cells on college campuses, in neighborhoods and in business places.

ADMINISTRATION

1. All records should be kept current and financial accountability available.
2. As much as possible, operate as a loving church but with business principles.

I. THE PASTOR AND HIS STAFF

GENERAL OBSERVATIONS WHEN TO STAFF

According to some surveys, approximately one half of all Protestant congregations in the U.S. and Canada average fewer than 89 at worship on a typical Sunday morning. If the worshipping congregation is used as a frame of reference in looking at Protestant Christianity in North America **the small church would seem to dominate the scene.**

Example:

In the United Methodist Church within the last decade, less than one third of all congregations have a full time resident pastor. It was predicted that one half of all Southern Baptist preachers will have a "dual role" or "bi-vocational" role combining a secular job with the work of pastoring. One reason for the prediction was that as far back as 1979, 3 out of 10 Southern Baptist pastors combined preaching with secular employment. If however, the focus is changed from counting churches to looking at the places of worship for church members a radically different picture emerges. In broad terms:

It is estimated that one half of all Protestant church members on the continent can be found in one sixth of the churches. One quarter of them can be found in six percent (6) of all congregations.

The large concentration of church members in a relatively small proportion of congregations is represented in the following manner.

DENOMINATIONAL STATISTICS

Seven percent (7) of all Southern Baptist Churches with 1000 or more members account for thirty-two percent (32) of all Southern Baptists. Six and one half percent (6.5) of all Lutheran church parishes with more than 1000 confirmed members include twenty six and one half percent (26.5) of the members of that denomination.

Slightly less than one third of all United Presbyterians are members of congregations with more than 1000 communicants. Yet these large congregations account for only eight percent (8%) of all United Presbyterian Churches in the nation. One third of all Episcopal parishes account for three-fourths of all Episcopal communicants.

During the decade of the 80's, the 2500 United Methodist congregations with more than 800 members represented less than seven percent (7) of all churches of that denomination, but account for thirty-one percent (31) of the membership. That number is expected to increase dramatically during the decade of the 90's.

During the same time span, five percent of the congregation in the Mennonite church accounted for twenty-three percent (23) of the denominational members. Why study these statistics?

1. They reveal where church members are to be found.
2. One sixth of all congregations in some cases account for one half of all church members.
3. **If the focus of attention is to be on people**, the large congregation must have a disproportionately large amount of attention.

OBSERVATION

1. Within large churches congregations are different. Many of the common assumptions associated with the small church are not relevant for larger congregations.
2. Criteria and the process for staff in the large church are significantly different than for smaller churches.
3. Expectation from membership is different.

HOW LARGE CHURCHES DIFFER

A casual observer, looking a large church over, generally assumes it will be well staffed, have a good program, and possess plenty of money and material. This is not always true.

1. In a larger church it is easier for a member to respond negatively to enlistment.
2. Assumptions can be made that others are more qualified.
3. It is easy to feel less appreciated. Where there are larger number of persons in the group there are also greater demand upon the leadership to develop initiative. Small groups tend to generate initiative spontaneously.

The larger the church the more the senior minister is expected to be an initiator and facilitator.

Use of facilities - in a larger church there is a tendency toward a specialized use of facilities.

There is a need for systematized development and maintenance of a network of lay volunteers in the larger church. The necessity for care of members becomes essential, rather than spontaneous.

Communication, both public and printed must be constantly reinforced. Many times it may appear to be redundant.

Large churches are more vulnerable to unexpected change and tend to be more fragile.

Large churches do not accept disruption and change in professional staff well. **It is far easier to locate a pastor for a small church than to find a suitable personality to fit into a large congregation.**

Larger church pastors must come to grips with fact; they cannot be all things to all members at all times.

In a large congregation, confusion is more likely to occur over who should be responsible to minister to the members who have a personal or family crisis. There is a greater need for more carefully planned and disciplined preparation for every event and program.

STAFFING THE LARGER CHURCH

WHY MORE STAFF?

A generalization may be made that as an organization becomes more sensitive to the needs of the people, individually, and seeks to meet those needs, the organization and methods to meet those needs, becomes more, and more complex

There is an increasing specialization of the American labor force. In 1930, for example, seventeen percent (17) of all doctors were specialists. Today over seventy-five percent (75). Society is demanding specialists. This then, is having it's effect upon the church. It seems that now, the larger the church, the greater the demand is being made for specialists.

There seems to be, even in the last decade, a much greater emergence of differences in needs as represented by individuals and families.

There are some major differences when the church becomes "family oriented" congregations.

There has been, no doubt due to the cultural revolution, a gradual decline in the proportion of population in a household consisting of husband and wife living together with children under the age of 18 in the home and the wife not employed outside of the home. This has made, in many cases, the lack of availability of volunteers for ministries within the church. In some congregations more than 70 % of the wives/mothers, work outside of the home.

In today's American society, perhaps due to the ease of travel, and the relocation of people due to job expansion or beginning a new business, the loyalty of individuals to institutions is not being passed on by inheritance as it was a generation ago. Churches, and other institutions are less likely to inherit the loyalty of young people, as was formerly the pattern. Institutions, especially the Church, must earn the loyalty of each new generation.

GROWTH - PLATEAU OR DECLINE

When thinking of staffing a church, a question to ask might be this: "Our we staffing for numerical growth, for remaining on a plateau, or for eventual decline"?

It is rare to find a growing congregation that has sustained its growth over a long period of time that has not had the benefit of both a long pastorate and an adequate staff.

The growing pattern is to seek staff members who serve as motivators and facilitators. People who have the ability to use others to cause things to happen by involving others, rather than trying to be responsible for doing it all.

SEVEN CRITERIA FOR BUILDING STAFF RELATIONSHIPS

1. Compatibility - Other staff members
2. Continuity - Maintaining objectives
3. Competence - The "know how"
4. Confidence - Earned acceptance
5. Coherence - Reinforced priorities
6. Complementarily - Team effort
7. Conceptualization - Purposes confined and goals achieved.

GENERAL OBSERVATIONS

(continued)

ADVANTAGES OF STAFF FOR SENIOR PASTOR OF CHURCH

1. Fellowship, staff meetings creates a feeling of belonging.
2. Higher levels of ministry.
3. Allows conversation among the staff.
4. Being able to take some needed time off without being worried about the work being done.
5. Schedule your time better, by many hands making things easier to get done.
6. Can free you for more family time.
7. Allows more Bible and prayer time.
8. May bring the positions of leadership to a new level of respect.
9. Causes you to be sharper , by bringing you more challenges.
10. It can provide a greater satisfaction of accomplishment in the ministry.
11. It can be a humbling experience, since there are some things other people may be better at.

ADVANTAGES OF HAVING A STAFF (FOR THE CHURCH)

1. Gives pastor opportunity to use more talented people.
2. Gives greater span of service to the people.
3. Provides specialized service in particular areas of need.
4. Greater coverage of all the departments of the church.
5. The use of those that might be better in some areas of leadership.
6. Frees Senior Pastor from the less important duties to pay attention to the more important duties.
7. Keeps people from having a one preacher religion.
8. Keeps preacher from having "these are my people" religion.

DISADVANTAGES OF HAVING A STAFF

1. The risk and fears involved in placing someone else in leadership.
2. The risk of disloyalty.
3. The risk of dishonesty.
4. The risk of inability.
5. The risk of needing to discipline.
6. The risk of laziness.
7. The risk of moral failure.

MAKING STAFF SELECTIONS

Great care should be taken in selecting a staff member. It is much easier not to "hire" than it is to, have to "fire"

WHO HIRES THE STAFF?

The pastor only.

In most cases the staff should only be responsible to answer to the pastor.

Purpose: to eliminate the possibility of church politics.

WHAT KIND OF PERSON MAKES A GOOD STAFF MEMBER

1. Mature - in the Word and in Bible Principles
2. Faithful - in attendance and tithes
3. Responsible
4. Proper motivation - a self starter.
5. Loyal - a person of integrity and honesty
6. Different areas of burden than the senior pastor
7. Ability
8. Availability
9. Home life
10. Submission to authority
11. Mentally sound
12. Willingness to listen, and to learn
13. Ambition
14. Enthusiasm
15. Clean, neat
16. Intelligent
17. Successful
18. Careful in speech

WHERE TO LOOK FOR STAFF

1. In your own church - those that may have been a pastor or are already ministering.
2. Those attending Bible school, or have graduated.
3. Young ministers, looking for a place to minister.
4. Train your own potential ministers within your own congregation

WHAT/WHO IS AN ASSOCIATE?

Webster defines "associate" as "a partner, friend, or companion, a junior member, an affiliate". Webster defines the term "assistant" as "someone helping, giving aid and support under the direction of a superior". **An associate/assistant pastor must be both. Call him what you will, pastors look for someone who fits both descriptions.**

TYPES OF ASSOCIATE PASTORS

Someone who comes to you with experience. Perhaps he has served elsewhere as an associate, or even as a pastor or evangelist. He has a good track record.

Someone with limited experience and exposure, just out of school, and intern, or perhaps someone brought up through the ranks.

WHAT TO LOOK FOR WHEN LOOKING TO HIRE SOMEONE AS AN ASSOCIATE

His/Her resume

His/Her philosophy

His/Her appearance

His/Her personality

His/Her past record

His/Her personal goals and aspirations

His/Her family (it is important that the minister's wife and their family fit into the local church situation.)

WHAT DOES THE ASSOCIATE NEED TO KNOW BEFORE HE TAKES A JOB?

His job description...spell it out.

His expected work schedule.

1. Days off
2. Night meetings

His salary and when/how received.

1. It would be a good idea to have some planned projected figures that would let him know where he is going financially.

His Benefits. (If any)

1. House or allowance.
2. Car allowance or mileage.
3. Vacations clearly spelled out.
4. Outside meetings.
 - a. Revivals
 - c. Retreats
 - d. Conventions
 - e. Councils

Other privileges.

Pastor's philosophy.

Church philosophy.

WHY CALL A STAFF MEMBER "PASTOR"?

1. For the people's sake, not second best
2. For the man's sake, fulfillment of ministry
3. For the job's sake, the duties require a pastor
4. For the position's sake, keep respect
5. For future growth

INTERVIEW

SO YOU WANT TO BE A STAFF MEMBER

Have you decided to which you might be more suited?

CO-PASTOR, ASSOCIATE, ASSISTANT, ASSISTANT TO, OR OTHER.

Something to think about. This could be your first time in this role, but it could also be the first time for the Senior Pastor. You may need to learn together.

1. A philosophy of ministry...long and short range goals.
2. Time limit for ministry? Needs to be sufficiently long to allow for some security in the position, especially if it involves expense in moving etc.
3. Parameters of Ministry.
4. Scope of Ministry.
5. Establish priorities.
6. Salary structure, plus, be specific.
7. Vacations, how, when, paid.
8. Taking other meetings outside of this church.
9. Days off, do they accumulate?
10. Counseling responsibilities his areas, final say. Note: affecting church or the individual.
11. Personal friendships. (to the exclusion of others)
12. Accepting tithes in addition to salary.
13. Disagreements - how handled.
14. Staff meetings - communication.

15. Forms of questionable recreation.
16. Doctrine - baptism, tithing, etc.
17. Congruity with the Pastor in areas of separation, abstinence, habits.
18. Cooperation and burden for this particular ministry.
19. Spouse...areas to relate.
20. Confidentiality
21. Keep adequate notes on conversations with Senior Pastor.
22. The private use of church owned vehicles.
23. Candidness.
24. The question of why they may feel to take this position.
25. How often do you expect to preach if any??
26. Would you receive correction without resentment???

HERE ARE SOME QUESTIONS YOU CAN EXPECT TO BE ASKED IN AN INTERVIEW...

1. What are your strengths and weaknesses?
2. What are your career goals?
3. What are your objectives? Immediate and future?
4. What satisfactions do you get from a job?
5. Do you work well under pressure?
6. What would you consider your highest achievement in the past 2 years?
7. What is your minimum salary requirement at this time?
8. Do you intend to continue your education?
9. Can you make quick decisions?
10. If you made a decision that turned out wrong, how would you handle the situation?

11. Are you ill at ease in a group of people you have just met?

12. What do you rate higher in a job - challenger or stability?

III. THE PASTOR AND HIS BOARD

BUILDING ELDERS

Who is the church's head? It is neither a pope, a pastor, nor a quorum of men. The head of the church is Christ. He is the true source of all the church is and does. His glory is to be the object of every function of the Body.

