

Church Effectiveness Nuggets: Volume 25

Preparing an Annual Congregational Plan Book

Why are we gifting you this volume? Because the mission statement of our primary publication—*The Parish Paper: New Ideas for Active Congregations*—is to help the largest possible number of congregations achieve maximum effectiveness in their various ministries. *The Parish Paper* is a monthly newsletter whose subscribers receive copyright permission to distribute to their constituents—more than two million readers in 28 denominations. Go to www.TheParishPaper.com for subscription information.

Purpose of this Volume: Provides in-depth answers to questions that readers of *The Parish Paper* ask regarding how to produce an annual *Congregational Plan Book* that (a) orients new committee members; (b) keeps committees aware of other committees' responsibilities; (c) reduces conflict; (d) increases the percentage of members/attendees involved in ministry teams, and (e) promotes more effective accomplishment of various ministries.

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I. Purpose and Contents of an Annual Congregational *Plan Book*

Several new members of each church committee usually begin serving each year. Several new governing board members begin serving each year. In large congregations, one or two new staff members begin each year. At least one-half of every congregation's members grew up in another denomination; thus, are unfamiliar with both denomination's polity and this congregation's traditions.

Therefore, the education process is endless and the congregation needs a document that (a) outlines "how our church functions" and (b) is updated annually. To address that need, some churches publish an annual *Congregational Plan Book* that includes pages similar to the models in this *Nuggets Volume*.

A. Major purposes of an annual *Congregational Plan Book*:

- a. Assists committees, lay leaders, staff, and governing board in accomplishing their leadership and ministry-management responsibilities
- b. Orients new committee members and governing board members
- c. Maintains committee awareness of other committees' ministry responsibilities
- d. Reduces ministry overlaps, ministry gaps, and church leader conflict

B. Contents of an annual *Congregational Plan Book*: Each church's *Plan Book* content, to a large extent, depends on that congregation's unique nature, history, circumstances, and denominational affiliation. Include the following items in each year's *Plan Book*:

- The church's one-sentence vision statement
- The church's one- or two-paragraph mission statement
- A list of the church's two or three priorities for this calendar year
- The known calendar dates for all of this year's church events
- The known calendar dates for all local school functions such as spring break; local high-school and college sports schedules; professional sports schedules, if applicable in that community; and national holidays
- Church officers' and governing board members' names and telephone numbers
- Committee chairpersons' names and telephone numbers
- How the chairperson and committee members are selected, how long they serve, and how often and when the committees meet
- A page for *each* committee, which includes a one-sentence definition of the committee's purpose and a list of its ministry-management responsibilities (to start this page, ask last year's committee to list everything it remembers being responsible for during the last few years)
- The church budget, which includes line-item amounts that each committee has authority to spend without asking the governing board's permission
- The church's bylaws and/or references to congregational operating procedures required by its denomination (for example, United Methodist congregations use guidelines in *The Book of Discipline*, and Presbyterian Church (U.S.A.) congregations use guidelines in *The Book of Order*)

C. The Bottom Line. *Congregational Plan Books* are not bylaws! Rather, *Plan Books* are guidelines revised annually. At the end of each year, each outgoing committee reviews its page and suggests any additions, subtractions, and modifications in the light of last year's experiences. Thus, the *Plan Book* is a living, ever-evolving document that continually uses new insights regarding how to improve organization systems to better accomplish God's unique mission and ministry vision for this congregation at this present moment in history in this community.

(Year)

Annual Congregational Plan Book

(The Church's Name)

(The Church's Address)

Model Table of Contents

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The following is a list of example committees: each congregation will have a different list, some with different names.

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Vision Statement

Make more and better disciples for Jesus Christ.

Mission Statement

According to the New Testament record, the church is the “body of Christ” (1 Corinthians 12:27). Congregations therefore focus on the goal of extending Christ’s ministry into their present generation and local communities by being, doing, and saying what Christ was, did, and said.

Christ’s core value was the kingdom of God—a term Jesus used more than 100 times in the four Gospels. Inviting people to enter the kingdom of God and let the kingdom of God enter them drove Christ’s behavior, thinking, and teaching. He summarized that core value in his two Great Commandments (Luke 10:27) and his Great Commission (Matthew 28:19-20).

