

10

Organizational Structures

Dr. H. E. Cardin

PRE-ASSESSMENT

Ministry Area/Department

To help you assess your current knowledge and skills in this area, we have designed a set of pre-assessment questions. First, think of one ministry area or department to evaluate Next answer each question as either True or False.

True	False	1. If the key leader of the ministry area resigned today, a new leader would have a written record of how the ministry operates.
True	False	2. The roles and responsibilities of each person in the ministry area are clearly defined and understood by everyone involved in this area.
True	False	3. The congregation has a written description of each program and/or activity that is offered by the ministry.
True	False	4. The ministry area operates from a set of annual goals and objectives that are reviewed regularly.
True	False	5. Everyone involved in the ministry area has a working knowledge of the annual budget.
True	False	6. Everyone involved in the ministry has a working knowledge of the policies and procedures that make the ministry work.
True	False	7. Everyone in the ministry has a master calendar of events, activities, and meetings for the current year.
True	False	8. The ministry has a clearly defined marketing, advertising, and promotional plan for the year.
True	False	9. The church staff has access to a written plan of your facilities and equipment usage for the current year.
True	False	10. A formal leadership training course is currently in place for anyone who becomes involved in the ministry.
True	False	TOTAL SCORE

OBJECTIVES

Our time together has been designed with some specific learning objectives in mind.

- Clarify the vision, mission, values, and ministry model of your ministry area or department
- Identify the important factors in people management, and write effective ministry job descriptions for each position
- Describe each of the programs, ministries, activities, or functions of your ministry area so everyone in the congregation can understand what you offer
- Establish clearly defined goals and objectives, and measure your progress regarding both quality and quantity
- Recognize the value of operating from a line item budget, and begin tracking the actual costs of doing ministry
- Be able to establish workable policies and procedures that serve as a baseline for ongoing improvement
- Establish an annual master calendar of events and activities, and effectively coordinate all changes with other ministry leaders
- Understand the basic components of establishing a marketing, advertising and promotional plan
- Develop an annual facilities and equipment usage plan
- Identify basic components of an effective leadership training course

This Is Not an Attempt

- To Manipulate God. We are working with God. John 5:17; 19
- To Copy Other Churches.
- To Change Your Theology. This is to put tools in your hand.
- To Make Something Happen.
- To Restrict the Holy Spirit We are attempting to hear what He is saying.
- To Manipulate People This is to encourage communication.

This Is an Attempt

- To Cooperate with God as He works in this World. (John 5:17, 19).
- To Clarify the Church's Vision (Why are we here?)
- To Develop an Effective Ministry Model to Facilitate Quality Growth.
- To Implement Effective Systems: Organization, Planning.
- To Improve Pastoral Care.

HOW DOES GOD VIEW PLANNING?

- God Operates -with Purpose. Isaiah 46:10. Romans 8:28. Hebrews 6:17.
- God Plans His Activities. 2 Kings 19:25. Isaiah 14:24. Isaiah 25:1.
- God's Plans Generally Involve People. Isaiah 6:8. Ezekiel 22:30.

Film, "*Mother Teresa*"

"Trust in providence and the need to organize." Monseigneur.

"How can we go on unless we get better organized?" Monseigneur.

"Happily Disorganized." Mother Teresa

When the buildings were being destroyed, the Monseigneur stepped up to save them with the proper documents saying, "It took no time to find them" (because of organization), Monseigneur.

Jesus encouraged planning.

Luke 14:28 (NIV) "Suppose one of you wants to build a tower. Will he not first sit down and estimate the cost to see if he has enough money to complete it? 29 For if he lays the foundation and is not able to finish it, everyone who sees it will ridicule him, 30 saying, 'This fellow began to build and was not able to finish.'

31 "Or suppose a king is about to go to war against another king. Will he not first sit down and consider whether he is able with ten thousand men to oppose the one coming against him with twenty thousand?"

DEVELOPING YOUR MINISTRY MANUAL

Consider developing your “Ministry Manual” by using a 3-Ring Binder divided into ten sections or tabs which represent the ten most important organizing structures of an effective ministry. To develop the manual, you will need to include the following information behind each corresponding tab. If your ministry area or department is already operational, you probably already have most of the information you will need. The only thing left is to format the information in a way that makes it usable for both you and your co-workers.