Church leaders must be filled by the Holy Spirit and must manifest godliness and spiritual leadership. The New Testament describes such men as bishops, elders, and pastors. Paul treats all three of these terms as synonyms (Acts 20:17, 28).

No pastor can successfully, lead alone. But trying to spread the authority equally over the entire congregation opens the door to division and disagreement. Christ wants to rule His own church and has chosen to mediate it through a plurality of godly men. They become the teachers, decision makers and patterns for life that the people should follow. It must be remembered that anything with more than one head is ugly.

"Hebrews 13:7, 17 says: "Remember them which have the rule over you, who have spoken unto you the Word of God: whose faith follow, considering the end of their conversation. Obey them that have the rule over you, and submit yourselves; for they watch for your souls, as they that must give account, that they made do it with joy, and not with grief: for that is unprofitable for you."

According to these verses, elders are to **"lead"** remember those who have the rule over you; **"to teach"** who spoke the Word of God to you; **"to model"**...imitate their faith; to have **"authority"**, obey your leaders, and submit to them; **and to have responsibility** ".who will give account."

Elders can be installed for any length of time that is in keeping with the constitution and by-laws of your particular body of believers. Some may chose to have them serve for a specific length of time. The number can be left to the body, or prayerfully considered as lead by the Holy Spirit. The overall amount of those that serve may well be determined by the availability of leadership within your

particular church body. All have leadership responsibility; some are specifically called to specialize in the Word and doctrine (I Tim. 5:17).

Some of these elders are paid by the church, depending on how hard they labor and the scope of their responsibilities. They are not employees, but are honored as servants. They are called Pastoral Elders and really constitute the pastoral staff. The others are called Lay Elders. The principles are the same for their selection, but their leadership responsibilities, though no less authoritative, are less demanding than those of a full-time pastor.

Serving as a Lay Elder, however, requires much energy and time. Thus, every fourth year the elders are relieved from their specific assignment and are free to choose areas of activity. The following year they return to their assignment. This allows new elders to assume responsibility and refreshes the returning ones.

When an elder's ministry demands full-time, the Spirit may lead him to a staff responsibility. Thus a **Lay Leader** may, with proper training and experience, become a **Pastoral Elder**.

Every age group, from nursery to senior adults, depending on the size of the church, may have a Pastoral Elder who directs and coordinates, teaching and training leaders, as well as counseling, discipling, etc. Each age group also may have a Lay Elder to advise and assist. In addition, every other ministry may have both a Pastoral Elder and a Lay Elder. In many cases, no special committees are needed. Anything usually done by a committee is done by the lay people in their own division and department leadership. All decision-making and planning is preferably done by those involved, in most cases it should not be handled by some authority who has no responsibility in that area.

In some cases Lay Elders may be given more than one area of responsibility. For example, one elder may have tape ministry, another the radio ministry, as well as a teaching ministry. In some cases all Deacons, Deaconesses, and other workers are directly responsible to the elder(s). A commitment to internal trust and freedom to use the gifts of the Spirit holds this together.

It is believed that when a student is fully taught, he will, in many cases, be like his teacher (Luke 6:40). Unanimity should rule in all Elder decisions. Since the Spirit has one will, the elders are strongly encouraged to discuss, pray, and seek his will in all matters, and when that is revealed to be obedient to it. There should be no place for personal ambition or special interest.

Elders are often chosen by a very simple process. In one church they chose elders each year. Every person in the congregation received a letter describing the office and ministry of an elder. If any person would feel that the Lord might be leading in that direction, or knows someone who qualified, he returns an enclosed card indicating the name of the prospective elder. These people are carefully examined by the elders, using the Bible as their basis for questioning, the elders must then reach a unanimous decision. A listing, including all current lay-elders and lay-pastors, is presented to the congregation for final approval.

This vital assignment demands men with the purest character.

"This is a true saying, If a man desire the office of a bishop, he desireth a good work. A bishop then must be blameless, the husband of one wife, vigilant, sober, of good behavior, given to hospitality, apt to teach; not given to wine, no striker, not greedy of filthy lucre; but patient, not a brawler, not covetous; one that ruleth well his own house, having his children in subjection with all gravity; (for if a man know not how to rule his own house, how shall he take care of the church of God?) Not a novice, lest being lifted up with pride he fall into the condemnation of the devil. Moreover he must have a good report of them which are without; lest he fall into reproach and the snare of the devil" (I Tim. 3:1-7).

"For a bishop must be blameless as the steward of God; not self-willed, not soon angry, not given to wine, no striker, not given to filthy lucre; but a lover of hospitality, a lover of good men, sober, just, holy,. temperate, holding fast the faithful word as he hath been taught that he may be able by sound doctrine both to exhort and to convince the gainsayers" (Titus :7-9).

The task often falls on the pastor to build such men. The following steps can be used in discipling elders.

1. **Begin a Bible study for men.** Include those who desire to be elders, those you select because of their potential leadership, and any other men who would want to learn. Some will drop out; others will be added as the weeks go by. Look for men who are available and teachable, and who have a heart for the Lord.
2. **Teach biblical theology.** Give them a solid foundation of doctrine (particularly the doctrine of the church) and a feeling for interpreting Scripture. Use a simple theology text, or work out your own syllabus.
3. **Train them to relate all of this to life.** As Spurgeon suggested, their blood should become "bibling." Show them how to solve problems and answer questions with scriptural principles.
4. **Share your heart as well as your mind.** Give them your passion for Christ and His church. Share your joys and frustrations. Lead them to feel their hearts beat with yours. Oneness among leaders comes from unity of doctrine and soul.
5. **Make them feel a part of every significant decision you make.** Not only is there wisdom in much counsel, but you are also training them to make decisions in a biblical framework. You rise and fall together. No one stands alone. They will learn to share responsibility.
6. **Spend time with them individually, apart from scheduled meetings.** Go to dinner with the family or share recreation. This weaves your personal lives together.
7. **Confront and admonish them.** Face their failures with loving encouragement. Be honest. This builds a great openness.
8. **Give them ascending responsibility.** This gives them the opportunity to develop and prove their leadership. Challenge them to take initiative. Then share mutual input in the plans and struggles of the ministry. This is a good time to teach them biblical principles of leadership.
9. **Give each man a small area of ministry and watch his capacity.** Gradually add new areas as he evidences skill and commitment. Or if he wants to remain with one area, encourage him to develop it into a larger ministry.
10. **Pray for the elders/leaders.** This will keep them on your heart and give God the opportunity to glorify Himself in their lives.

11. **Sacrifice for them.** It may mean early morning prayer times, discipling sessions, phone conversations, listening to their reports, sharing in their struggles, bringing your skill to bear on their needs. This lets them know how much you love them and how highly you hold their best interest.

12. **Most of all, set an example.** This is the basis of credibility. If you fail everywhere else, you can still overcome with a godly example. Follow these principles and one day you may realize that, like Lord Nelson, you have the joyous privilege of "**commanding a band of brothers.**"

CHURCH OFFICERS

BIBLE REFERENCES

GENERAL

Whatsoever thy hand findeth to do, do it with thy might." (Eccl. 9:10).

"After these things the Lord appointed other seventy also, and sent them two and two before his face into every city and place, whither He himself would come. Therefore said he unto them, the harvest truly is great, but the labourers are few: pray ye therefore the Lord of the harvest, that He would send forth labourers into His harvest. God your ways: behold, I send you forth as lambs among wolves. Carry neither purse, nor script, nor shoes: and salute no man by the way. And into whatsoever house ye enter, first say, peace be to this house. And if the son of peace be there, your peace shall rest upon it" if not, it shall turn to you again. And in the same house remain, eating and drinking such things as they give: for the labourer is worthy of his hire. Go not from house to house. And into whatsoever city ye enter, and they receive you, eat such things as are set before you: and heal the sick that are therein, and say unto them, the Kingdom of God is come nigh unto you. And the seventy returned again with joy, saying, Lord, even the devils are subject unto us through thy name. And He said unto them, I beheld Satan as lightning fall from Heaven, Behold, I give unto you power to tread on serpents and scorpions, and over all the power of the enemy: and nothing shall be any means hurt you. Notwithstanding in this rejoice not, that the spirits are subject unto you; but rather rejoice, because your names are written in Heaven." (Luke 10:1-9, 17-20)

"Having then gifts differing according to the grace that is given to us, whether prophecy, let us prophesy according to the proportion of faith; or ministry, let us wait on our ministering: or he that teacheth on teaching; or he that exhorteth, on exhortation: he that ruleth, with diligence; he that sheweth mercy, with cheerfulness. Let love be without dissimulation. Abhor that which is evil; cleave to that which is

good. Be kindly affectioned one to another with brotherly love; in honour preferring one another; not slothful in business; fervent in spirit; serving the Lord; rejoicing in hope; patient in tribulation; continuing instant in prayer; distributing to the necessity of saints; given to hospitality. Bless them which persecute you: bless, and curse not. Rejoice with them that do rejoice, and weep with them that weep. Be of the same mind one toward another. Mind not high things, but condescend to men of low estate. Be not wise in your own conceits. Recompense to no man evil for evil. Provide things honest

in the sight of all men. If it be possible, as much as lieth in you, live peaceably with all men." (Romans 12:6-18)

"And God hath set some in the church, first apostles, secondarily prophets, thirdly teachers, after that miracles, then gifts of healings, helps, governments, diversities of tongues. Are all apostles? Are all prophets? Are all teachers? Are all workers of miracles? Have all the gifts of healing? Do all speak with tongues? Do all interpret? But covet earnestly the best gifts." (I Corinthians 12:28-31)

"As every man hath received the gift, even so minister the same one to another, as good stewards of the manifold grace of God. If any man speak, let him speak as the oracles of God; if any man minister, let him do it as of the ability which God giveth: that God in all things may be glorified through Jesus Christ, to whom be praise and dominion for ever and ever. Amen."(I Peter 4:10,11)

DEACONS

"And in those days, when the number of the disciples was multiplied, there arose a murmuring of the Grecians against the Hebrews, because their widows were neglected in the daily ministration. Then the twelve called the multitude of the disciples unto them, and said, It is not reason that we should leave the Word of God, and serve tables. Wherefore, brethren, look ye out among you seven men of honest report, full of the Holy Ghost and wisdom, whom we may appoint over this business. But we will give ourselves continually to prayer, and to the ministry of the Word. And the saying pleased the whole multitude: and they chose Stephen, a man full of faith and of the Holy Ghost, and Philip, and Prochorus, and Nicanor, and Timon, and Parmenas, and Nicolas a proselyte of Antioch; whom they set before the apostles: and when they had prayed, they laid their hands on them. And the Word of God increased; and the number of the disciples multiplied in Jerusalem greatly; and a great company of the priests were obedient to the faith." (Acts 6:1-7)

"Likewise must the deacons be grave, not double-tongued, not given to much wine, not greedy of filthy lucre; holding the mystery of the faith in a pure conscience. And let these also first be proved; then let them use the office of a deacon, being found blameless. Even so must their wives be grave, no slanderers, sober, faithful in all things. Let the deacons be the husbands of one wife, ruling their children and their own houses well. For they that have used the office of a deacon well purchase to themselves a good degree, and great boldness in the faith which is in Christ Jesus." (I Timothy 3:8-13)

INSTALLATION OF OFFICERS DECLARATION

The purpose of this meeting is to recognize the call of God, received and accepted, by members of this church to places of leadership as officers of the church. The call was given by nominations made after earnest prayer for guidance from the Lord; and by the confirming vote of this congregation.

The offices to which these people have been chosen are those which are essential to the proper functioning of the body. They are: (list of offices and names) .

These persons have been called, not merely as servants of this congregation, but as servants of the Lord Jesus Christ. They stand ready to pledge their most earnest efforts to carry out the duties

entrusted to them. Let us in turn pledge our support of each of them in his particular ministry, and pray God's blessing upon each of their lives.

PRAYER

(Should be for God's special guidance. It may be for all of the officers as a group, or it may be for each of them individually).

STATEMENT OF DUTIES

(The officers shall be addressed as follows:) It is your duty always to remember that **your first responsibility is to GOD**. You must be willing to stand alone, if need be; but you must never be an authority unto yourself. You who are leaders must work with others. You must check your leadings of the Spirit by conferences with others and be guided by the Word and their counsel.

All of you must be one in purpose, maintaining the unity of spirit even though there may at times arise differences in understanding.

You must at all times be ready to counsel with the minister, and follow his directions as the ruling elder of the local congregation.