Healthy, effective congregations operate from Christ’s core values and their action blueprint takes three forms:

1. A spiritual focus that transforms the quality of people’s lives by more fully developing their relationship with God (Luke 10:27)
2. An action focus that helps hurting people in the congregation and community and across the world (Luke 10:27, 29-37)
3. An influence focus that encourages more people to make an initial connection with God (Matthew 28:19-20)

Healthy, effective congregations act on all three of Christ’s prescriptions in a balanced way.

Unhealthy, less-effective congregations put considerable energy into one and sometimes two of Christ’s instructions but little effort into one or both of the other two.

Our congregation’s mission is to live out in a thoroughly balanced way the three-fold action blueprint that Jesus taught in his Great Commandment and Great Commission.

Major Priorities for this Year

1. Increase our efforts to help members of young-adult households make a life-changing connection with Jesus Christ and grow spiritually in that relationship.
2. Welcome all worship visitors in the friendliest possible ways.
3. Reach out with caring, sensitive concern to those in our community who need comfort, support, and safety.

Specific Goals to Help Achieve Major Priorities

1. Provide opportunity for spiritual growth through a fourteen-day prayer covenant introduced during worship at the beginning of Lent.
2. Introduce the “Rotation” system to revitalize and help our elementary Sunday school grow in vitality and numbers.
3. Institute a more effective and personal contact system with first-time worship visitors.
4. Develop and conduct a four-session “Welcome Orientation” for newcomers during the Sunday school hour eight times during the year.
5. Ask our committees to create eight new ministry teams to increase involvement of our members in our various ministries.
6. Establish a caring ministry in a downtown, storefront location that provides clothing, food, and other assistance for needy people in our community.

Major Known Calendar Dates for this Year

Dates for this year's church events

Quarterly Governing Board Meetings

Quarterly Strategic-Planning Team Meetings

Quarterly Meetings of All Committees

Dates for local elementary school and high school events

Dates for local school vacations and spring break

Dates for college and professional sports events applicable to our community

All national holidays

January

February

March

April

May

June

July

August

September

October

November

December

Governing Board Members' Names & Telephone Numbers

Governing Board Purposes & Responsibilities

The governing board is a policy-setting and oversight body of twelve people, plus the senior pastor. The governing board's goal is congregational effectiveness in mission and ministry through wise decision-making, in cooperation with the various church committees.

The twelve governing board members are elected for three-year rotating terms, sequenced so that four of the twelve board members go off each year and four new people come on (board members cannot be reelected until they have been off the board for one year).

The governing board meets four times a year *for one hour* and in special called meetings, if needed.

The governing board accomplishes oversight and policy-setting in eight primary ways:

1. Setting annual budgets upon recommendation of the finance committee
2. Approving or disapproving any committee-recommended expenditures that exceed or are unrelated to line items in the annual budget
3. Purchasing or selling property upon recommendation of the building and grounds and finance committees
4. Hiring or discharging staff—which categories of employed staff and by what procedures varies among denominations
5. Acts on committee reports in one of three ways: approves, disapproves, or requests further study of specific issues by a committee
6. Requests study of specific concerns or issues by the appropriate committee, rather than attempting by board discussion to replace the committee's role
7. Approve, disapprove, or request revision of committee recommendations from the recommending committee—generally speaking, all governing board actions arise from a committee's recommendation
8. Avoiding duplication or micromanagement of the committees' ministry-management roles in accomplishing the congregation's mission and ministry

The governing board receives only *written* reports from committees—oral reports tend to lengthen meetings uncontrollably. One week prior to each governing board meeting, the church secretary mails each board member a copy of all the committees' minutes and recommendations from their most recent meeting. The board *only receives reports and considers recommendations that are on paper and meet the mailing deadline.*

Major agenda categories for the board meeting include the following:

1. *Action Items* (decisions at this meeting)
2. *Information Items* (reports from task forces, committees, and work areas)
3. *Discussion Items* (no decisions at this meeting)

Governing board meeting guidelines: "We conduct meetings in an informal manner. On matters in which discussion is contentious, we employ regular modes of parliamentary procedure. The board attempts to reach decisions by using a consensus model that does not require unanimity, but we expect all board members, regardless of their viewpoints, to respect the board's decision and commit themselves to support and implement the decision. On any matter where a consensus decision is not possible, we vote, using the majority rules proscribed by the board's parliamentary authority: the latest edition of *Robert's Rules of Order, Newly Revised.*"

For greater detail regarding the principles that underlie and the procedures for developing the governing board model outlined above, obtain *Church Effectiveness Nuggets: Volume 23, Fine-Tuning the Organizational and Communication Engine*. Go to the www.TheParishPaper.com Web site and download free of charge.