Each Ministry will have their own “Ministry Manual” and contain the same ten sections or tabs with the ten most important organizing structures of an effective ministry. Yours will be an overall ministry manual. Theirs will focus on their ministry.

Four Stages

Stage 1 - Strategic Formulation: *Where Are We Now?*

Stage 2 - Strategic Development: *What Does God Want to Create?*

Stage 3 - Strategic Implementation: *How Will We Get There?*

Stage 4 - Strategic Evaluation: *How Will We Stay on Task?*

Stage 1 - Strategic Formulation: *Where Are We Now?*

Perhaps use teams of 5-10 people. Have several, shorter meetings. Team members should have some working knowledge or interest in demographics, social trends, economic forecasts, political shifts, population trends, etc.

We must SWOT this. (SWOT = Strengths, Weaknesses, Opportunities and Threats)

Internal Audit: Strengths and Weaknesses

Identify the church population. Who attends. Where do they live? List all programs, ministries. Organize the list of items to be audited into specific categories such as education, worship, administration, etc. Compile and review audit data. Make a list of everything, parking, classrooms, etc. The first 90 seconds they see things you never see. Create a formal report of finding. Celebrate your progress

Identify and Study the Current Church Population. Secure a Map of Your Target Area - Secure a map of the city, county, or community currently served by the church. Review the Data Base - Review the church data base and divide the existing church population into categories such as married couples with children, married couples without children, singles (different types), children, youth, mature adults, etc. Identify Locations - Record where people live on the map or in a computerized map program. Most people simply place a map on a foam-backed poster board of some kind and place colored pins in the areas where people live. Identify Specific Groups - Identify the different groups on the map by color dots, pins, or some other type of legend so we can tell the difference between married, single, etc.

External Audit: Opportunities and Threats

Scan the external environment. Summarize research findings. Identify opportunities and threats. Identify priority issues. Develop target population worksheets on church populations. Develop target population worksheets on external populations. Create a formal report of findings. Celebrate progress. Scan the external environment - “Ministry Helps.”

John 4:35 ...behold, I say unto you, Lift up your eyes, and look on the fields; for they are white already to harvest.

Scan the external environment by gathering data on the church and surrounding community. Identify possible opportunities and threats. This would include the current church population, “Who currently attends?” Develop a Target Population Worksheet on the largest population groups within the church. (*Who are we ministering to?*) Develop a Target Population Worksheet on any external populations that the church needs to do a better job of reaching in the future.

Demographics – external demographics and population census information can be purchased from state, county and city planning offices, as well as from outside agencies. Census Bureau.

Psychographics – information regarding wants, needs, values, attitudes and lifestyles can be gathered from census information, personal observation, interviews and reports by outside agencies. (Surveys.)

Economic Trends – economic trends and forecasts can be gathered from a variety of sources such as state and local planning offices, the Chamber of Commerce and private businesses. Plants closing, etc.

Technological Trends – current technological trends can be gathered from trade journals, news resources, etc. (See census info, etc.)

Political Shifts – shifts in public policy and governmental regulations can be gathered from governmental offices, news sources, etc.

Prototypes – the identification of specific population groups not currently reached by the church may be clarified by building individual population prototypes. *Who is doing what?*

Strategy Sessions – group meetings designed to capture the corporate wisdom, insight and experience of the planning team. Mixed with prayer and sharing data.

Ideas: Research Internet data bases such as the US Census Bureau site, or city or county Web pages related to your area or community. Visit the City or County Planning Office, local library. Chamber of Commerce, business organizations, or school boards. Most have current reports of community growth, new home construction, and business expansion for sale at a very minimal price. Talk directly with home builders or land development companies in your area. They are usually glad to point out specific areas targeted for new development. Talk with utility companies, cable companies, etc. They too have current data on where new homes will be built in the next three to five years.

Summarize Your Research and Findings. Have this collected and separate it into the following categories: Demographics, Social Trends, Lifestyles, Housing, Jobs, Economy, Government/Political, Technology, Others.

