



Great Commission Baptist Church

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Great Commission Baptist Church Policy and Procedures Manual

Prepared By:

Policy and Procedures Committee

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This manual has been prepared on the basis of laws and legal risks which prevail in the United States of America, and the State of Texas. Every effort has been made to tailor information for effective ministry use, and for it to be useful. The content enclosed has been modified as appropriate to local and national laws and pertinent legal risks.

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1 INTRODUCTION

Church leaders can better lead when good, up-to-date policies are in place and utilized, as such these policies are designed to free them to focus on the critical rather than the mundane issues of leadership. Without them our leaders are sure to waste time, possibly make mistakes, or fail to focus on what is important. Great Commission Baptist Church glorifies God and serves the community according to the local church "By Laws." At GCBC, the Pastor and Deacons approve local church Bylaws. Afterwards, the Pastor and Deacons, herein referred to as the "Leadership Council" approves the Policy Manual.

The Bylaws of GCBC shall take precedence and govern all other policies. These policies and their application are intended to comply with all applicable federal and state laws and regulations.

This policy manual has been adapted to meet Great Commission Baptist Church (GCBC) needs and is inclusive of language drafted from existing documents representing several churches throughout the United States. We understand that every church is different – size, culture, theology, style, approach, etc. What is presented here is a common approach, and what follows is just *one* way, not necessarily the *best* way, to organize or structure GCBC. It is our hope that the listing of different subjects, policies, and context information will assist ministry leaders in thinking through and making decisions about what should be considered to allow for good order, discipline, consistency, and sound judgment.

This policy is used to explain the "how to's" of the GCBC Bylaws. These Bylaws can effectively be called "Standard Operating Procedures". The Policy and Procedures Committee can make revisions to the policies as needed.

1.1 Policy and Purpose

Policies discussed here are general statements of direction and purpose that allow users to exercise good judgment in the daily operation of the church and promote the efficient use of resources in the congregation. Policies explain what and why things are done. Procedures explain how things are done.

Policies and procedures are not meant to be restrictive, but to offer parameters within which we may organize and develop our common life and witness to the Gospel of Jesus Christ. We hope that these reflect our understanding that we are a faith community grounded in a covenant relationship with God and with one another that allows all to grow into full spiritual maturity. Our policies and procedures will also reflect our church's vow to strive for justice and peace and to respect the dignity of every human being.



This manual is designed to help our leadership with the effective management of our church and its ministry, with decision-making, and with accountability. Additionally, this manual will contain information that will facilitate our management of legal risks and help us shield our church and its leaders from possible litigation.

1.2 Goals and Objectives

This manual is designed to:

- Help our Leadership Council, Employee Staff, and Ministry Leaders with decision-making
- Help our church leadership with accountability (i.e., trustworthiness, dependability, reliability, independent action, etc.)
- Help us manage legal risks and protect us and our church from litigation.

1.3 Scope

The GCBC Policy and Procedures Manual features eleven sections. Included within these is language specifically related to the following primary domain areas:

- **Introduction:** The Introduction outlines the goals and objectives of the manual along with its scope. It includes information on who approves the policies and how the manual is to be maintained.
- **Guiding Documents:** All policies and procedures are based on a number of key documents, to include the Bylaws of GCBC, our church Vision and Mission Statements, and identified Core Values. These documents are provided here so that all leaders and staff (paid and volunteer) will have easy access to them. Having a clear understanding of these documents will lay a foundation for understanding and implementing the policies that follow.
- **Policies & Procedures:** Policies and procedures are invaluable for identifying and delegating personnel and ministry responsibilities, preserving a consistent level of quality performance, and protecting church leaders and the congregation. Policies will cover broad areas such as leadership, ministry/program, facilities, finances governance and general administration. Procedures will explain how things are to be done.

1.4 Policy Approval Process

An official policy creation, review, acceptance, and update process has been created so that every leader in the church can understand the policy process. Pages 2, 3, and 4 of this document will provide a stable tracking mechanism to allow for updates, revisions, review, and approval. The review process consists of:



- The Policy Manual is distributed for review no less than annually and will be maintained by the GCBC Business Administrator.
- The policy may be revised by the Leadership Council as needed.

1.5 Manual Maintenance

The Policy Manual will be reviewed annually by the Leadership Council, and prior to the Annual Leadership Briefing, to see if any changes need to be made. All proposed revisions must be approved or rejected by the Leadership Council and noted in the minutes. The Business Administrator is responsible for initiating annual reviews, incorporating changes, and maintaining the manual and any policy statements.