As the consequence of your obedience to the call of God and your walk in the Holy Spirit, it is expected that you will be always concerned for the spiritual welfare of the church; that you will foster the principle of stewardship of time, talent, and of money; and that you will be an example as a loyal and devoted follower of the Lord.

CHARGE TO THE OFFICERS

(A denominational officer or some other speaker appointed for the purpose shall now address the officers, saying:)

Having prayerfully considered the nature and purpose of the work for which you have been chosen, **will you consider your election (appointment) a call from God?** Will you accept the responsibilities of your particular position as responsibilities given to you by God? Will you seek to do the work of your ministry in the power of the Holy Spirit, and as unto the Lord Jesus Christ? If you will accept this charge, please answer, **"I DO."**

(Each of the officers shall respond by answering either in unison or one at a time, as directed by the leader: **"I DO"**.)

CHARGE TO THE CONGREGATION

(Another denominational officer may come forward to give a charge to the congregation, which shall be instructed to stand as he says to the people):

A body which calls from among its members those to whom it gives special ministries must support the people who have been chosen.

1. Will you recognize these people as especially chosen to be _____ (names of various officers) _____?
2. Will you rejoice in the fact that they will be used by God?
3. Will you encourage them in the exercise of their duties?
4. Will you support them by your prayers? Will you assist them in the ministries to which they may call you as helpers?

Please affirm this support by answering together, "WE WILL".

(Members of the congregation shall answer in unison saying: "WE WILL".)

CONCLUDING ADDRESS

(The officer in charge of the installation service shall address both the officers and the congregation, saying:)

May God grant to each one of you who is an officer and to every member of this congregation, power to carry out the trust which you undertake in the name of His Son Jesus. May He grant you understanding, wisdom, and a special dispensation of His divine love in all that you do.

PRAYER

BOARD FUNCTIONS

MEETINGS

The church board and pastor should have a regularly scheduled time and place for monthly meetings. It is amazing that some pastors don't call a meeting unless an emergency arises. Thus they train the board to expect bad news or trouble every time there is a meeting. A regular time to review the needs, progress, and direction of the church is essential to good planning.

In planning the schedule of board meetings it is important to allow time to prepare monthly statements. As a general rule, this means waiting until the second week of the month to receive bank statements, justify them, and get a statement ready.

AGENDA

It is important that the pastor know where he is going before he can lead his board. Thus an agenda is a must. In the beginning some pastors may find it difficult to determine what needs to be discussed in

official board meetings. But after 12 months, you can look back to last year's agenda for the current month as a guide to what needs attention.

Agendas should be divided into four sections:

- (1) Minutes,
- (2) Reports (Including financial statements),
- (3) Old Business, and
- (4) New Business.

RECORDS

You need to provide adequate and accurate records for the board. Each board member can be provided with a 3-ring notebook which contains five sets of colored tabs as follows:

- (1) Agenda,
- (2) Budgets,
- (3) Financial Reports,
- (4) Minutes, and
- (5) Miscellaneous.

All records in the notebooks can be reproduced on a photo copier. Caution board members regarding the confidentiality of their records. While they may take the notebook home, ask them to refrain from sharing the contents with members of their family or anyone else. This is especially important since the minutes contain confidential matters.

All the minutes can be typed about one third of the way to the right of the page with slug lines on the left margin identifying the topics discussed. The top of the minutes lists "Members Present" and "Members Absent".

PASTOR - DEACON RELATIONSHIPS

TEN COMMANDMENTS FOR PASTORS:

1. Thou shalt always strive to provide strong, vigorous, mature leadership within the Board of Deacons that your stay shall be long, and thy soul made fat.
2. Thou shalt recognize that the Deacons are usually men of skill and training, and of keen business experience. Likewise thou shalt remember that each one of them will be of greater knowledge in some field than thou mightest be.
3. Thou shalt no permit the program of the church to be looked upon as a commercial venture, though thou shalt at all times strive to encourage efficiency, honesty and integrity in business matters. Thou shalt always remember that a good financial report doth not tell the whole story.

4. Thou shalt learn how to keep secrets and maintain confidences. Thou shalt not castigate disagreeable deacons publicly nor scandalize them within the congregation. Behold, to prove them wrong doth not prove thee right.
5. Thou shalt encourage deacons to set a godly example in all holy living and conversation, church attendance, and witness in the community. They shall strive at all times to maintain a creditable home and family discipline pattern, even as thou must do likewise.
6. Thou shalt not have personal favorites among the deacons. Thou shalt be equally friendly with them all, for lo, friendliness is a two-way street.
7. Thou shalt not whip the deacons into submission with the threat of your resignation, for alas, they might just accept it. Behold, where would'st thou go from there.
8. Thou shalt clearly define the responsibilities of the deacons, so that they may be accountable unto thy self and thy brethren. Likewise thou must remember that thou are not the "big boss", for lo, thou art not the "**boss**". Thou art the Shepherd, who should lead and feed the flock.
9. Though thou shalt at times walk a rough pathway, and encounter "problem deacons" who lay in wait to vex thy soul, yea even to destroy thee, thou shalt not be quick to ask for their resignation, lest a worse thing come upon thee.
10. Thou shalt develop a tough hide. Thou shalt not be jealous of the former pastor, or those standing in your pulpit who preach better than you do. Remember that there will be something that you can do better than anyone else. Thou shalt learn how to back down gracefully when necessary, and back out quietly without falling over thine own feet. Thou shalt not cherish or nurture grudges and hurts. Thou shalt not use the pulpit to define your point of view, for alas, when you roast people in the morning, they may reciprocate that decision. Thou shalt remember at all times that thou mightest not be perfect. Say to you, when thou passeth by

"THERE'S OUR PASTOR, HE'S THE BEST YET."

TEN COMMANDMENTS FOR DEACONS:

1. Thou shalt not accept the office of a deacon, merely for the glory of that office. A good deacon is one who strives to give the glory to God. Thou shalt remember that a deacon is appointed to assist those who minister God's Word. Thou are the servant of the Lord and a helper to the pastor in his ministry.
2. Thou shalt read well the Scriptural qualifications of deacons found in Acts 6 and I Timothy
3. Thou shalt not accept the office of a deacon unless thou canst meet these qualifications.
3. Thou shalt hold high the hands of thy pastor, even though thou mightest not always agree with him, lo, he might not always agree with thee neither. Thou shalt be as generous to him in

the matter of remuneration and fringe benefits, even as thou likest a "square deal" where thou workest.

4. Thou shalt remember that thou art an elected member of the Board, by the congregation, to whom thou art accountable, not forgetting that thou art also accountable to God on that great day.
5. Thou shalt strive to fulfill thy responsibilities and assignments faithfully. Thou shalt not become rebellious when disagreed with. When thou failest, thou shall admit it.
6. Thou shalt not use thy influence against the pastor, other deacons or church members. Thou shalt always influence others toward godliness and harmony.
7. Should the fires of criticism begin to burn toward the pastor, thou shalt water them well with thy prayer, loyalty and love.
8. Thou shalt be charitable to a younger pastor, remembering that thou was once younger too. Even maturity does not produce the fruit of human perfection.
9. Thou shalt be an example to the congregation by thy godliness, stewardship, faithfulness to the church program, and testimony in the community.
10. Thou shalt always remember that the work of God cannot be run like your place of business. Your "product" now is the souls of men, and the "profits" are eternal. Thou shalt nevertheless strive to maintain efficiency, honesty and integrity in all matters of church business.

IMPORTANT AREAS OF UNDERSTANDING

The pastor should be looked up to with respect as the spiritual overseer of the flock. In just about every case he is the chairman of the board and, as such, assumes the place of leadership over all the affairs of the church over which the Holy Spirit has made him overseer. As chairman of the board, he is the **ex-officio** chairman of all committees.

It is important for the good of the work in general that there be a **happy and harmonious relationship** between the pastor and the members of the church board.

The **Deacons and Trustees** are the **servants** of the church, chosen to carry out the programs of the church for which that have assumed responsibility, and where is it encombant upon them, to conduct its necessary business with a Christ like attitude. **There is no Scriptural authority for doing whatever one may wish without regard to anyone else.** Neither is there any authority, unless the pastor is living in contradiction to the Word, that would allow them to personally or collectively direct the activities of the pastor. They are to prayerfully uphold his hands, and to follow him as he follows Christ. In most cases the elected officials do not form a legislative body, but are chosen to carry out the will of the entire body. The final court of appeal is usually the church body. We believe that when legislation affects the whole body, it should then be the decision of the entire membership to decide what they feel to be the will of God.

The **Elders** of the early church were the **bishops (overseers)** responsibility of "**Ruling**" the church (1 Timothy 3:1-7; 5:17-19; and Titus 1:5-10). **The deacons were their helpers** (Acts chapter 7; 1 Timothy 3:8-13. The word for **deacons** means "**servants**". The Scriptures require obedience to those who have the rule over the church (Hebrews 13:7, 17). A divided authority is impossible. Where the deacon and the trustee boards are considered **a superior or rival authority**, there is the **potential for conflict**.

After being asked by the Sectional Presbyter to serve as Pastor of a troubled church for a time, one of the board members asked me if I would stay on indefinitely. I was asked, during a special called board meeting, if I intended to be a "**Dictator**" or "**was this board going to be allowed to have their say**".

It didn't take me long to define the problems that had plagued that church for years, and my answer to the troubled brother was this... "I believe it is wrong for any pastor to be a dictator. In reality, God has called pastors to be somewhat of an orchestra conductor. It will be his responsibility to have all the instruments; the **brass**, the **percussion**, the **strings**, and the **WIND instruments** to play the same music, on the same page, in harmony, making beautiful melodies unto the lord. Conversely, it would be wrong for some dear member to decide to play a "solo" in the middle of the symphony. When the music is finished, while the people may applaud the Conductor, it is the Conductor that applauds the orchestra, and the orchestra that applauds the conductor. The listeners then applaud both."

This is why the pastor should not be considered a "**Hireling**". He is not directly working for the board, but in fact, they are "**workers together with Him**", for the sake of the kingdom. He is considered a **shepherd**. Incidentally, have you ever thought of the working hours a shepherd was responsible to keep? **Twenty-four hours a day, seven days a week. Interesting isn't it?**

It should be pointed out that the marginal rendering of the word "**rule**" in Hebrews 13:7, 17 is "**guide**" *as a shepherd would lead his flock*. **Respect and cooperation** can not, and should not need to be demanded, but **must be earned and deserved**.

The answer is, to give honor to whom honor is due.

It should be apparent to those that have been connected with the "Church World" for any length of time, that it is almost impossible to legislate exactly the way one should "**pastor**", or to assume that every

pastor will "**shepherd**" in the same way. It is very important that **both pastor and board**, in their relationship to each other, maintain a **Godly mutual respect** for each other, and adopt basic **Christian principles to "guide" them**.

1. They should at all times endeavor to exercise self control.
2. They should treat each other with mutual respect.
3. The welfare of the church should be among the highest priorities.

4. The unity of the Spirit should be among the highest priorities.
5. Motivated by Love. Asking forgiveness for any resentments or harboring of ill feelings.
6. When decisions are made in the board, if in fact, a unanimous decision cannot be reached, **the majority should rule**. Matters pertaining to the board, that if shared with other members of the congregations adversely, when they may not have the same privilege of hearing all of the discussion, should cause division, should not be discussed unless all of the facts regarding that matter made evident.
7. We should serve in humility. It is not how much authority do I have, but how might I serve the Lord better.

IT IS IMPORTANT THAT ALL CANDIDATES HAVE A THOROUGH UNDERSTANDING AND AGREEMENT WITH THE CHURCH BOARD AS TO WHAT MAY BE EXPECTED OF THEM, AND WHAT HE MIGHT EXPECT OF THE LEADERS OF THE CHURCH. ON OCCASION, SOME WELL MEANING MEMBERS MAY BE LOOKING FOR A VERY SPECIAL PERSON TO ACCOMPLISH SOME AREAS THAT ARE IMPORTANT TO THEM.

IN REALITY, THE BOARD, OR THE ONES RESPONSIBLE FOR THE CALL, MUST TRY TO CALL A PASTOR THAT WILL BE NOT ONLY A MAN OF PRAYER, BUT IN ADDITION, BE COMPATIBLE WITH THE PEOPLE, WHILE AT THE SAME TIME, PROVIDING LEADERSHIP TO ALL DEPARTMENTS AND CONSTITUENTS OF THE CHURCH.

CALLING A PASTOR IS like a "marriage" in some respects. There needs to be a period of adjustment, but if there is mutual love, confidence and respect, the transition can be made with the least amount of difficulty.