Identify Possible Opportunities and Threats

Identify possible opportunities and threats to your church's growth over the next three years. Keep in mind that some information can represent both an opportunity and a threat to the future. The outcome often depends on how the church decides to respond to each situation.

A. Demographics: Opportunities; Threats

B. Social Trends: Opportunities; Threats

- C. Lifestyles (How do people spend their free time?: Opportunities; Threats)
- D. Housing: Opportunities; Threats
- E. Jobs (Employment): Opportunities; Threats
- F. Economy: Opportunities; Threats
- G. Government/Political: Opportunities; Threats
- H. Technology
- I. Others (Any other key issues found in the data): Opportunities; Threats

Target Population Worksheet

Step 1 – Demographic Analysis (Who are they?)

Develop a prototype of their age, sex, education, occupation, income level (general estimates only), marital status, geographical location, ethnicity, etc.

Step 2 – Psychographic Analysis (What do they want?)

Develop a prototype of their conscious and unconscious wants, value systems, attitudes, and lifestyles.

Step 3 - Needs Analysis (What do they need?)

Develop a prototype of their physical, emotional, relational, and spiritual needs. Consider both felt needs and perceived needs.

Step 4 - Marketing Analysis (How do we communicate?)

Develop a marketing strategy that will communicate Christ's love and your concern for their personal and spiritual development.

Identify Priorities

Review the data again and identify any priority issues.

A. #1 Priority

1. Why is this issue so important to future success?
2. What must be done to address the issue?

B. #2 Priority

1. Why is this issue so important to future success?
2. What must be done to address the issue?

C. #3 Priority

1. Why is this issue so important to future success?
2. What must be done to address the issue?

Stage 2 - Strategic Development: *What Does God Want to Create?*

Prayer and Vision. Review NT Churches. Develop vision statement. Develop mission statement. Develop core values. Create format report. Celebrate progress

Read the Book of Acts from start to finish. What role did conflict and/or change management play in the expansion of the church? Is there a clearly defined pattern of activities, or are all the events different?

Develop a Comprehensive Prayer Strategy Using the Ten Organizational Structures of a Ministry Model.

Use the following headings as the ten (10) tabs.

A. Vision

1. What is the purpose of your church-wide prayer strategy?
2. Develop a vision statement to describe what the prayer ministry should be like in three years (3-5 paragraphs).
3. Develop a theme or motto for the prayer ministry this year (one sentence).
4. Identify a Scripture passage(s) to go with the theme.

B. Leadership

1. Who will serve on the leadership team for the prayer ministry?
2. Create an organizational flow chart of the prayer ministry leadership team based on their function or role.

C. Programs and Ministries

1. What prayer related programs or ministries already exist?
2. What new programs and ministries will be offered in the next twelve months?

D. Goals and Objectives

1. Identify two qualitative goals for each of the prayer related programs or ministries for the coming year. How will you improve the quality of what is offered?
2. Identify two quantitative goals for the prayer related programs or ministries for the coming year. How will you increase participation, programming, etc.?

E. Budget

1. Develop an annual budget for the prayer ministry. How much will it cost for one year? (Retreats? Meetings?)
2. Develop a line item budget work sheet for each program or ministry. How much will each area cost?

F. Policies and Procedures

1. Develop any policies that directly relate to the implementation of the prayer ministry.
2. Develop procedures for any of the policies above. Use check lists to show the sequence of procedures when possible.

G. Calendar

1. Develop an annual calendar of events for the coming year. (Prayer Revivals; Prayer Retreats, etc.)
2. How will you coordinate your prayer ministry activities with the master church calendar?

H. Marketing

1. How will you market your prayer ministry to the congregation?
2. What advertising and promotional materials will be needed?

I. Facilities and Equipment

1. What facilities will be necessary to conduct the ministry?
2. What equipment or room set-ups will be needed for each program or ministry?

J. Leadership Development

1. How will leadership be recruited and selected for prayer ministry roles? What are the qualifications?

2. What skill training will be necessary? How will leadership performance will be evaluated? How will they be encouraged?