Strategic-Planning Team Purposes & Responsibilities

Comprised of all the committee chairpersons, pastor(s), and program staff members, the strategic planning team meets quarterly at a 6:00 p.m. sandwich supper, *on the same night* that all the committees meet at 7:30 p.m., one month *prior to* the quarterly governing board meetings.

The strategic-planning team prior to the meeting of all committees later that same night achieves the following results:

1. Increases the flow of communication between and among committees
2. Increases the level of responsibility each committee carries
3. Provides opportunity for the pastor to suggest discussion items and/or raise scheduling questions *before* the committees meet
4. Reduces the amount of time the pastor, staff, and members spend in meetings each month, thus increasing their available time for other ministries.

A strategic planning team accomplishes its objectives with the following ingredients:

1. Communicate and Coordinate. During the previous week, the church secretary mails every committee chairperson the minutes of all the committees' most recent meetings. This allows all chairpersons to know what is happening in other sections of church life. As the meeting begins, each chairperson takes turns in the "spotlight seat," as all the other chairpersons take turns asking clarification questions regarding that committee's plans. Much communication and spontaneous coordination results from this process.

Next, all of the committee chairpersons take turns distributing a copy of the rough-draft agenda for their committee's meeting tonight at 7:30 p.m. Taking turns in the "spotlight seat," all the other chairpersons ask clarification questions about matters that committee will discuss at its meeting. This process sparks communication, creativity, and coordination in ways that do not feel highly structured.

2. Calendar. Distribute a copy of the church calendar for the next four months. Ask chairpersons whether they need to add items. Discussions that arise spotlight any pressure points and give each chairperson clues regarding when he/she needs to start planning for a particular event.

3. Vision. Taking turns, and requiring that *everyone* speak, each chairperson states one thing that he/she feels is "going quite well in our congregation right now—accomplishing excellent ministry." Too often, church-leader meetings concentrate only on "fixing what's broke" rather than "what's going right."

After everyone has spoken, chairpersons take turns again, and *every* chairperson identifies one matter "to which we probably need to pay close attention—to insure maximum ministry results."

After that sharing, the pastor asks the chairpersons, "Which of these should we make part of our 'visioning for the future' thinking and planning agenda?"

For greater detail regarding the principles that underlie and the procedures for developing the strategic-planning team model outlined above, obtain *Church Effectiveness Nuggets: Volume 23, Fine-Tuning the Organizational and Communication Engine*. At the www.TheParishPaper.com download this resource free of charge.

Committee Purposes & Responsibilities

All committees meet every three months at 7:30 p.m. (the same evening as the strategic-planning team, comprised of the committee chairpersons, meets for a sandwich supper at 6:00 p.m.). Some committees may occasionally need an additional called meeting for a specific project or purpose. However, the most effective committees are more likely to enlarge their ministry accomplishments by developing ministry teams than through additional committee meetings.

Committees that meet “only when we have something to meet about” ordinarily have most of their decisions made for them by the chairperson, or by the chairperson and a staff member.

All committees meeting on the same night has several beneficial results:

1. Increases the flow of communication between and among committees
2. Increases the level of responsibility each committee carries
3. Eliminates the unnecessary, participation-limiting possibility that anyone serves on more than one committee
4. Decreases the tendency of an over-controlling-personality layperson or pastor to dominate committee decisions
5. Reduces the amount of time the pastor, staff, and members spend in meetings each month, thus increasing their available time for other ministries

The personnel committee and the nominations committee are exceptions to this “all-committees-on-the-same-night strategy.” Some members in these two committees also serve on other committees, and the personnel committee requires the senior pastor’s presence throughout the entire meeting, at all of its meetings.

Each committee has six members (with three-year, rotating tenures), except for the personnel committee, in which some denominations require seven or nine members. The nominating committee nominates chairpersons and members of all committees. The nominating committee picks people with the gifts and passions for the ministries each committee supervises, even if they are not governing-board members. Chairpersons may serve two consecutive years. After three years on a committee, members rotate off the committee for one year before being nominated again. Except in very small churches, the nominating committee avoids placing more than one governing board member on each committee.