I have outlined the following areas as part of the interview questions that might be addressed. Both the board and the pastor may have additional questions in areas of importance to their particular needs.

1. **PERSONAL MINISTRY**...A fair estimate of Personal Ministry can usually be obtained from his preaching when candidating for the position of Pastor, but there may be other areas a board would want

to explore in their conversation with him or through inquiry elsewhere. **Remember, preaching is only one part of the ministry.**

2. **REMUNERATION**...The following areas should be considered.

- A. Base Salary
- B. Parsonage or Parsonage allowance
- C. Utilities
- D. Automobile/travel allowance
- E. Moving expense, if applicable

F. Provision for time and finances to attend District and Sectional functions, i.e. Ministers Institutes, National and District Meetings, etc.

G. Retirement benefits. (MBA, SOCIAL SECURITY)

3. OUTSIDE EMPLOYMENT... Unfortunately, this is a problem in many of our churches. There is a scripture which says, "muzzle not the ox that treadeth on thee corn." The reason you do not have to muzzle the ox, is evident, the ox by nature will not eat any more than it NEEDS. The **pastor/shepherd** should be allowed to make a financial decision as to his needs. If the church is unable to meet those needs, confidence that he will do what is expedient should be expressed. There is always the danger that someone might take advantage of the situation. Remember, God is still in charge and if we are faithful in our benevolence, He will return the blessing many fold. (Phil. 4:19)

IE. In the middle of a building program at one of the churches I pastored, some number of years ago, we discussed during a board meeting the shortage of funds to finish the building. After we had decided that we would do whatever had to be done to finish the building, one of the board members commented that he thought that it was time to discuss the pastors salary. They gave me a raise in that meeting. Here was their logic. **If we are going to believe God for some \$60,000.00 to finish the building, why can't we believe for a simple raise for our pastor?** Amazing?

Needless to say, **I felt ten feet tall**, and instead of working just 12 to 14 hours a day, I felt that I not only needed to continue my commitment to the Lord, but in addition, I wanted to increase my productivity for his Church, because of their expression of love and concern for me as their pastor.

4. LENGTH OF PASTORAL TERM... In many churches, the general practice is that of an indefinite term of office. It is wise to take a good look at this area, considering all the facts before a lot of amendments are made to the constitution to protect us from ourselves. It seems, at least in some cases, that **the smaller the church, the larger the constitution and by/laws**. Unfortunately in many cases, each time a congregation changes pastors, if there was a "problem", there is a concerted effort to make sure that the problem doesn't occur again. We try to accomplish this by making and corrections deemed necessary, to become part of our By-Laws. This can seriously injure a "Good" church by binding an outstanding Pastor with often unnecessary requirements, geared to protect us from the person that has already left.

5. WHAT IS EXPECTED OTHER THAN THE MINISTRY AND PASTORAL CARE...

Certainly each pastor is expected to keep his home and his property (parsonage) looking as good as could be expected. Some churches, depending on the commitment of the pastor, have provided a gardener or someone to at least cut the lawn.

IE. One board member, unhappy with the new pastors lack of interest in cutting the lawn visited him and made this comment. "Our last pastor cut the lawn every week", to which the new pastor replied, "I know, I called him, **he said he's not going to mow it anymore.**"

Areas such as cleaning the church, securing the premises, providing meals, etc. should be discussed with an open mind. Some who have always "provided", are likely, in some cases, to be suffering from "**SPIRITUAL FATIGUE**". This should be considered when deciding who should be responsible for what areas.

6. VACATIONS...A pastor and his family enjoying a time of R/R can be profitable both to the minister and to the church. Having a time away can renew his vision, increase his vision and his burden for the church, and on his return, be so spiritually blessed that it spills over anew and afresh to the congregation. Many congregations take a love offering for the pastor/family, before they go on vacation. This says, we love you, hurry back. It could be one of the best investments a congregation might ever make.

7. THE MINISTERS FAMILY...The number of children, their ages and activities in the church, if any, should be discussed. It should be determined what, if any, ministry his wife will have in the Assembly. There are several schools of thought as to what should be required of a pastors wife when he accepts a position in the church. There are boards that may take for granted that she is coming with the same zeal and commitment as her husband. In some cases this might not be true. Some wives do not always share the vision of their husband, and some are upset by having to move, and in some cases, they move quite often. Time should be given to the wife and children to acquaint themselves with the congregation before "unloading" some of the jobs, no one else may want to do. IE. the nursery. I contend that the nursery is the "war zone" of the church. Some once humorously said, "It might be good if scripture from I. Cor. 15 were addressed over the nursery door.

'They shall not all sleep, but they shall all be changed.'

8. BOARD MEETING SCHEDULES...This could be a vital key to a successful church program. Those that have a need to know, should be made aware of the administrative and financial matters of the Assembly. Communication is often the key to a smooth running church. It should go without saying, that confidentiality is of utmost importance, when dealing with "**sensitive**" information.

9. VISITATION...In the area of visitation, who, when and what is expected of the pastor needs to be discussed in some detail. Some churches want a pastor to visit all the members at least once a year, while some may not desire this at all, but are more concerned with the pastor using his time to contact the "Unsaved", and other areas of evangelism. At least a general understanding of what the congregation is expecting, would be helpful.

10. DEPARTMENTAL RESPONSIBILITIES... Each department of the church should endeavor to compliment the overall operation of the church. (see Church Philosophy) If the church is dedicated to Worship, Spiritual Growth, Missions, home and foreign, and good Administrating, then the department heads should make every effort to support the overall program. Since the pastor usually becomes responsible for the spiritual well being of the total church, it should go without saying that his direction should be readily accepted by those serving these areas.

11. SPECIAL SPEAKERS...This could be one of the most important areas of discussion. If the pulpit is looked upon as the pastors responsibility, then it follows that he would be responsible for Pulpit Guests. Many times members and friends have relatives, friends, and others that they would like to have

speak in their church. It should be the pastor that makes that final decision, and in addition great care should be taken not to put the pastor in a position of having to say "no" to someone that has been recommended by a member of the congregation. Many of the people that attend a church may have a relative or another "very special" speaker that they would like to have invited, but they may not be aware of some of the reasons why it would make it impossible to have them as a pulpit guest.

12. MINISTRY IN OTHER THAN HIS OWN CHURCH...Most pastors are allowed to take "outside" ministry. IE. revivals, seminars, etc. This can be of great mutual benefit. How often, and when this may occur, might be a matter for discussion, if a policy that governs this area has not been set. (See Church Policies)

13. THE MINISTER AND CHURCH PURCHASES...This varies from church to church. It is important that a clear understanding is reached. Setting an amount that the Pastor may spend for church use, and that is mutually agreed upon by both the Pastor and Council (board) may resolve many of the difficulties resulting from a misunderstanding of Fiduciary responsibilities. Purchases up to, say \$500.00 can be made, without Board or Financial Committee approval. This can then be adjusted as confidence and credibility are established. It is also important to make it clear for anyone else that might decide to buy something and charge it to the church simply on the basis that they are tithe payers, that this practice can lead to very difficult circumstances. Many churches have been using the **P.O.** (purchase order number), method without which companies will not allow a purchase to be billed the church. This action, if handled properly, will served to make us better stewards of Gods' money and also to govern the possibility of excess spending by anyone.

WHAT THE PASTOR EXPECTS OF HIS CHURCH OFFICERS

The pastor, as the overseer of the church, is expected to lead the church in maintaining a high plane of spiritual and organizational efficiency. To do this he expects certain things of the officers of the church. We will divide these factors into three areas for consideration. These areas are as follows:

1. The officers and his relationship to God.
2. The officer and his relationship to the church and individuals.
3. The officer and his specific work in the church.

I. WHAT THE PASTOR EXPECTS OF A CHURCH OFFICER IN THAT OFFICER'S RELATIONSHIP TO GOD.

It is basic for success in a church program that every officer have a relationship and fellowship with God which is genuine and constant. The pastor expects this since God cannot bless the church program fully, if some officers are out of His will. The church family is responsible to see to it that the church officers are dedicated to God in every day life and fellowship as well as in talent.

II. WHAT THE PASTOR EXPECTS OF CHURCH OFFICERS IN THEIR RELATIONSHIPS TO THE CHURCH AND INDIVIDUALS.

- A. Church officers are expected to become acquainted with the total program of the church.
- B. Church officers are expected to have respect for their pastor and other leaders and officers of the church.
- C. Church officers are expected to be in attendance, and in every possible way to set a good example.
- D. The pastor expects officers to avoid personality strains, and by proper method relieve such strains where ever they appear.
- E. The pastor expects church officers to maintain, for the sake of the gospel, a "good report" from them that are without, as well as in other relationships, beyond the local fellowship.

III. WHAT THE PASTOR EXPECTS OF CHURCH OFFICERS IN RELATIONSHIP TO THEIR SPECIFIC DUTIES.

- A. The church officer should know his duties. He should demand specific information concerning the office before accepting the responsibility.
- B. Faithfulness, promptness, exactness, neatness, availability, and a concern for important details are suggestive of what a pastor expects of an officer serving God as a leader in the church.
- C. Every expectation will be satisfy, if every officer serves as indicated in **Ephesians 6:6-7 "Not with eye service, as men pleasers; but as the servants of Christ, doing the will of God from the heart; with good will doing service, as to the Lord, and not to men."**

CHURCH BOARD MEMBERS

BENEVOLENCE MINISTRY

RESPONSIBLE TO: Pastor and Board

NOTE: There is a form provided "**Request For Aid Form**" that should greatly assist you in making a decision regarding the granting of funds to individuals who may seem somewhat questionable. It will be worth the time to have them fill out this form, then to suggest a 24 hour period, until the proper authorities rule on its validity.

SUMMARY: Responsible for the overall use and disbursement of benevolent funds, in keeping with the Biblical admonition, **"to do good unto all men, especially unto them who are of the household of faith" (Galatians 6:9-10); and, "Give to him that asketh thee, and from him would borrow of thee, turn thou not away." (Matthew 5:42)**

SPECIFIC DUTIES:

1. Responsible for budgeting, monitoring and controlling the necessary financing for benevolent use.
2. Responsible to work with the pastor and/or board in the following areas:
 - a. Investigate all requests for benevolent funds, as to the legitimacy of the need; deciding how much is to be given if need is determined.
 - b. Investigate any need, as to its legitimacy and to what extent the church can offer help, when brought to attention by a person or persons, concerned for the welfare of an individual or family.
3. Responsible to expeditiously approve vouchers for payment. In some situations where need is immediate this may be done orally, or by phone; signing a written voucher later, at first opportunity.
4. Responsible to inform the church administrator of needs for new or revised policy and procedure.
5. Responsible to attend all called business meetings.

(NO ONE IS BEYOND HELP WHO WILL "TELL THE TRUTH")

NAME OF THEIR HOME CHURCH _____

ADDRESS OF THEIR HOME CHURCH _____

DATE: _____ FACILITY FILE NUMBER: _____

REQUEST FOR AID FORM

NAME: _____

(LAST)

(FIRST)

(MIDDLE)

ADDRESS: _____ CITY _____ STATE _____ ZIP _____

TELEPHONE: _____ BIRTHDATE: _____

MARITAL STATUS: _____ NUMBER OF CHILDREN: _____

WHAT TYPE OF AID ARE YOU APPLYING FOR? FOOD _____ SHELTER _____ MONEY _____

ARE YOU ON WELFARE? _____ LEGAL AID? _____ NAVY RELIEF? _____

IF SO, WHERE _____ CITY _____ STATE _____ PHONE: _____

WHEN _____ MONTH _____ YEAR THOUGH MONTH _____ YEAR _____

HOW MUCH HELP DID YOU RECEIVE _____

HAVE YOU TRIED WELFARE? _____ LEGAL AID? _____ NAVY RELIEF? _____ OTHER _____

IF SO, WHERE _____ WHEN _____

HAVE YOU BEEN TO ANY OTHER CHURCH FOR AID? _____

IF SO, WHERE _____ WHEN _____

DID SOMEONE REFER US TO YOU? _____ WHAT CITY AND STATE ARE YOU FROM? _____

WHAT IS YOUR LAST PASTOR'S NAME AND PHONE NUMBER? _____

COULD WE CALL YOUR PASTOR FOR A RECOMMENDATION? _____

WHAT WAS YOUR REASON FOR MOVING HERE? _____

DO YOU HAVE ANY RELATIONS LIVING HERE? _____ IF SO, NAME _____

ADDRESS _____ ZIP _____ PHONE _____

DO YOU HAVE ANY FRIENDS LIVING HERE? _____ IF SO, NAME _____

ARE YOU LIVING WITH ANY OF THEM? _____ ARE YOU WILLING TO WORK? _____

IF YOU ARE NOT A CHRISTIAN, IS IT YOUR INTENT TO BECOME ONE? _____ WHEN? _____

****BY SIGNING THIS DOCUMENT, I SIGNIFY THAT THE AFORESTATEMENTS ARE TRUE TO THE BEST OF MY KNOWLEDGE, AND ALSO ALLOW THE CHURCH TO VERIFY SAID STATEMENTS TO ASCERTAIN THEIR VALUE.**

(SIGNATURE)

(DATE)

*****NOTE: THIS REQUEST FOR AID FORM WILL BE SUBMITTED TO THE BENEVOLENCE BOARD. AFTER 24 HOURS, FEEL FREE TO CONTACT THE CHURCH RECEPTIONIST.**

(DO NOT WRITE BELOW THIS LINE)

COMMENTS: (TO BE FILLED OUT BY BENEVOLENCE OFFICER)

ACTION TAKEN BY CHURCH: YES [] NO [] *ADDITIONAL INFORMATION LISTED BELOW*

CHURCH BOARD MEMBER

BUILDING MINISTRY

RESPONSIBLE TO: Pastor and Board

SUMMARY: Responsible for the planning, organizing and overseeing of all functions of the building ministry.