Stage 3 - Strategic Implementation: *How Will We Get There?*

Focus on Change Management - Plan to Double. This will touch on many issues: Visitor Assimilation. Time Management. Programs & Ministries. Ministry Manuals. Office Administration. Budget & Finance. New Programs, Ministries & Activities. Leadership Development Strategy. Marketing, Promotion, Advertising. Office Administration. Staff Roles & Responsibilities. Communications Strategy. Administrative Policies & Procedures. Master Calendar Coordination Strategy. Membership Development. Facilities and Property Management. Technology Strategy. Pastoral Care Model. Church Publications. Church Sign-age and People Flow. Staff Development Model. Annual Vision Casting. Finances and Budgets. Office Volunteers. Parking and people Flow Strategy. Many Other Areas.

Stage 4 - Strategic Evaluation: *How Will We Stay on Task?*

Consider 90-day evaluation or reelections of the areas we are working with for the next 3 years. Personnel (Staff/volunteers/Leaders). Again, not just annuals, but quarterly (90 days). Make adjustments. Finances and Budgets. Programs, Ministries, Activities. Strategic Objectives. Facilities and properties. Repair what needs to be repaired.

1. Vision

The first thing to consider when building an effective ministry is vision. How clear are you about where you want the ministry to be three years from today? The following exercises are designed to help you clarify where God wants you to be in the future and how you plan to get there.

A. Vision Statement.

A vision statement is a picture of the future.

For all practical purposes, a good vision statement should generally be no longer than three to five paragraphs in length.

On a separate sheet of paper, describe what your ministry will be like three years from today. Who is your target group? What will it offer? How will it operate? Who will be involved? What will be the results? Use simple and short sentences to paint a word picture that everyone can understand.

B. Mission Statement. Now that you have a picture of the future, how will you get there?

Take a moment and write a one or two sentence mission statement describing how you plan to fulfill your vision.

The nomenclature of vision and mission are used differently by many. For our time together, we will use vision is where we are going, mission is how we will get there.

Vision Is Developed as We Look Through the Lenses of Our Core Values.

What Has God Put in Your Heart?

Psalms 37:4 (KJV) Delight thyself also in the LORD; and **he shall give thee the desires of thine heart.**

Core Values. List and define the core values of the ministry if they are different from the general church or ministry organization. If they are the same as the general church, simply adopt the list that is already available from the church leadership. Your core values should answer the question, "What do you value the most?"

Consider that you have to find a local church. Write down five things, that are non negotiable. Get rid of two. Think of others that would help these three main values. Description of Value

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

Vision Is Developed as We Look Through the Lenses of God's Word.

Scriptural Foundations. List and define any Scripture passages that support the vision and mission of your ministry. Don't forget to include the references and translation for future reference.

1. _____
2. _____
3. _____
4. _____

5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

Begin developing a corporate vision statement which describes what the ministry will look like in three years.

Worship Attendance

In three years, our total weekly attendance will be _____.

Sunday School/Education Attendance

In three years, our total weekly attendance will be _____.

Mid-Week Attendance

In three years, our total weekly attendance will be _____.

Small Groups (All Types)

In three years, our total weekly attendance will be _____.

Pastoral Staff

In three years, we will have the following pastoral staff members in full or part-time roles within the congregation.

Church Leadership (Deacons, Elders, Session, Council, etc.)

In three years, we will have the following leadership roles in place to provide guidance, direction, and care for the congregation.

Support Staff (Administrative, Secretarial, Maintenance, etc.)

In three years, we will have the following support staff positions in place.

Property and Facilities

In three years, we will have the following property and facilities in place to accommodate our ministries.

Budget and Finances

In three years, we will have an annual income of _____
operate our ministries.

Our primary sources of income will be...

Geographic Scope

In three years, the geographic scope of our ministry will include...

Programs and Ministries

In three years, we will have the following programs and ministries in place to meet the needs of our congregation and community.

Reputation in Community

In three years, our reputation in the community will be described as...

Our Constituents

In three years, our constituents (members, employees, lenders, suppliers, etc.) will describe us as...

Technology and Equipment

In three years, our technology and equipment will be described as...