All committee members attend an annual orientation led by the senior pastor and the governing-board chairperson. This leadership-training seminar covers matters such as procedures for getting newsletter information to the church secretary and how to lead committee meetings.

The goal of each committee is ministry management; the goal of committees is *not* to do these ministries *for* the congregation but to *involve the congregation in doing the ministries*.

To accomplish this goal, at the beginning of each year, each committee develops and/or affirms several ministry teams to accomplish the various ministries for which the committee is responsible.

Church members and attendees who comprise the ministry teams do not attend committee meetings, but they accomplish the ministries that committees are responsible for managing. Ministry teams do *not* meet and do *not* report; they are strictly action teams, not committees or subcommittees.

For greater detail regarding the principles that underlie and the procedures for developing the committee structure-and-function model outlined above, obtain *Church Effectiveness Nuggets: Volume 23, Fine-Tuning the Organizational and Communication Engine*. Download this resource free of charge at the www.TheParishPaper.com Web site.

Ministry Team Purposes & Responsibilities

Ministry team is *not* a new way of saying committee, subcommittee, or task force! Those groups still serve a valid *but very different* function.

Nor are ministry teams a rotation of members to accomplish a specific task. That procedure focuses only on a *task* and produces almost no *fellowship* while accomplishing that task. Ministry teams create a marvelous mix of task and fellowship. Affinity (a passion or enthusiasm) glues the ministry team together.

Each ministry team involves a group of attendees in accomplishing a specific ministry. The ministry teams' efforts grow out of and are consistent with the congregation's core values, beliefs, vision, and mission. Linkage with church committees focuses more on empowerment than on supervision. Examples:

- Reporting back in meetings is not the goal of a ministry team.
- Involving large numbers of worshipers in ministries that give them a sense of personal fulfillment and spiritual accomplishment is the goal of ministry teams.
- The primary role of church staff, lay leaders, and committees is to help the ministry teams succeed, *not* to direct or restrain their actions.

Each ministry team is comprised of church members and worship attendees who have not yet joined the church. Many of the ministry team members begin serving during the first month of the church year—January, September, June, or whenever. But ministry-team coordinators also recruit their teams in informal ways *throughout the year*. Ministry teams provide excellent in-service learning and participation experiences for congregational newcomers. The nominating committee does *not* nominate any of the ministry-team leaders or members.

The governing board and committees do not assume micro-management control of the ministry teams. Ministry teams operate from a values-base that gives them permission to experiment with new ideas and discontinue ideas that did not work. Each ministry team has authority to test new ideas and take actions as long the action (a) is consistent with the congregation's core values, beliefs, vision, and mission and (b) does not require a financial-funding appeal to the congregation or does not exceed that ministry team's line item in the church budget.

Decisions for which a ministry team must obtain permission:

1. Putting something on the church calendar
2. Any expenditure that requires a financial appeal to the congregation or is not covered in the church budget.

Ministry teams can form spontaneously, without seeking approval from the governing board or a committee. The formation of a ministry team is automatically approved if the proposed ministry (a) introduces people to Jesus in positive ways, (b) helps people grow spiritually, or (c) relieves suffering. That permission-giving atmosphere increases the number of enthusiastic, energetic people in a church's ministries.

For greater detail regarding the principles that underlie and the procedures for developing the ministry team model outlined above, obtain *Church Effectiveness Nuggets: Volume 23, Fine-Tuning the Organizational and Communication Engine*. Go to the www.TheParishPaper.com Web site and download this resource free of charge.

Evangelism Committee

Committee Member Names & Telephone Numbers:

Purpose: Involve members in faith-sharing, inviting others to church, and hospitality that accomplishes Christ's Great Commission to make disciples.

Responsibilities: (If applicable, include appropriate quotes from your church bylaws or denominational guidelines.)