SPECIFIC DUTIES:

1. Responsible for budgeting, monitoring and controlling the necessary financing of the building needs.
2. Responsible for organizing, planning and selecting the various department heads concerned with building.
3. Responsible to hire all necessary help as supplement to voluntary help.
4. Responsible to pay the necessary wages in compliance with Wage and Salary policy.
5. Responsible to expeditiously approve vouchers for payment by church treasurer in order to obtain Discounts.
6. Responsible to inform the church administrator for need of new or revised policy and procedure.
7. Responsible to attend all called business meetings.
8. Ex-Officio member of the Building Committee, as appointed by the pastor and board.

CHURCH BOARD MEMBER

CONSTITUTIONAL REVISION COMMITTEE

QUALIFICATIONS:

Must be a member of the church, mature in Christian experience, have some knowledge of the administrative need of the church and be somewhat familiar with "Robert's Rules of Order Revised".

LINES OF ACCOUNTABILITY:

1. Senior Pastor
2. Membership of the church

NOTE: Final approval of any changes in the Constitution and By-laws shall be made according to the provisions made for such changes as recorded in the Constitution and By-laws of the church.

REASONS FOR COMMITTEE:

As churches grow spiritually as well as numerically, there are basic changes that need to be made in the organization and administration of the church. Quite often, Constitution and By-laws written when the church was first organized do not sufficiently or, in my estimation, adequately cover the areas that accompany a growing church. It is therefore deemed imperative that a committee be formed to continue a process that may assure the church of proper procedures to follow in all cases affecting the administration of the church.

PROCEDURES:

This committee shall be appointed by the pastor and shall meet at such times as shall be decided upon by the committee members and the pastor. There shall be 5 members on the committee including the chairperson. Three members shall be chosen from the Board and two shall be chosen from the membership of the church.

The time of service on this committee shall be decided by the pastor based upon the extent of the revision.

All changes shall be suggested, shall be put in writing and submitted to the board for discussion.

Final approval for all changes shall be voted on by the membership in session at a business meeting called for that purpose or included in the agenda of a regular church business meeting. **(See Constitution and By-laws for provisions allowing changes in the existing Constitution and By-laws.)**

CHURCH BOARD MEMBER

FINANCE MINISTRY

RESPONSIBLE TO: Pastor and Board

SUMMARY:

Responsible for the planning, organizing and implementation of a total church budgeting, monitoring, controlling and reporting process.

SPECIFIC DUTIES:

1. Responsible to organize and assist all the board members' budget requirements for their assigned areas of responsibilities, annually.
2. Assist the church treasurer in all areas of collection, disbursements and reporting.
3. Monitoring and controlling the board members' expenditures by a reporting method issued to each board member.
4. Review and analyze all church moneys expenditures as to proper accountability, and proper expenditure per policy and procedure.
5. Assist in speedy approval by board members, of vouchers for payment.
6. Responsible to attend all called business meetings.
7. Responsible to inform the church administrator for need of new or revised policy and procedure.
8. Establish and maintain books of account, including a general ledger, subsidiary ledgers such as a payroll ledger, and other ledgers as needed.
9. Maintain proper payroll records in accordance with Federal and State government requirements.
10. See that proper posting to the above ledgers is done.
11. See that books of account are audited annually.

I. THE PURPOSE OF THE FINANCE COMMITTEE

- A. To assist the Pastor to free him for spiritual responsibilities. (Acts 6)

B. A Finance Committee has several purposes:

1. Provide counsel
2. Sustain the public integrity of the finances of your church. (II Corinthians 8:19-21)
3. Provide lay assistance in involving your church in the financial program.

II. DESIGNING THE STRUCTURE

A. Finance Committee members should be appointed only upon the recommendation of the Pastor.

PLEASE NOTE: A permanent committee may develop **into an institution** that could totally **stifle** expansion.

B. Qualifications of Finance Committee:

1. Must have the respect of your church.
2. Must be generally in agreement with the program of your church.
3. Should have a good sense of history about the struggles of the past.
4. Must have strong spiritual qualifications.

III. THE FUNCTION OF THE FINANCE COMMITTEE

A. Present church budget to be finalized by __ (date) __.

B. Review insurance policies.

C. Prepare quarterly balance sheet.

D. Review monthly cash flow statement.

E. Prepare quarterly pro-forma statement.

F. Approve all capital improvements not set out in budget.

G. Approve expenditures over \$150.00 and not exceeding \$500.00 not budgeted prior to commitment. Above \$500.00 needs Board approval.

H. In fall year, do performance, personnel, salary review to show changes in new budget. Coordinate with office manager.

I. Correlate income with allotments. Finance Committee will contact departments if there are not sufficient funds to pay all.

J. Review budget and make adjustments as necessary.

CHURCH BOARD MEMBER

MAINTENANCE AND GROUNDS MINISTRY

SUMMARY:

Responsible for the surveillance of the church facilities and grounds. Listing the things needing correction and advising the administration of the same, either by board agenda or in person to the pastor.

SPECIFIC DUTIES:

1. Responsible for the volunteer help, and to recommend to the administration additional paid help as the need arises.
2. Responsible to recommend to the church council or board, the pay rate for such employees as may be necessary to hire.
3. Responsible to inform the administration of any needed changes in policy or procedure.
4. Responsible to attend all business meetings.
5. Responsible to expeditiously approve vouchers for payment by church treasurer in order to obtain discounts.
6. Constitutional Statements:
 - a. The chairman of this committee must be a member of the Deacons.
 - b. This committee shall exercise supervision over all buildings and grounds owned by the church.
 - c. It shall supervise all improvements and new construction.
 - d. The committee shall be responsible for all space assignment.
 - e. This committee shall be responsible for all space assignment.
 - f. It shall be responsible for the scheduling of usage of buildings and grounds and all auxiliary equipment of property exclusive of buses and other vehicles.
7. Specific Responsibility Check List:
 - a. Negotiate all insurance contracts and policies.

- b. Check all property, twice a year, for fire hazards.
- c. Make and issue all keys for church property. Keep and review annually a list of all key issued.
- d. Negotiate all service contracts (organ, office machines, etc.)
- e. Make and bring up to date, annually, an inventory list of all church property and equipment with approximate value (date of purchase).
- f. Determine and engage (with approval of Deacons) adequate custodial help. Meet periodically with the custodians to discuss care of buildings, needs and problems in custodial or cleaning services, remuneration or salary for services rendered.

THE FOLLOWING CHECKLIST SHOULD BE OF HELP TO THE COMMITTEE

EXPEDITE THIS DURING THE COURSE OF EACH YEAR:

- 1. heating system
- 2. air-conditioning system
- 3. fireplaces and chimneys
- 4. drains
- 5. bathroom facilities (cleanliness, soap, tissue, mirrors, etc.)
- 6. sinks
- 7. drinking fountains
- 8. water heater
- 9. water softener
- 10. floor coverings
- 11. windows
- 12. screens
- 13. bookcases and shelving
- 14. storage space (adequacy and orderliness)
- 15. wastebaskets
- 16. door hinges, locks, etc. (servicing, oiling, and tightening)
- 17. pews
- 18. hymnal racks
- 19. tract racks
- 20. outdoor bulletin board and letters
- 21. furniture in lounge
- 22. furnishings in nursery
- 23. curtains, drapes, blinds
- 24. projectors
- 25. projection screens
- 26. tape recorders
- 27. equipment for custodial work

28. interior & exterior lighting
29. interior & exterior paint
30. bulb replacement
31. room dividers
32. chairs and tables
33. blackboards
34. chalk and erasers
35. cork board
36. desks
37. office equipment
38. word processors
39. mimeograph machine
40. adding machine
41. folding machine
42. files (adequate)
43. storage of office supplies
44. electrical outlets, fuses and breaker box
45. extension cords
46. electrical wiring on lamps and appliances
47. roof
48. guttering, waterspouts, etc.
49. window washing
50. time clocks
51. motors, organ, heating, etc.
52. sidewalks (adequate)
53. steps (safety)
54. lawn care and seeding
55. parking lot (care & improvement)
56. traffic safety
57. outdoor drainage
58. shrubbery
59. landscaping
60. cloak and coat storage
61. kitchen equipment

CHURCH BOARD MEMBER

MISSIONS MINISTRY

RESPONSIBLE TO: Pastor and Board

SUMMARY:

Responsible for the overall activities of the Missions Department.

SPECIFIC DUTIES:

1. Responsible for budgeting, monitoring and controlling the necessary financing of the Missions Department.
2. Responsible to plan, organize and direct a vigorous Missions Department to cover the Home and Foreign Missions.
3. Responsible to expeditiously approve vouchers for payment, in order for church treasurer to obtain discounts.
4. Responsible to inform the church administrator for need of new or revised policy and procedure.
5. Responsible to attend all called business meetings.

CHURCH BOARD MEMBER

YOUTH MINISTRY

RESPONSIBLE TO : Pastor and Board

SUMMARY:

Represents the will and direction of the pastor and board in overseeing all the operations and activities of the youth department, in all areas of operation.

SPECIFIC DUTIES:

1. Responsible for budgeting, monitoring and controlling the necessary financing of the youth department.
2. Responsible to assist, consult, advise, etc., the Director of Youth in all areas requiring help, and requested by the Youth Director.
3. Responsible to monitor and control all the activities in compliance with the church policies and procedures.
4. Responsible to inform the church administrator for need of new or revised policy and procedure.
5. Responsible to expeditiously approve the vouchers for payment by church treasurer in order to obtain discounts.
6. Responsible to attend all business meetings.

CHURCH BOARD MEMBER

CHURCH TREASURER

RESPONSIBLE TO: Pastor, Finance Director and Board

SUMMARY:

Responsible for the receipts, depositing and disbursements of church funds.

Responsible for the financial reporting to the board and to the church membership of monthly, quarterly and annual reports.

SPECIFIC DUTIES:

1. Responsible for the proper accounting and bookkeeping information as specified.
2. Receives the tithes and offerings and all special collections for deposit.
3. Disburses all church monies by check only after receipt of an approved, signed voucher by the account controller of the account involved.
4. Distributes the individual's annual statement.

CHURCH BOARD MEMBER

CHURCH TREASURER

SPECIFIC DUTIES:

1. Counts Christian Education offerings for weekly bank deposit. Preparing weekly recap of the Sunday income. Separating designated offerings out of tithing envelopes, when needed. Transferring funds to church treasurer.
2. Handling all bills to be paid. Establishing priority on bill payment sequence.
3. Maintaining check register journal, cash disbursement journal, cash receipts journal, general ledger journal for proper accounting for all Christian Education financial operation (where applicable).
4. Preparing monthly Statement of Operations for report to Christian Education Executive Committee. Budget analysis report for church board. Quarterly Christian Education reports. Missions giving report plus special reports as requested by church Christian Education Executive Committee and/or church board.

WHEN COUNTING ANY OFFERINGS: There should always be at least 2 helpers.

IV. THE PASTOR AND FINANCE

I. THE PASTOR AND FINANCE

A. The Pastor and Church finances. Perhaps one of the most unsuspecting traps that our adversary could use, would be to put us in a position of financial need that would compromise our ministry in any area. This could happen in several ways.