Our Vision

Describe what you believe God would like your church to be like three years from today. Use descriptive words to highlight the kinds of programs, ministries, facilities, equipment, staff, etc., that will be in place at that time.

Develop a Mission Statement

How you will accomplish the vision you have?

The next step in the vision process is to develop a mission statement which describes how you will fulfill your vision. When developing or review a mission statement, it is a good idea to address several important questions.

A. Who Are We?

Briefly describe who you are as an organization.

B. Why Do We Exist?

Briefly describe why you exist. What is your business? What is none of your business?

C. Who Do You Exist to Serve?

Who are the primary people or target groups that are served by your church.

Our Mission

How will you accomplish the fulfillment of your vision? How will you describe the mission of your organization as you move toward your vision?

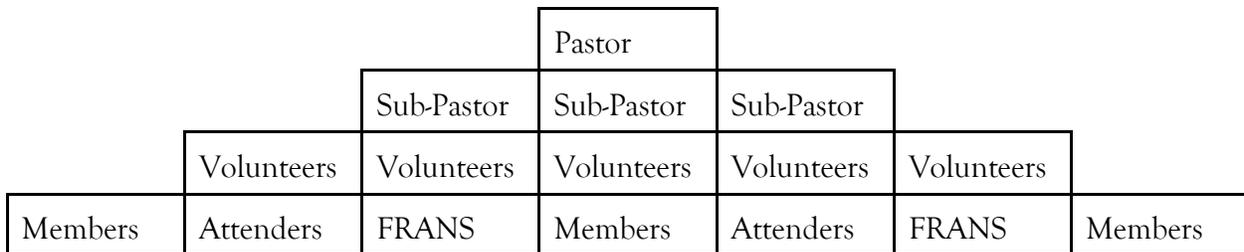
Try to state your mission in one to three sentences. To be effective, it must be short enough to be memorable and specific enough to be measurable.

2. Leadership

The next organizing structure of the ministry model is leadership. Here, you should include a leadership flow chart and a listing of all leaders involved in the operation of the ministry. You may want to develop a "ministry covenant" (job description) for each position based on the tasks involved.

A. Organizational Chart. Develop a simple organizational chart of the leadership structure that will be needed to support your future vision. Don't just draw what you have now; include every position that you will need to be fully functional.

Example:



Draw Yours:

Leadership List. Begin developing a list of the names, addresses, telephone numbers, and e-mails of each person on the flow chart. This is where you would identify the contact information for your church staff.

Ministry Descriptions (Ministry Covenants), Job Descriptions. Write a ministry job description or covenant for each position on your organizational chart using the following criteria.

http://hecardin.com/?attachment_id=211

1. Purpose of Position
2. Time Involved
3. Tools / Resources Needed
4. Tasks Involved

Begin making a list of what you want the person to do, how you want them to do it, when they should do it, and who (if anyone else) should be involved. Be very, very specific!

3. Programs and Ministries

This section should contain a brief description and explanation of each program, ministry, activity, or function offered by this ministry area.

Programs and Ministries. Start with the name of each program, ministry, activity, or function. Next, write a one or two paragraph description of what the ministry offers, who should attend, when you meet, where you meet, and how to contact the key leader.

List your major programs, ministries, activities, or functions:

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

Checklists. Looking back over your list, create specific checklists for curriculum, materials, agendas, or set-ups for each program or ministry area. Keep in mind that almost all ministry events or activities can be divided into three parts:

1. Pre-Event (What needs to happen before the event or activity?)
2. Event (What will the schedule or agenda look like?)
3. Post-Event (What has to happen after the event?)

Note: Later, you will draw a picture of the room set up, including furnishings and equipment so that it can be set up the same way every time—without YOU! Use photos, framed and hung as an example.

4. Goals and Objectives

Goals and objectives are the "strategic indicators" that enable you to track the progress of your ministry as you move toward your vision. They allow you to measure key growth factors and continually improve the quality of ministry programming.

"Where there's vision, there's PRO-VISION!" Vision attract funding.

Goals that SMART = Specific. Measurable. Attainable. Realistic. Transferable (Time, 3 years).