1. Develop systematic methods by which members of a ministry team make follow-up contacts with first-time worship visitors.
2. Develop and periodically use appropriate publicity methods such as *Yellow Pages*, newspaper, direct mail, radio, television, and neighborhood front door fliers.
3. Devise and print an attractive brochure to mail and distribute during home visits—describing our congregation, its ministries, and its location.
4. Investigate ways to discover and reach out to unchurched people in our community.
5. Motivate members of the congregation to invite friends, neighbors, and acquaintances to worship and church events.
6. Develop ways to greet newcomers to our community with a warm invitation to participate in our congregation.
7. Prepare and submit to the governing board reports of our meetings and recommendations for any major policy changes that we feel should come before the board rather than be handled within the mandate of our committee responsibilities.
8. At the end of each year, suggest any additions, subtractions, and modifications to the annual *Congregational Plan Book* that seem to make sense in view of our experiences.

Detailed, How-To-Do-It Resource Possibility for this Committee:

Church Effectiveness Nuggets: Volume 8, How to Attract First-Time Worship Visitor.

Go to the www.TheParishPaper.com Web site and download free of charge.

Worship Committee

Committee Member Names & Telephone Numbers:

Purpose: Conduct worship services that honor God, help people come into a sense of God's presence, and spiritually nurture all four generations of adults plus the teenage generation.

Responsibilities: (If applicable, include appropriate quotes from your church bylaws or denominational guidelines.)

1. See that flowers are arranged as necessary.
2. Develop and schedule worship greeter teams for each door.
3. Prepare and have communion in place on communion Sundays.
4. Develop and schedule communion server teams.
5. Hang appropriate banners and make new banners.
6. Train acolytes, schedule them for each Sunday, and supervise their activities.
7. Clear the sanctuary of litter following services.
8. Refill pew racks with necessary items and arrange hymnbooks neatly.
9. Arrange for a hostess to assist wedding parties that use our church.
10. Maintain and clean the cross, brass plates, and other brass items.
11. Care for the paraments and altar cloths and change them seasonally.
12. Decorate the sanctuary for Christmas, Easter, and other special occasions.
13. As needed, assist the pastor, music director, and other staff in planning and conducting worship services.
14. Prepare and submit to the governing board reports of our meetings and recommendations for any major policy changes that we feel should come before the board rather than be handled within the mandate of our committee responsibilities.
15. At the end of each year, suggest any additions, subtractions, and modifications to the annual *Congregational Plan Book* that seem to make sense in view of our experiences.

Detailed, How-To-Do-It Resource Possibility for this Committee:

Church Effectiveness Nuggets: Volume 4, How to Increase Worship Attendance
Go to the www.TheParishPaper.com Web site and download free of charge.

Missions Committee

Committee Member Names & Telephone Numbers:

Purpose: Involve members of our congregation in community service, benevolence, and world missions that accomplish Christ's Commandment to love our neighbors.

Responsibilities: (If applicable, include appropriate quotes from your church bylaws or denominational guidelines.)

1. Investigate possibilities for serving needy people in our community, such as through a food pantry or clothes closet ministry.
2. Study the feasibility of implementing a childcare program to meet the needs of families in the community.
3. Educate our congregation concerning the agencies and groups that receive budgeted support and special offerings for the local, state, and world benevolences and missions of our church and denomination.
4. Investigate possible Volunteers in Missions projects we could publicize to involve our people in short-term mission projects inside and outside the United States.
5. Encourage our members to contribute to the special mission projects promoted by our regional denominational structure.
6. Encourage our members to contribute to our congregation's local mission projects.
7. Encourage congregational support of the Gideons.
8. Prepare and submit to the governing board reports of our meetings and recommendations for any major policy changes that we feel should come before the board rather than be handled within the mandate of our committee responsibilities.
9. At the end of each year, suggest any additions, subtractions, and modifications to the annual *Congregational Plan Book* that seem to make sense in view of our experiences.

Detailed, How-To-Do-It Resource Possibility for this Committee:

Church Effectiveness Nuggets: Volume 19, How to Increase Local and World Missions Giving (Go to the www.TheParishPaper.com Web site and download free of charge.)

Christian Education Committee

Committee Member Names & Telephone Numbers:

Purpose: Provide effective children and youth Sunday church school classes, adult Sunday church school classes and other adult groups, and evening youth groups.

Responsibilities: (If applicable, include appropriate quotes from your church bylaws or denominational guidelines.)