1. Quite often, in the use of Church funds, Many pastors and other leaders are often granted a free hand in purchasing equipment and supplies for their organization. Sometimes there are limits to this and sometimes not. It is where there are no limits that the pastor (leader) needs to be ever so careful. It is always best, when possible, to have the board, or a committee, review what you have in mind, especially if there is any possibility of that purchase putting you in a questionable position. If there is no limit, you may want to suggest one that will give you the liberty you need without someone questioning every move. Remember, all too often, "there are some, whose eyes go to and fro the Church, seeking whom they may find a fault in".

2. Making loans for the Church usually is the pastors responsibility as chairperson of the board. Unfortunately most pastors are expected to be experts at everything they do, and many of them make an honest effort to prove that true. This may lead a pastor into areas with which he is not familiar, and all too often where he or she, has not been trained. At times this can cause a tremendous amount of stress, and can in turn, more often than not, will produce mistakes. Some of these mistakes can take years to correct, and could have debilitating effects on the church for many years. Building programs, purchasing of equipment, and other related financial needs often lead to the borrowing of moneys. (see "**How to put a loan package together**".) If the difference between faith and presumption is not recognized, disaster is often the result. It is so important that "**help**" be requested and granted, before unnecessary problems are added to a sometimes already difficult situation.

B. Dealing with Church related borrowing.

1. Normal credit criteria for obtaining church financing.

a. Credit

- 1) profit and loss statement
- 2) balance sheet
- 3) two years tax returns
- 4) personal financial statement of principals
- 5) guarantee of principals
- 6) Dun and Bradstreet reports

b. Collateral

- 1) Real Property
- 2) furniture, fixtures, and equipment
- 3) assignment of accounts receivable
- 4) all personal assets of owners to support guarantees

c. Repayment

- 1) predict the impact on income which will be generated.
- 2) loans for operating capital can be tied directly to accounts receivable.

2. Overcoming problems or negative areas

a. Keep accurate records.

- 1) income and expense
- 2) keep records of special situations
- 3) separately-attach to annual report

- I. busses purchased
- ii. land purchased

b. Have capable and knowledgeable treasurer or financial officer.

c. Retain monthly statements three.

d. Keep in fireproof safe or bank vault.

- 1) copies of Annual Statement
- 2) copy of title insurance policy
- 3) copies of fire and liability insurance policies
- 4) copy of grant deed.
- 5) copy of any notes or trust deeds (owed or owned)

(PLEASE NOTE: NEVER DESTROY--"BURN" THE MORTGAGE)

e. Obtain letters from business contacts at the time business is done, stating nature of business, dates dollar amount and time of payment

- 1) i.e. Church was re-roofed , obtain letter from re-roofing company.

f. In most cases, keep all church funds with one institution.

- 1) This will keep the bank informed and maintain a good for credit rating.

- 2) compensating balances

- g. Encourage members of congregation to support your bank.
- h. Get to know your banker
 - 1) Invite him (her) to lunch, at the church if you have the facility
 - 2) Explain organizational structure
 - a). Autonomous
 - b). Stability is important
 - c). Stress strengths
 - i. Ability to grow
 - ii. Medium income of members (if it's high)
 - iii. If you are in a depressed neighborhood and offer community services like scouting groups, this is important because it could possibly be classified as part of the bank's Community Redevelopment Activity.
- i. Make sure, if at all possible, your own credentials are impeccable.
 - 1) No NSF checks (Non Sufficient Funds)
 - 2) While pastoring struggling churches or directing other ministries, it is not always possible, but as much as you can, try to avoid **LATE** payments on loans
 - 3) Since bankers **frown on high rollers**, avoid even the appearance of what might be construed as *wheeling and dealing*

3. Church budget

- a) Somehow the word "**budget**", has a negative affect on some pastors as well as a certain percentage of church members. Perhaps this is due to their backgrounds or there may be a strong feeling of concern over the possibility of replacing "faith" with something less spiritual. If it is possible, no matter how insignificant it may seem, get even the simplest form of "projections" for the coming year, compared to "last" year. This will then help you set goals and in addition, have a better handle on what to expect in the future, compared to the past.

4. The need for a stewardship campaign.

- a) If you or your church have never conducted a stewardship campaign, it could be one of the greatest blessings ever to come to your church. It goes without saying however, that the "observant" pastor would be careful that the time and attitude of the congregation was such that it would be accepted and implemented without undue problems.

5. The need for adequate records.

a) It would be so helpful, if some training could be given to the Sec./Treas. if they are elected to that position without having formal training. Keeping proper records is not only prudent, it may be necessary to avoid "legal action" in the future.

6. The Pastor and loaning money to the needy.

a) This ministry can be a blessing to needy families but has to be addressed with some caution. There are professional "church tramps" that know the right words, and the right methods to "live" off of the Churches benevolence. If you are overly pressured by people continually asking for help, set up a "**benevolence committee**". At a board meeting let there be a resolution, encouraging the Pastor not to give out church finances, without the review of the "**committee**", but also allowing the pastor "special veto" rights in certain situations.

7. Borrowing for new construction.

- a. Bank loans.
- b. Personal loans.
- c. Loan Companies.
- d. Bonds.
- e. Unsecured notes, etc.
- f. Pledging

1) Pledging can be a great asset to a Church but caution must be exercised as to how, when, where, and what you are going to do. Plan well, give sufficient lead time for everyone to participate and do their jobs well. Here is what one church used for fund raising.

LOVE MADE ME DO IT.

YOU CAN HELP IN FOUR WAYS.

1. ENROLL IN THE 10-90 PLAN:

MALACHI 3:10, "BRING THE WHOLE TITHE INTO THE STOREHOUSE, SO THAT THERE MAY BE FOOD IN MY HOUSE, AND TEST ME NOW IN THIS" SAYS THE LORD OF HOSTS, "IF I WILL NOT OPEN FOR YOU THE WINDOWS OF HEAVEN AND POUR OUT FOR YOU A BLESSING UNTIL IT OVERFLOWS."

2. MY PART COMES FIRST

PROVE GOD'S PROMISE TRUE BY TITHING THE FIRST 10% OF YOUR INCOME INTO GOD'S STOREHOUSE FOR THE NEXT 90 DAYS. NOTE: IF AT THE END OF 90 DAYS YOU FEEL YOUR DECISION WAS A MISTAKE, OR THAT IT CREATED A FINANCIAL CRISIS, OR YOU DID NOT RECEIVE A BLESSING, WE WILL GIVE YOUR MONEY BACK PROMPTLY, NO QUESTIONS ASKED,

GOD'S PART

HE WILL GIVE YOU AN OVERFLOWING BLESSING!

YES, GOD CAN COUNT ON ME TO PROVE HIS PROMISE BY GIVING THE FIRST 10% OF MY INCOME FOR 90 DAYS.

GOD HAS BLESSED ME ABOVE AND BEYOND, THEREFORE I CAN GIVE ABOVE AND BEYOND.

LUKE: 12:48 ..."FROM EVERYONE WHO HAS BEEN GIVEN MUCH SHALL MUCH BE REQUIRED; AND TO WHOM THEY ENTRUSTED MUCH, OF HIM THEY WILL ASK ALL THE MORE."

3. I WANT TO PASS ON SOME OF THE BLESSINGS I HAVE BEEN RECEIVING

FROM GOD BY GIVING A SPECIAL GIFT TO _____.

\$1000.00 \$2,500.00 \$5,000.00 \$10,000.00 \$ or _____

4. YES, I WOULD LIKE TO GIVE PROPERTY, STOCKS, ETC. BUT I

WOULD NEED EXPERT LEGAL ADVICE TO HELP ME MAKE THIS TRANSACTION.

APPROXIMATE AMOUNT OF THIS GIFT WOULD BE _____

8. Salary structure.

a. This can be a very difficult area. How much a person may receive in wages, depends on his or her abilities and gifts, as well as the Churches financial position. You might find out from friendly pastors what they are paying people in relatively the same position. Be careful that you don't just transfer the numbers but use them as a guide, while taking everything else you can think of, into consideration.

9. Board meeting reports.

a. If each board member were to have his own three ring binder, board meeting minutes could be passed out, or mailed out. By dividing the binder in several sections, you would be able to store old minutes, new minutes, as well as financial reports, both current and past. This would be very helpful to those that may have missed the meeting for a legitimate reason, and in addition, they would be readily accessible when needed for future reference at later meetings.

10. Annual business meeting reports.

b. If you do not have a "format" of your own to follow, talk to another pastor of a larger Church, they are usually more than willing to let you see the outline and the "reports" they have presented to their congregation. Depending on the need for "in-depth", reporting, you might offer the following:

- 1) A consolidated report. This report would give an overall view of all debts. This is generally all that is needed in a smaller church setting.
- 2) An individual overall dept. report. Each dept. head would do their best to put in writing what has transpired in the area of responsibility. They should be encouraged to be as positive as possible.
- 3) An individual in-depth report. This report would have as many details as necessary regarding the operation of that dept. An attempt is made to leave no sensible question unanswered.

C. The Pastor and his personal finances.

1. Personal Credit

a) Credit problems seem to have a way of escalating into other levels of leadership, and can, affect our overall performance administratively, as well as in ministry.

- 1) Try to avoid financial over extension in all areas.
- 2) Set a personal budget for your family

2. Personal Needs

- a) Be careful about "continually" sharing with members of the congregation your financial "needs"

- b. Loans from individual members can tie your hands at a later time. Especially if anything happens to the friendship, and/or you have to take any kind of disciplinary action.

BASIC OR GENERIC LOAN FORMS

THE FOLLOWING PAGES CONTAIN A GROUP OF **GENERIC APPLICATIONS** PREVIOUSLY USED IN THE SECURING OF A \$450,000.00 LOAN. PLEASE FEEL FREE TO DUPLICATE THESE, FILL IN THE ANSWERS TO THE PROPER QUESTIONS, ALONG WITH ANY ADDITIONAL INFORMATION REQUIRED.

JUST A WORD OF ADVICE, BE SURE THE SPELLING AND OVERALL APPEARANCE IS AS PROFESSIONAL AS YOU CAN MAKE IT, AND THEN PUT IT IN SOME KIND OF ATTRACTIVE BINDER BEFORE PRESENTING IT TO THE BANK OR ANOTHER LENDING INSTITUTION.

THESE MAY BE USED WHEN MAKING APPLICATION FOR A LOAN FROM ANY LENDING INSTITUTION, IF THEY MAY HAVE THEIR OWN "FORMS", YOU SHOULD STILL BE ABLE TO TRANSFER JUST ABOUT ALL OF THE INFORMATION YOU HAVE BEEN ABLE TO COMPILE.

EVEN IF NOT APPLYING FOR A LOAN, YOU MIGHT WANT TO PUT THE INFORMATION IN SOME KIND OF PORTFOLIO AND SUBMIT IT TO YOUR BANK FOR THEM TO FILE FOR FUTURE REFERENCE....