A. Steps to Goal Setting

- Step 1. First, review the list of programs, ministries, activities, or functions you established in Section 3-Programs and Ministries, and use the same list here.
- Step 2. Next, using the Goals and Objectives Worksheets, write down at least 2 quantitative (more) and 2 qualitative (better) goals for each item.
- Step 3. Finally, establish several key objectives under each goal. Keep in mind that it usually takes several smaller objectives to accomplish one larger goal.

B. Quantitative Goals and Objectives (More)

Quantitative Goals and Objectives provide a tangible way for you to "measure" the progress of your ministry vision by establishing "numerical" targets for key growth areas. What will you need "more" of in the future to achieve your vision? Will you need more attendance, leaders, finances, participation, group interaction, classes, activities, teachers, space, equipment, etc.? How much more?

To complete your quantitative goals, it will be necessary to establish an ultimate target that can be identified numerically. Once this is in place, you can simply track your progress on a weekly, monthly, quarterly, or annual basis to determine your progress.

C. Qualitative Goals and Objectives (Better)

Qualitative Goals and Objectives represent the "quality" of the ministry by identifying how you are going to make it "better." What will you need to improve the quality of the programming, leadership, attendance, marketing, curriculum, experience, etc.?

Although qualitative goals are "non-measurable" and "intangible," you can easily track your progress by using a process of "quantification." Quantification occurs when you establish good or bad extremes on a sliding scale of +10 to -10. By identifying your ultimate target (+10 Best Practice), you can quantify how well you are doing as you move toward your ultimate goal or objective.

4. Goals and Objectives

GOALS AND OBJECTIVES WORKSHEET (SAMPLE)

Church of God of Prophecy Sunday Morning Worship Service (11:00 AM - 12:00 PM)

QUANTITATIVE GOALS (Measurable/Tangible)

Quantitative Goal #1: Increase the total attendance to 100 adults.

#	Objectives	Ultimate Target	Previous Quarter	Current Quarter	Progress
1	Weekly Attendance	100	50	75	+25
2	Increase Outreach Newsletters	200	100	150	+50
3	Increase Care Groups	15	5	9	+4
4	Recruit and Train Small Group Discussion Leaders	20	7	13	+6
5					

Quantitative Goal #2: Expand leadership team to 10 couples.

#	Objectives	Ultimate Target	Previous Quarter	Current Quarter	Progress
1	Identify Potential Couples	10	5	8	+3
2	Send Letters to all qualified couples outlining ministry and leadership duties (Ministry Job Descriptions)	35	2	12	+10
3	Meet with interested couples	15	2	8	+6
4					
5					

4. Goals and Objectives

Church of God of Prophecy Sunday Morning Worship Service (11:00 AM - 12:00 PM)

QUALITATIVE GOALS (Non-Measurable/Intangible)

Think of a scale of 1-10, where you are, where you want to be, and the difference.

Qualitative Goal #1: Improve the personal involvement of adult participants in church activities and small group discussions.

#	Objectives	Ultimate Target	Previous Quarter	Current Quarter	Progress
1	Better Opportunities for Fellowship and Personal Communication	+10	+2	+8	+6
2	Higher Quality Curriculum	+10	+4	+4	0
3	Better Quality Refreshments During Fellowship	+10	+4	+2	+2
4	Change Room Setup for Better Fellowship	+10	-1	+11	+10
5					

Qualitative Goal #2: Increase the Quality of the Leadership Training Process for Care Group Leaders.

#	Objectives	Ultimate Target	Previous Quarter	Current Quarter	Progress
1	Improve Appearance and Layout of Training Material	+10	0	+5	+5
2	More Effective Recruitment of Leaders	+10	+5	+6	+1
3	Training in Homes to Make it Convenient	+10	+4	+2	+2
4	Acknowledge Volunteers in a More Professional Way	+10	-3	+7	+4
5					

GOALS AND OBJECTIVES WORKSHEET
 NAME OF MINISTRY OR AREA _____
 QUANTITATIVE GOALS (Measurable/Tangible)

Quantitative Goal #1: _____

#	Objectives	Ultimate Target	Previous Quarter	Current Quarter	Progress
1					
2					
3					
4					
5					

Quantitative Goal #2: _____

#	Objectives	Ultimate Target	Previous Quarter	Current Quarter	Progress
1					
2					
3					
4					
5					

GOALS AND OBJECTIVES WORKSHEET

NAME OF MINISTRY OR AREA _____

QUALITATIVE GOALS (Non-Measurable/Intangible)

Think of a scale of 1-10, where you are, where you want to be, and the difference.