1. Plan and coordinate annual activities with the Sunday school superintendent, children's council, children's coordinator, youth coordinator, adult coordinator, pastor, and youth minister.
2. Meet quarterly to hear subcommittee reports on activities completed and plans for the future.
3. Work with each subcommittee as needed.
4. Work with interested parties on ideas for Bible study or study groups.
5. Work with Sunday school classes and age-level coordinators on literature possibilities for Sunday school classes.
6. Assist financial secretary with developing the annual education budget for recommendation to the financial committee and governing board.
7. Prepare and submit to the governing board reports of our meetings and recommendations for any major policy changes that we feel should come before the board rather than be handled within the mandate of our committee responsibilities.
8. At the end of each year, suggest any additions, subtractions, and modifications to the annual *Congregational Plan Book* that seem to make sense in view of our experiences.

Detailed, How-To-Do-It Resource Possibility for this Committee:

Church Effectiveness Nuggets:

Volume 2, How to Grow Strong Young Groups

Volume 11, How to Increase Adult Sunday School Attendance

Volume 12, How to Increase Children and Youth Sunday School Attendance

Go to the www.TheParishPaper.com Web site and download free of charge.

Children's Council

Committee Member Names & Telephone Numbers:

Purpose: Provide an atmosphere that encourages every child to make a life-changing connection with Jesus Christ, grow in that relationship, and increase knowledge of the Bible and the Christian faith.

Responsibilities: (If applicable, include appropriate quotes from your church bylaws or denominational guidelines.)

1. Help recruit teachers for the elementary Sunday school classes.
2. Work with teachers and children's ministry leaders to plan monthly mission projects and social event (food collection, swim parties, etc.).
3. Work with our Secretary of Literature Procurement to order necessary literature.
4. Provide adequate supplies for teachers.
5. Prepare bulletin boards in the education building.
6. Send cards to children that inform them about events and projects and encourage attendance.
7. Secure and work with the Vacation Bible School director to plan and implement VBS.
8. Meet quarterly with the education committee.
9. At the end of each year, suggest any additions, subtractions, and modifications to the annual *Congregational Plan Book* that seem to make sense in view of our experiences.

Detailed, How-To-Do-It Resource Possibility for this Committee:

Church Effectiveness Nuggets: Volume 12, How to Increase Children and Youth Sunday School Attendance (Go to the www.TheParishPaper.com Web site and download this resource free of charge.)

Youth Council

Committee Member Names & Telephone Numbers:

Purpose: Work with the youth minister to plan and implement effective youth group ministries.

Responsibilities: (If applicable, include appropriate quotes from your church bylaws or denominational guidelines.)

1. Meet quarterly to coordinate planning, calendaring, and implementing activities for the junior, junior high, and senior high youth groups.
2. Help recruit adults to serve as youth leaders and youth-group sponsors.
3. Help recruit transportation for youth trips.
4. Help recruit summer camp counselors.
5. Investigate and recommend mission projects in which youth might participate.
4. Meet quarterly with the education committee.
6. At the end of each year, suggest any additions, subtractions, and modifications to the annual *Congregational Plan Book* that seem to make sense in view of our experiences.

Detailed, How-To-Do-It Resource Possibility for this Committee:

Church Effectiveness Nuggets: Volume 2, How to Grow Strong Young Groups

Go to the www.TheParishPaper.com Web site and download free of charge.

Caring Committee

Committee Member Names & Telephone Numbers:

Purpose: Develop, train, and nurture a lay ministry that expresses concern and care for members/attendees, especially during times of illness, loss, and other stress.

Responsibilities: (If applicable, include appropriate quotes from your church bylaws or denominational guidelines.)

1. Provide four ministry teams that visit monthly and maintain caring contact with homebound and nursing home members.
2. Send get-well, sympathy, and birthday cards to church members.
3. Deliver “goody bags” (bread, fruit, cookies, etc.) to homebound and nursing home residents during the Christmas season.
4. Build and maintain a strong Care Team that meets monthly and coordinates the extension of care and concern to all members and regular attendees during times of life stress (surgery, hospitalization, loss of a family member).
5. Inform the congregation of special needs among people in our church and community.
6. Take food, when needed, to people at times of life stress.
7. Prepare and serve a funeral meal for families.
8. At the end of each year, suggest any additions, subtractions, and modifications to the annual *Congregational Plan Book* that seem to make sense in view of our experiences.