HSR

WRITTEN APPLICATION

Name of Church _____

Address _____

Church Telephone _____ Date Church was started _____

Charter membership _____ Membership 3 years ago _____

Present membership _____ Number of family income units _____

Number of members received during the past year _____

Average attendance Sunday Morning Service _____

Name of pastor _____ address _____

City _____ State _____ zip _____

Pastors home phone _____ Present pastorate began _____

If pastor had previous building experience briefly state when and where. _____

Purpose of loan _____ terms _____ months _____

Security offered _____

State purpose of loan fully and concisely. _____

If property is to be purchased attach a separate sheet of paper giving description of property, (see attached schedule "A") _____

Attach clear photographs _____

State purchase price and terms of sale _____

SCHEDULE "A"
GENERAL DESCRIPTION OF PROPERTY
(EXAMPLE)

NAME OF CHURCH _____

THE SITE _____

STREET, _____

CITY, _____

COUNTY, _____

STATE, ZIP _____

LOCATION _____

LEGAL _____

SIZE AND SHAPE _____

AREA _____ :

ZONING _____

TOPOGRAPHY _____ :

LEVEL, _____

SLOPING, _____

STEEP, ETC. _____

SOIL CONDITIONS: _____

CLAY, _____

LOAM, _____

DECOMPOSED GRANITE, ETC. _____

OFF SITE IMPROVEMENTS: _____

PAVED STREETS, _____

CURBS, _____

SIDEWALKS _____

UTILITIES: _____

GAS, _____

ELECTRIC, _____

WATER TO SITE _____

IMPROVEMENTS _____

SCHEDULE "B"

SCHEDULE OF REAL PROPERTY

DATE _____

NAME OF CHURCH _____

PROPERTY LOCATION _____

CURRENT MARKET

VALUE _____

LENDER _____

BALANCE _____

INTEREST _____

TERMS _____

SCHEDULE "C"

DATE _____

NAME OF CHURCH _____

VEHICLE I.D. INFORMATION

	VEHICLE 1	VEHICLE 2	VEHICLE 3	VEHICLE 4
YEAR				
I. D. NO.				
MAKE				
LICENSE NO.				
VALUE				
PASSENGER S				

SCHEDULE "D"

FURNITURE AND FIXTURES

DATE _____

NAME OF CHURCH _____

DESCRIPTION	YEAR PURCHASED	CONDITION	CURRENT MARKET VALUE

SCHEDULE "E"

BOND INFORMATION

DATE _____

NAME OF CHURCH _____

ORIGINAL DATE OF BOND _____

ORIGINAL DESIGNATED AMOUNT SOLD _____

HELD BY CHURCH _____

OUTSTANDING _____

INTEREST RATE _____ PAYABLE SEMI-ANNUALLY _____

FINAL MATURITY _____

PAYABLE TO: LENDERS NAME _____

ADDRESS _____

CITY _____

PROJECTED CASH FLOW

DATE _____

NAME OF CHURCH _____

PROJECTION PERIOD _____

TOTAL INCOME PREVIOUS YEAR _____ \$ _____

PROJECTED INCREASE (PERCENTAGE) _____ %

TOTAL INCOME PROJECTION _____ \$ _____

PROJECTED EXPENSES

SALARIES _____ \$ _____

UTILITIES _____ \$ _____

LEGAL AND ACCOUNTING _____ \$ _____

INSURANCE _____ \$ _____

GENERAL SUPPLIES _____ \$ _____

AUTO EXPENSE _____ \$ _____

MISSIONS _____ \$ _____

PRINTING _____ \$ _____

MISCELLANEOUS EXPENSE _____ \$ _____

DEBT RETIREMENT (REAL ESTATE)

NOTES _____ \$ _____

INTEREST _____ \$ _____

PROPOSED LOAN _____ \$ _____

TOTAL PROJECTED EXPENSES _____ \$ _____

PROJECTED REMAINING BALANCE _____ \$ _____

CREDIT REFERENCES

DATE _____

NAME OF CHURCH _____

BANK _____

SAVINGS AND LOAN _____

REALITY FIRM _____

INSURANCE AGENCY _____

REPAYMENT _____

REPAYMENT _____

EXPLAIN CLEARLY AND CONCISELY HOW YOU PROPOSE TO REPAY THE LOAN FOR WHICH YOU ARE APPLYING.

CHURCH HISTORY

NO MORE THAN TWO OR THREE PAGES-DOUBLE SPACED GIVING PERTINENT DETAILS OF CHURCH'S GROWTH INCLUDING LAND, BUILDINGS, CONGREGATION, CHURCH STAFF, SCHOOL OR MINISTRIES.

INFORMATION ON PLEDGES

BRIEFLY DESCRIBE PROPOSED PLEDGES TO SUPPORT LOAN INCLUDING NUMBER AND DOLLAR AMOUNT. THIS MAY BE A GOOD OPPORTUNITY TO MENTION THE BASIC STEWARDSHIP PROGRAMS AND FAITH OFFERINGS WHICH HAVE BEEN SO SUCCESSFUL IN THE RECENT PAST.

COST OF EVANGELISTIC MEETINGS

MEETING DATES _____

INCOME: _____ .

NEWSPAPER _____ .

**APPROPRIATED FROM CHURCH
BUDGET** _____ .

OFFERINGS: _____ .

GENERAL _____ .

LOVE _____ .

OTHER _____ .

TOTALS _____ .

MEETING PREPARATION

NEWSPAPER _____ .

T. V. _____ .

RADIO _____ .

BROCHURES _____ .

OTHERS _____ .

EXPENSES FOR MEETING

TRAVEL EXPENSES NEWSPAPER _____ .

FOOD ALLOWANCE NEWSPAPER _____ .

NEWSPAPER _____ .

TOTALS _____ .

RENTAL ALLOWANCE FOR EVANGELISTS

THIS TAKES A MOTION FROM THE BOARD

IN COMPLIANCE WITH FEDERAL INCOME TAX REGULATIONS AND CODE 1103.48 REG. 1.107 TO WIT:

"AN ORDAINED MINISTER WHO PERFORMS EVANGELISTIC SERVICES AT CHURCHES LOCATED AWAY FROM THE COMMUNITY IN WHICH HE MAINTAINS HIS PERMANENT HOME MAY EXCLUDE FROM GROSS INCOME, RENTAL ALLOWANCES PAID TO HIM BY SUCH CHURCHES, AS PART OF HIS COMPENSATION, TO THE EXTENT IT IS USED BY HIM TO MAINTAIN HIS PERMANENT HOME",

IT IS MOVED AND SECONDED BY THE OFFICIAL BOARD OF THE:

NAME OF CHURCH _____

CITY _____ STATE _____ ZIP _____

WE DESIGNATE THE AMOUNT OF \$ _____ FOR HOUSING RENTAL ALLOWANCE
FOR _____ OF _____

AND THAT THIS ACTION BE ENTERED IN OUR MINUTES AS A MATTER OF RECORD.

THE ABOVE MOTION WAS CARRIED BY A VOTE OF THE OFFICIAL BOARD

ON THE _____ DAY OF _____, 19__

BY: _____, _____
(NAME) (TITLE OF OFFICER)

V. THE PASTOR AND SAMPLE CHURCH POLICIES

SUGGESTED CHURCH POLICIES

A. The Importance of Having a Church Policies

1. When it comes to consistency, a written policy is probably your best insurance against undue or perhaps even unnecessary criticism. There are many functions of a church that can be handled or performed in several ways, and **there may be more than one right way to do it**. This then becomes very subjective. It will often depend on the person that is in charge, how and even when it will be done.

It is primarily for this and other lessor reasons that a "staid" method of doing specific things in a predetermined way, might be adopted. Personnel, in many cases, change so quickly in a church environment, you might have a different person in charge of the same ministry within just a few months. If the policies change with each personnel change, chaos could result.

Having a policies that govern **repetitive activities** need not be confining, to the contrary, it could bring a real **sense of continuity to the overall program**.

Someone once coined the phrase, "*Consistency, thou art a jewel*".

B. How to Write a Church Policy

1. Policy can be formed either by examining how it was best done in the past, (you might ask someone who may be familiar with that particular activity, to help outline as much as they can in writing, then go over it together, and see if it is suitable), or by forming a committee to determine ways of bringing certain functions into consistency with other ministries. Timing is very important when imposing new and possibly intimidating policies.

If you have been at the church for a while, most of the functions may be rather easily put in writing. If you have been at that church just a comparatively short time, since you do not want to create policies that may alienate those that you need to plan and work with, you may want to consult someone that might be familiar with how it has been done in the past, then examine the procedure to see if the policy might improve or hinder the area it has been created to help. Since this can be one of the dangerous areas for a minister to administrate, I can not emphasis enough the need to make changes, using all the wisdom God can give, and making whatever provisions are necessary to avoid doing unnecessary damage to that or any other particular function.

The following "**samples**" are given strictly for your information. Use any of them in there present form, only if you feel that they are applicable without change, otherwise, please feel free to change them to fit your local situation. **Remember, they are only samples, and may or may not fit your immediate need(s)**.

C. Sample Church Policies

(Please see Policy Manual for a much more comprehensive list of Church Policies. HSR)

1. CHURCH POLICY REGARDING MEMBERSHIP
2. CHURCH POLICIES BULLETINS-NEWSLETTERS
3. POLICY REGARDING DEATH IN FAMILY, OF CHURCH MEMBER OR CONSTITUENCY
4. CHURCH POLICIES, CHURCH EXPENDITURES PETTY CASH
5. PASTORS VEHICLE\
6. FLOWER POLICY
7. VOLUNTEER WORKERS
8. PERMISSION SLIPS

CHURCH POLICY REGARDING MEMBERSHIP

SCOPE:

To provide the church with a consistent method of Church membership.

This policy defines the criteria for church membership and requirements that must be observed before membership can be granted. It is the desire of this church to grow, but care must be taken that all applicants understand clearly the meaning and responsibility of **CHURCH MEMBERSHIP**.

DEFINITION OF A MEMBER:

A member is one who possesses the rights and privileges of both the Spiritual and Corporate benefits of the church, and is allowed to express their desires and opinions through the process provided in the Constitution and By-laws.

POLICY:

- a. The standards for membership in this church are recorded in the Constitution and By-laws, and should be observed as only a basic standard and not to be misconstrued as a members total responsibility.
- b. The Church family holds to the principle that Church membership is not equal to membership in the Body of Christ, and it is understood that Church Membership of itself, is not sufficient to enter the **KINGDOM OF GOD**.
- c. The following memberships are available in his church as recorded in the Constitution and By-laws.
- d. There shall be a membership committee, (how this committee is to be chosen shall be the responsibility of the Pastor and other delegated persons.) who shall examine the applicants as to their knowledge of the Constitution and By-laws, as well as any other areas that are deemed necessary for the overall harmony of the Church Body and the Gospel of Jesus Christ.
- e. These names shall then be submitted to the Board of Deacons for final approval. A letter of acceptance shall then be written, (preferably by the Pastor) and the right hand of fellowship be extended by the Pastor and Board at the earliest possible Sunday Morning service. (care should be taken to give sufficient notice for all the new members to attend this special service.)
- f. The names, upon approval of the board should then be given to the Church recording secretary, who should place their names on the Membership Roster, along with the date of their acceptance. **(THE DATE OF MEMBERSHIP)**

WOULD BE IMPORTANT IF IT AFFECTED EITHER VOTING PRIVILEGES, OR REQUIREMENTS FOR ELECTION TO AN OFFICE IN THE CHURCH.)

g. A copy of the up to date membership should be kept by the Pastor, and another copy filed in the church office. These should be accessible for any board meeting that would require a copy of the same.

h. No NAME should be dropped from the Membership Roster without the express permission of the Pastor and the Church recording secretary In most cases, the pastor and the Board are the only ones designated to remove, or add names.

CHURCH POLICIES BULLETINS-NEWSLETTERS

SCOPE:

This policy defines the criteria for the new items that are allowable for print in the Sunday Bulletins and monthly Newsletter.

DEFINITION:

Sunday Bulletins - issued on Sunday morning and evening for the worship services.
Newsletter - mailed monthly or periodically to the church constituency.

POLICY:

This policy is for the purpose of setting up a consistent application of the new items acceptable for release through the church bulletin and monthly newsletter as follows:

BULLETINS -

Primarily for church related activities and benevolent items church activities being understood as: the hours for church services, church activities throughout the week, and as specified by the pastor, other areas such as, special church announcements of weddings, showers, births, deaths, salvations, healings, special services, etc. Thought must be given to setting precedents in some areas of announcements. The larger the church grows, the more difficult it will be to include some of the more personalized announcements that can be included in the bulletin when the church is relatively small. There will be a time when it becomes prudent to not include birthdays, anniversaries, etc. if there is a danger of missing some.

Any and all information should be communicated to the church office secretary in writing or telephone, no later than Thursday (or whatever day is appropriate) of each week. The secretary as requested by the pastor, will review, with the Pastor or someone he may designate, all items for the Sunday bulletin.

NEWSLETTERS

Primarily for church activities that have been held by the various departments in the past month and future group activities planned. Including, but not limited to, the special events that are planned, sometimes months ahead. These dates are important to the success of many meetings that will involve special planning by some to be able to attend.

Also for the purpose of various departments to communicate the dates and times of their activities to the rest of the church family. It can contain selected personal items, (always giving thought to consistency) of communications, such as one traveling on vacation, employment wanted, place for rent, new faces or members, car washes, fund raising activities, etc. Again, as information disseminated through the bulletin, any and all information submitted should be

reviewed with respective board members and forwarded to the church office secretary by a given day of the month as previously agreed upon,.

CAREFUL ATTENTION SHOULD BE GIVEN TO MATERIALS ALLOWABLE IN EITHER THE NEWSLETTER OR THE SUNDAY BULLETIN.

AS THE CHURCH GROWS, GREAT DISCRETION NEEDS TO BE EXERCISED SO AS NOT TO OFFEND ANY MORE THAN NECESSARY BY THE CHANGES THAT ARE BEING MADE.