Qualitative Goal #1: _____

#	Objectives	Ultimate Target	Previous Quarter	Current Quarter	Progress
1		+10			
2		+10			
3		+10			
4		+10			
5		+10			

Qualitative Goal #2: _____

#	Objectives	Ultimate Target	Previous Quarter	Current Quarter	Progress
1		+10			
2		+10			
3		+10			
4		+10			
5		+10			

5. Budget

Section five contains your budget. How much does the ministry cost to operate on an annual basis? If you already have a budget for the year, simply include it here. If not, begin tracking the exact costs of operating the ministry for the next year. Keep track of everything, even materials and/or supplies provided by leaders or volunteers.

A. Annual Budget. Develop an annual budget for the department or ministry area. How much will it cost to operate the ministry for the next 12 months?

B. Program Budgets. Some programs, events, or activities within the ministry area will require a separate programming budget (e.g., VBS, Fall Festival, and Short Term Mission Trips). When necessary, develop a line item programming budget to track the costs of each activity and include it in the larger budget projections for next year.

Don't forget to include items that have been donated that would not be included in the budget. These items impact the expense section but are not seen in the income section.

Example: 10 Organizational Structures Sample Budget

6. Policies and Procedures

Policies and procedures are an essential part of a growing ministry. As a ministry leader, it is vital that you learn to write simple policies and procedures for others to follow. Remember, keep everything as simple as possible, and use checklists whenever you can.

A. Policies. A policy is a one time administrative decision that guides the function of the program or ministry.

B. Procedures. Most procedures are best presented in a checklist format. What are the specific steps to follow to fulfill or comply with the policy? Keep it SIMPLE!

Example: GA Camp Policies

7. Calendar

This section should contain a copy of the master church calendar, as well as a working calendar for the specific ministry area or department. Plan to meet at least monthly with your key leaders to review and update your working calendar for the next three months. Provide everyone with an updated calendar, and then begin planning the furthest month out first. For example, if it is currently January, discuss the activities in March first, then February, and finally January. After three months of doing this you will be amazed at how little it takes to plan and coordinate your activities. Everyone will feel a part of the process and communication will increase dramatically.

A. Annual Calendar. Develop a ministry-wide calendar for the coming year.

B Program Calendars. As with budgets, some events or activities require special attention. When appropriate, develop specific programming calendars that can be modified and followed each time the event occurs.

8. Marketing

This section deals with how to market, advertise, and promote your ministries to both the church and community. Develop an annual marketing plan that addresses marketing, advertising, and promotional issues. Also include a line-item budget for each major event or activity.

A. Marketing. Marketing is all about getting your message in front of the people you are trying to reach. To do so, you need to spend some time determining the best strategy for getting your message out. Who is your target audience? How will you communicate with them?

B. Advertising. Advertising is about the media will you use to get the message out. What is the best media to communicate the message? Will it require one or more than one to effectively reach the group?

C. Promotion. In order to promote the event, you will need to identify the benefits of attending. How will attending benefit the participants? How will you promote the event, program, or ministry? Why should they attend? Give them a compelling reason!

How do you get the word out?



Who Do?

Who do you know that could be a part of this church?
While we value those who might live far away, they may not be considered as ready prospects.

Name Address City State Zip Phone E-mail	Name Address City State Zip Phone E-mail
Name Address City State Zip Phone E-mail	Name Address City State Zip Phone E-mail
Name Address City State Zip Phone E-mail	Name Address City State Zip Phone E-mail

Other approaches: Christmas Card Lists; Address Books; etc.