Detailed, How-To-Do-It Resource Possibility for this Committee:

Church Effectiveness Nuggets: Volume 9, How to Develop a Congregational “Care Team”
Go to the www.TheParishPaper.com Web site and download this resource free of charge.

Congregational Development Committee

Committee Member Names & Telephone Numbers:

Purpose: Nurture an atmosphere of congregational faith, hope, and love that promotes spiritual growth, fellowship, and a sense of belonging among members and attendees.

Responsibilities: (If applicable, include appropriate quotes from your church bylaws or denominational guidelines.)

1. Maintain organizational systems that involve the highest possible percentage of members/attendees in various congregational ministries.
2. Involve new attendees and members in ministry teams and adult groups that nourish faith development and growth in discipleship.
3. Plan and implement methods that reactivate inactive members.
4. Plan and implement a method for welcoming new babies into our church family.
5. Plan and implement fellowship activities in our church family.
6. Prepare and submit to the governing board reports of our meetings and recommendations for any major policy changes that we feel should come before the board rather than be handled within the mandate of our committee responsibilities.
7. At the end of each year, suggest any additions, subtractions, and modifications to the annual *Congregational Plan Book* that seem to make sense in view of our experiences.

Detailed, How-To-Do-It Resource Possibility for this Committee:

Church Effectiveness Nuggets:

Volume 6, How to Shrink Your Church's Inactive Member List

Volume 7, How to Build Assimilation Bridges for New Members/Attendees

Volume 17, Stress-Management: Increasing Your Alligator-Wrestling Skills

Volume 23, Fine-Tuning the Organizational and Communication Engine

Volume 24, Identifying and Mobilizing Parishioners' Spiritual Gifts

Go to the www.TheParishPaper.com Web site and download free of charge.

Finance Committee

Committee Member Names & Telephone Numbers:

Purpose: Provide oversight of the congregation's financial resources.

Responsibilities: (If applicable, include appropriate quotes from your church bylaws or denominational guidelines.)

1. Receives all requests from committees and constructs the annual budget for submission to the governing board.
2. Administers the congregation's funds as instructed by the governing board.
3. Receives financial requests from committees, staff, church members, or the governing board that are *not* already included in line-items of the annual budget; then, makes recommendations to the governing board regarding those requests.
4. Reviews in cooperation with the building and grounds committee any extraordinary or emergency needs for possible recommendation to the governing board.
5. Reviews in cooperation with the personnel committee the senior pastor's salary and all other staff salaries for recommendation to the governing board as part of the annual budget.
4. Designates at least two persons (preferably not of the same family) to count each Sunday's offerings, give a record of funds received to both the financial secretary and the church treasurer, and deposit the funds promptly in accordance with procedures established by the committee.
5. Receive reports from the financial secretary, who keeps records of contributions.
6. Receives reports from the church treasurer, who disburses all money contributed toward support of the annual budget plus other funds and contributions that the governing board designates.
7. Provides for an annual audit of the records of the congregation's financial officers.
8. Recommends to the governing board the depositories for the congregation's funds.
9. Subject to the direction of the governing board, receives and administers all bequests and trusts, and invests all such funds in conformity with the nonprofit organization laws of the state and country.
10. Prepare and submit to the governing board reports of our meetings and recommendations for any major policy changes that we feel should come before the board rather than be handled within the mandate of our committee responsibilities.
11. At the end of each year, suggest any additions, subtractions, and modifications to the annual *Congregational Plan Book* that seem to make sense in view of our experiences.

Detailed, How-To-Do-It Resource Possibility for this Committee:

Church Effectiveness Nuggets: Volume 5, How to Increase Financial Stewardship

Go to the www.TheParishPaper.com Web site and download free of charge.

Stewardship Committee

Committee Member Names & Telephone Numbers:

Purpose: Provide financial giving education and motivation that is (a) part of members' and attendees' spiritual growth and (b) adequately supports the congregation's various ministries.

Responsibilities: (If applicable, include appropriate quotes from your church bylaws or denominational guidelines.)