AN EXPLANATION TO THE CONGREGATION, BEFORE A CHANGE IS MADE, REGARDING A CHANGE IN FORMAT, OR ANY OTHER MAJOR CHANGES THAT AFFECT EVEN A SMALL NUMBER OF CHURCH MEMBERS OR CONSTITUENTS, WOULD CERTAINLY BE IN ORDER.

CHURCH POLICY REGARDING DEATH IN FAMILY,

OF CHURCH MEMBER OR CONSTITUENCY

I. FOR THE MINISTER:

1. CONTACT FAMILY

A. Take information regarding:

1. Favorite scripture
2. Personal information about deceased and family
3. Favorite sayings, habits, or expressions
4. Eulogy
5. Make duplicate outlines for service

II. FOR THE FAMILY:

1. GO TO MORTUARY

A. Make arrangements for service

- 1) Time of service to be held
- 2) Singers, your own or one provided by the mortuary
- 3) Organist, your own or one provided by the mortuary
- 4) Minister, your own or one provided by the mortuary
 - (a) If your own, the Mortuary usually takes care of his remuneration
 - (b) Same for trained soloist and organist
 - (c) If not a member of the family

III. CHECK WITH MORTUARY (if requested by family, or person in charge)

1 TO HAVE FOR THE FOLLOWING:

- A. Printed memorials for service
- B. Obituary for minister to read in the service
- C. Notice of funeral in newspaper

IV. GO TO CEMETERY

- 1. Pick out plot (if requested by family, or person in charge)
- 2. Pick out marker (if requested by family, or person in charge)

V. CONTACT THE FOLLOWING:

- 1. Singers and organist
 - A. What songs the family would like sung.
 - B. Make sure the organist or pianist has a copy of the music
- 2. Florist - For casket spray (only if requested by family, or person in charge)

VI. NOTIFY SOCIAL SECURITY (ONLY IF requested by family, or person in charge)

- 1. For death benefits
 - A To help on funeral expenses
 - B. For allotment - for children of deceased

VII. KINDS OF FUNERALS

- 1. Mortuary
- 2. Church
- 3. Grave side
- 4. At sea
- 5. Cremation

<p>The Pastor (if possible) should make an out line of the service, (some mortuaries provide these) to give out to the organist, funeral director, and any other participants in the funeral service.</p>

CHURCH POLICIES CHURCH EXPENDITURES/PETTY CASH

SCOPE:

To set the specific guidelines as to proper administration of a petty cash expenditures.

A single petty cash fund is set up to provide a ready cash disbursement for the various account controllers. The responsibility and administration of the petty cash funds will be the office secretary. The amount of petty cash fund shall be one hundred (\$100.00) dollars.

DEFINITIONS:

Purpose of petty cash is to have monies available for unplanned expenditures that must be expended during the daily operations of the church functions. All planned expenditures should be made through the normal procedures of purchase request and approval by the account controller.

The pastor or some other person designated may be appointed to be in charge of such an account, and should be accountable for that part of the overall financial system.

Only that that specific person is authorized to approve expenditures from his account. That personal designation may be "Account Controller" and may with careful discretion exercise the option of appointing an alternate designee to manage that area for him. If such an option is exercised, a letter or memo stating such designee must be sent to the general treasurer with the designated persons name along with the account controller's. plus a copy for the office files.

PROCEDURE:

Only those authorized by the account controller may make out of pocket and/or obtain prior petty cash funds for church related expenses.

ALL receipts of expenditures on a petty cash basis must be turned into the office secretary with a prepared voucher, stating the purpose of expenditure, amount, account to be debited, dated and with signature of approval.

CHURCH POLICIES PASTOR'S VEHICLE

SCOPE

To provide availability of a suitable vehicle for the pastor's use in the administration of the pastor's office.

DEFINITION

The vehicle will be used exclusively by the pastor for church business and personal use.

POLICY

The vehicle to be provided for the pastor shall be purchased, and/or leased by the church. The church shall be the legal and registered owner. The church board shall determine the life and depreciation value for such vehicle purchased.

RESPONSIBILITIES:

It shall be the church's responsibility to provide the following:

Insurance coverage sufficient for liability and physical damage, with church as loss payee. Repair, maintenance and vehicle expenses shall be the responsibility of the church. The pastor is to keep the vehicle in excellent operating condition at all times of ownership.

Upon termination of the pastor's ministry or at the discretion of the board to delete or replace vehicle, the pastor shall return the vehicle to the church in satisfactory condition.

CHURCH POLICIES FLOWER POLICY

SCOPE:

To provide an expression of love to those who are ill.

DEFINITION:

The flower policy is written to insure that all those deserving to be remembered shall be treated equally.

POLICY:

Flowers are to be sent to:

1. Any member or constituent of the church who is hospitalized. This would include Sanitariums, Rest homes, State Hospital facilities, etc. Flowers are also sent to other ministers and ministers wives at the Pastors discretion.
2. Those who are convalescing at home, at the Pastors discretion.
3. New mothers, either at home or at the hospital.
4. Families where death has taken place, either in the church family or related to the church family. Pastors discretion should be used in some cases.
5. Career retirement at the Pastors discretion.

All flowers are to be ordered through Sr. Pastors Secretary. At present they are being ordered from: _____

WORKING POLICY FOR ALL VOLUNTEER WORKERS

SCOPE:

This policy establishes the responsibilities of the volunteer worker and endeavors to clarify his or her position.

OBJECTIVE:

It is the desire of the staff to use as much as possible the ministries found in the church body and to utilize their talents to the greatest extent possible.

POLICY:

All volunteer workers are to be responsible to their respective supervisor for the duties assigned to them. All volunteer workers shall work in conjunction only with the person directly above them, thereby maintaining a chain of command.

All volunteer workers shall accept the method implemented by the person in charge, and fulfill their responsibilities accordingly. All volunteer workers shall be given to loyalty to their leader, but will make said criticism to the leader personally, in a constructive manner. All volunteer workers shall accept the methods and structures which have been established and shall fulfill their responsibilities accordingly. They are never to take upon themselves to make departmental changes.

All workers must be members of the church.

All workers are to be **cleared through the Pastoral Staff**. No one is to be used that is not cleared first, "**NO EXCEPTIONS.**"

Only the material that has been cleared by the Christian Education Department shall be used. Promptness is a must for all workers. Workers should be present at least 15 minutes early all workers must be given to faithfulness in attendance. At any time that it is impossible to attend, the supervisor is to be notified.

No worker shall choose their own substitute. All substitutes must be cleared with the supervisor.

All teachers must be **faithful to all church services**.

CHURCH POLICIES PERMISSION SLIPS

SCOPE:

1. This policy establishes the requirements for obtaining parental permission before church leaders can take the youth to off premise activities.

OBJECTIVE:

1. To keep parents informed as to children's activities under church sponsorship. To give confidence to parents that children's activities are adequately supervised.
2. To give parents knowledge as to the whereabouts of children on church sponsored outings in event of an emergency.

PROCEDURES:

1. **A permission slip** is to be sent home requesting **parental signature** prior to **all church sponsored activities off church grounds**.
2. The **returned slip is to be kept by adult sponsor during the outing**.
3. **Any child/youth** that **does not have a signed permission slip** at the time of departure **will not be allowed to go**.
4. On **completion of outing, all signed slips are to be placed in mailbox of church**, for filing.
5. **Any accidents** occurring during outings are to be **promptly reported to pastor** and church administrator.
6. **Any accidents** requiring immediate treatment **are to be reported to the pastor** and/or church secretary.

VI. THE PASTOR AND TIME MANAGEMENT

(Priorities + Job Description + Goals = Time Management)

1. The Pastor and his priorities in the ministry.

A. Pastor, you are constantly forced into making decisions. Some of them will be minor, but some will have a lasting affect on us and in many instances, on our congregations. Priorities, or the things that need to be considered or addressed first, seem to be the most difficult to get a handle on. Pastoring a church should not be just a day to day existence, going from one crisis to another, hoping that tomorrow might be better than today. It should be a joyful commitment, accompanied not only by goals, but a sincere desire to see spiritual and numeric growth in the body of Christ. Lack of growth, financial pressures, personality clashes, personal difficulties, and a myriad of other things may cause an over-reaction and, at times, even poor judgment. The end result being a letter of resignation, or worse yet, a vote with the results no re-election

B. Direction is so important .Knowing in which direction you are heading and what you ultimately want to accomplish as a church is absolutely imperative to "Spiritual and Numerical" success. This sometimes includes, long-range, mid-range, and short-range planning. It might also include, and even more basic, a philosophy, or more in particular, a specific approach and plan to accomplish those goals.

C. It is important to put our thoughts in writing....Many pastors have a direction in which they are heading, but often it is only in "his" thinking. It isn't easy to project our thoughts and ideas, logically and syllogistically, and even more difficult to put them down on paper.

D. Have you been setting goals, long-range, mid-range, and short-range goals??.....

1-3yrs _____ 5-10yrs _____ 10-15yrs _____

2. Phillipians 3:10-14

A. Planning goals:

- 1) Spiritually
- 2) Financially
- 3) Materially
- 4) Socially

B. Yearly:

1) Pastoral Staff

a) Planning is probably one of the most important parts of an over all administration. Without it, Staff members can feel unprepared, staff members wives, feel ill at ease, not knowing how to plan their own activities so as not to conflict with the churches. The congregation becomes, less than co-operative if sufficient "lead" time is not allowed for planning activities and other areas that may be impacted by church functions. It goes with saying then, that some kind of Yearly calendar planning sessions need to be held, to co-ordinate all the activities of each dept. **This help to:**

- b. Avoid date conflicts
- c. Allow departments time to adequately prepare
- d. Allows interdepartment sharing of personnel
- e. Gives a feeling of "being involved"
- f. Makes it a team effort

C. Support Staff

1. The support staff (mostly non-paid help) for the most part contribute greatly to the overall operation of the church. It is, therefore, very important that they too be kept informed of the dates, and times of the activities that are church sponsored. This can be done several ways:

- a. Monthly meetings
- b. Support Staff Newsletters
- c. Phone calls
- d. Retreats

D. Board or Council

1. Most board members are dedicated men. With the exception of a few, most evangelical churches have a lot of great men. Having meetings, and keeping those dedicated men informed is so very important. Having an agenda, providing good leadership, and having positive communication, I believe, are some of the keys to successful pastoring.

- a. calendar planning

b. pastor/board/staff retreats

c. board/support staff bi/monthly breakfasts

E. Monthly additional calendar input

F. Weekly/or bi-weekly staff meetings

G. Daily scheduling the day's activities

1. Don't condemn yourself!

a. There are some pastors who have attended "Time Management" seminars, and have returned to their churches under tremendous condemnation. They have been shown how to work on a daily, weekly and monthly schedule, but they seem unable or even incapable of such a "structured" schedule of activities. Possibly it might help to take a look at the "types" of positions that lend themselves to these rigid guidelines.

b. Without making excuses for the ministry, the day to day responsibilities may change with one phone call. If you do most of the visiting, follow-up, and hospital calls, then you have to be ready to Change your schedule at any given time. Although we should learn to manage our time well, we must not allow the adversary to condemn us for not being able to operate as others do, simply because on many occasions, we are faced with so many different sets of circumstances.

H. Relaxation!

1. Rest is not only physical, it has a whole lot to do with our mental outlook as well. You might even change your surroundings but taking a vacation, but if you still have mental frustrations and difficulties that are unsolved, even weeks away may not necessarily provide...relaxation. Try to take care of the situations that will put your mind at ease, the physical will no doubt take care of its own "rest". **Rest in the Lord!**

I. Depression and Stress are hard to self-diagnose,

and it is even more difficult to define the cause. They both are insidious, **pray much.** Trust only in Him, lean not to your own understanding, but in **all your ways, acknowledge Him,** and **He will direct thy path.**

*IF ORDER IS PREPAID WE PAY SHIPPING AND HANDLING
OTHERWISE, SHIPPING AND HANDLING IS 10%

ENCLOSED PLEASE FIND CHECK_____

PLEASE BILL TO CHURCH_____

PLEASE BILL TO VISA____-____-____EXP. DATE_____

PLEASE BILL TO M/C____-____-____EXP. DATE_____

PLEASE SEND CATALOG OF OTHER AVAILABLE MATERIALS FROM
CHURCH ENRICHMENT MINISTRIES.....

H. S. RYAN, EXECUTIVE DIRECTOR
CHURCH ENRICHMENT MINISTRIES, INC.

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