"RELATIONSHIP EVANGELISM" The Evangelistic Prospect Flow Chart (see key below)

Names	1	2	3	4	5	6	7	8
1								
2								
3								
4								
5								
6								
7								
8								
9								
10								
11								
12								
13								
14								
15								
16								
17								
18								
19								
20								

KEY:

- 1 Initial Contact
- 2 Becoming Better Acquainted
- 3 Serving Them
- 4 Friendship Level
- 5 Sharing Our Faith
- 6 Witness Of The Body (Church)
- 7 Expose To The Gospel
- 8 Invitation

INSTRUCTIONS:

- Write the name of your prospects in the space provided
- Check the spaces provided as you proceed through the various stages of developing the relationship and ultimately sharing the gospel

[This is the *"Prayer, Care, then Share"* idea.]

Adapted by from - http://www.bible.ca/eo/re/re_06.htm

On this page, list twenty-five (25) reasons why people should be involved with our church.
(How can people be helped? How can people help others?)

Why People Should Be Involved with Our Church
1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

9. Facilities and Equipment

This section should contain an ongoing list of facilities and equipment used by the ministry to conduct ministry activities. The best way to do this is with the use of a Facilities and Equipment Set-Up Form for each event or activity. This allows you to plan each event well in advance, as well as effectively communicate with the appropriate church staffer leadership. This section should contain a map and an overview of any facilities and equipment used by the ministry area or department to conduct ministry activities.

H. E. Cardin, M.Div., D.Min.
423.591.4609
info@HECardin.com
www.HECardin.com

Adapted with permission from Dr. Jim Chambers of Marketplace Resources, 975 Cobb Place Blvd., Suite 101, Kennesaw, GA 30144, 770-419-1716, www.MarketplaceResources.org

- A. Facilities. What facilities will be necessary to conduct the program or ministry?
- B. Equipment. What equipment will be needed for each event, program, or ministry activity?
- C. Room Set-Up. Draw a picture of the room set-up you will need for each event and attach it to the set-up checklist.

10. Leadership Training

The final section is where you keep your leadership training plan for the year. You should develop a simple, yet effective way for new and existing leaders to receive ongoing knowledge and skill training. Here are some items on interest:

- A. Recruitment. How will leadership be recruited and selected? What are the qualifications?
- B. Curriculum. What skill training will be necessary to qualify and train leaders? What will the content of the curriculum involve?
- C. Calendar. How often will the training be offered?
- D. Evaluation. How will leaders be evaluated each quarter?
- E. Encouragement. What will be done to encourage and build up your leadership team?

Consider training concerning the following:

- Visitor Assimilation Strategy
- Ministry Delegation Strategy
- Manual of Programs and Ministries
- Ministry Operational Manuals
- Office Filing System
- Time Management System
- Leadership Development Model
- Marketing Plan
- Annual Budget Process
- Change Management Strategy
- Facilities and Equipment Management
- Discipleship Strategy
- Small Group Ministries
- Pastoral Care System
- Office Volunteer Strategy
- Policies and Procedures Manual
- Human Resources Model
- Staff - Personality Profiles
- Coaching Strategies
- Annual Vision Casting/Fund Raising Strategy

1. Vision	2. Leadership	3. Program & Ministries	4. Goals	5. Budgets	6. Policies & Procedures	7. Calendar	8. Marketing	9. Facilities & Equipment	10. Leadership Training
-----------	---------------	-------------------------	----------	------------	--------------------------	-------------	--------------	---------------------------	-------------------------

These are the **10 Organizing Structures That Are the Same Everywhere.**

1. Vision
2. Leadership
3. Program & Ministries
4. Goals
5. Budgets
6. Policies & Procedures
7. Calendar
8. Marketing
9. Facilities & Equipment
10. Leadership Training

EVERY MINISTRY MUST BE ORGANIZED THE SAME WAY

10 Organizing Structures That Are the Same Everywhere.

1. Vision
You know what it is? Why are you doing what you are doing?
2. Leadership
Structure, Job Description
3. Program & Ministries
What do you offer? Menu, so to speak.
4. Goals
Quantitative and qualitative.
5. Budgets
Proper management.
6. Policies & Procedures
Structure.
7. Calendar
Time lines.
8. Marketing
PR.
9. Facilities & Equipment
How many can we handle?
10. Leadership Training
Technical Work