1. Develops and implements plans that provide sufficient financial resources to fund the annual budget approved by the governing board.
2. Plan and conduct an annual stewardship campaign that secures financial commitments from members, usually in October.
3. Emphasize percentage-giving of personal income for the Lord's ministries in and through our congregation.
4. Plan and implement year-around ways to keep the congregation aware of the value of financial giving as part of each individual's spiritual growth.
5. Plan and implement ways to encourage commitment of time, energy, and creativity by members and attendees, during a month *other than* when we conduct the annual financial campaign.
6. Prepare and submit to the governing board reports of our meetings and recommendations for any major policy changes that we feel should come before the board rather than be handled within the mandate of our committee responsibilities.
7. At the end of each year, suggest any additions, subtractions, and modifications to the annual *Congregational Plan Book* that seem to make sense in view of our experiences.

Detailed, How-To-Do-It Resource Possibility for this Committee:

Church Effectiveness Nuggets:

Volume 5, How to Increase Financial Stewardship

Volume 24, Identifying and Mobilizing Parishioners' Spiritual Gifts

Go to the www.TheParishPaper.com Web site and download free of charge.

Buildings & Grounds Committee

Committee Member Names & Telephone Numbers:

Purpose: Supervise and oversee care and improvements of congregational property and facilities consistent with maximum effectiveness of present ministries and future goals.

Responsibilities: (If applicable, include appropriate quotes from your church bylaws or denominational guidelines.)

1. Annually, review the adequacy of property, liability, and crime insurance coverage on church-owned property, buildings, equipment, and personnel.
2. With the personnel committee chairperson and the pastor(s) review the condition of church-owned parsonage(s) to ensure proper maintenance and consider whether any improvements are needed.
3. Conduct an annual accessibility audit of buildings and grounds to (a) identify whether any physical, architectural, and communication barriers exist that impede the full participation of people with disabilities and (b) make plans and set priorities to eliminate such barriers.
4. Prepare and submit to the governing board reports of our meetings and recommendations for any major policy changes that we feel should come before the board rather than be handled within the mandate of our committee responsibilities.
5. At the end of each year, suggest any additions, subtractions, and modifications to the annual *Congregational Plan Book* that seem to make sense in view of our experiences.

Personnel Committee

Committee Member Names & Telephone Numbers:

Purpose: Maintain high communication with and a sense of team spirit as clergy, staff, and laypersons work together to motivate and equip members/attendees for involvement in ministries, provide care for congregants' needs, and respond to God's call to ministries.

Responsibilities: (If applicable, include appropriate quotes from your church bylaws or denominational guidelines.)

1. Meet quarterly with the senior pastor, as chief of staff, to maintain positive communication that maximizes the quality of congregational ministries.
2. Counsel with the senior pastor, as chief of staff, and with other staff members as needed, regarding priorities for time use and skills in relation to the goals and objectives of the congregation's mission and ministry during the current year.
3. Oversee the development and maintenance of clergy and staff job descriptions.
4. In a caring and positive manner, provide the senior pastor and staff with annual evaluations that identify ministry strengths and growing edges.
5. Consult with the pastor and staff concerning continuing education and spiritual renewal opportunities and plans.
6. Annually, in conference with the finance committee, submit to the governing board salary recommendations for the senior pastor and all staff members.
7. In consultation with the senior pastor and the finance committee, recommend to the governing board any changes or additions of staff positions or increases in weekly hours needed to accomplish the ministries to which we feel God calls our congregation.
8. Prepare and submit to the governing board reports of our meetings and recommendations for any major policy changes that we feel should come before the board rather than be handled within the mandate of our committee responsibilities.
9. At the end of each year, suggest any additions, subtractions, and modifications to the annual *Congregational Plan Book* that seem to make sense in view of our experiences.

Detailed, How-To-Do-It Resource Possibility for this Committee:

Church Effectiveness Nuggets:

Volume 3, How to Prevent and Resolve Congregational Conflict

Volume 16, Clergy and Clergy-Spouse Stress-Management Skills

Volume 21, How to Maximize Personnel Committee Effectiveness

Volume 22, How to Strengthen Clergy/Staff Leadership & Relationship Skills

Go to the www.TheParishPaper.com Web site and download free of charge.

Report Form—Committees to Governing Board

Committee Name:

Date of Meeting:

Chairperson:

Committee Members Present:

Others Present:

Our committee discussed the following agenda:

Our committee took the following action (jobs assigned, to whom, due date, etc.)

Our committee makes the following recommendations for governing board approval:

This Year's Budget