All revisions to the Policy Manual will contain the date of the Policy and Procedures Committee meeting when the revision was adopted. The Council's minutes for that meeting will include complete statements of any new, rescinded or amended (reflecting both removed language and new wording) policies or procedures. A rationale may be noted in the Council minutes. When revisions are made all pages for the given chapter or section will be reissued. When numbering is not affected, only the changed pages need be distributed.

2 WHAT GREAT COMMISSION BAPTIST CHURCH BELIEVES

Great Commission Baptist Church believes that God is the Creator and Ruler of the Universe. God has eternally existed in three personalities: the Father, the Son, and the Holy Spirit. These three are co-equal and are one God.

Jesus Christ is the Son of God and is co-equal with the Father. Jesus lived in a sinless human life and voluntarily paid for our sin by dying on the cross as our substitute.

The Holy Spirit draws sinners to Christ and equips believers for personal growth, understanding, and guidance. The Holy Spirit is equal with the Father and the Son as God. The Christian seeks to live under His control daily.

People are made in the image of God, to have fellowship with Him. We defy God by going our own way called "sin". Sin separates people from God.

People were created to exist forever. We will either exist eternally separated from God by sin or in union with God, through forgiveness and salvation. To be eternally separated from God is Hell. To be eternally in union with Him is eternal life.



Salvation is a gift from God to man. Man can never make up for his sin by self-improvement or good works. Only by trusting in Jesus Christ as God's offer of forgiveness can man be saved from sin's penalty.

The Bible is God's Word to all people. It was written by human authors under supernatural guidance of the Holy Spirit. It is the supreme source of truth for Christian beliefs and living. Because it is inspired by God, it is the truth without any mixture of error.

Marriage is a sacred vow between a man and woman and the Bible offers many verses that offer guidance for married couples, husbands, wives, newlyweds and engagement. Genesis 2:22-24 reads *"Then the Lord God made a woman from the rib he had taken out of the man, and he brought her to the man." The man said, "This is now bone of my bones and flesh of my flesh; she shall be called 'woman, ' for she was taken out of man." For this reason a man will leave his father and mother and be united to his wife, and they will become one flesh."*

2.1 Mission Statement

In keeping with the mandate of the Great Commission and practice of the first church, Great Commission Baptist Church sets forth as its mission ***"Exalt the Savior, edify the saints, evangelize sinners, enhance the family, and endow missions."*** Referenced from Matthew 28:19, 20; and Acts 2:37-47.

2.2 Church Goal

The GCBC church goal is established to allow for ***"Every member maturing spiritually from membership to ministry"***.

2.3 Church Theme

The GCBC church theme is ***"Go ye therefore, and teach all nations, baptizing them in the name of the Father, and of the Son, and of the Holy Ghost: Teaching them to observe all things whatsoever I have commanded you: and, lo, I am with you always, [even] unto the end of the world. Amen."*** Scripture received from the Gospel of Matthew 28:19-20.

2.4 Vision Statement

The GCBC Vision Statement is ***"Building a Ministry through the Power, Principles, and Promises of God's Word; to Reach the Sinner, Teach the Saint, and Strengthen the Family."***



3 LEADERSHIP

Leadership encompasses many aspects including strategic planning, collaboration, delegation and accountability. Each member of the leadership team should have a sense of contributing to the effectiveness of the team as a whole regardless of, and perhaps even because of, individual differences in approach or style.

3.1 Leadership Covenant

Leaders in our church are held to a high standard of mutual accountability. GCBC leadership, whether a volunteer, appointed, elected, or hired, will abide by the following Leadership Covenant:

As a church leader I promise to:

- Be a person of integrity and good character.
- Pray daily for our world, my community, my church and leadership.
- Be truthful.
- Financially Support GCBC and its ministries
- Maintain appropriate confidentiality.
- Abide by my commitments to ministry and complete projects/assignments on time, with excellence, or ask for help from my team, supervisor or ministry partner.
- Attend all ministry/program team meetings unless seriously ill or there is a personal emergency, and to notify my team leader or ministry partner, in advance whenever possible, of any absence.
- Live my life in a way that demonstrates my faith in Jesus Christ.
- Follow the policies and procedures as set forth in the Policy Manual.

All leaders, employees, and volunteers, whether appointed or elected, shall submit to annual background checks. Background checks shall be recorded and tracked at the expense of GCBC. Volunteers who are absent from the church for more than six months with no contact shall be re-screened before resuming work with children/youth. Ministry leaders are responsible for verification and validation of member's eligibility to participate in ministry activities.

3.2 Decision Making Criteria

The Leadership Council will make decisions that are in the best interest of the church and the congregation. All proposals put forth will be viewed in light of the following questions:

- Will accepting this proposal advance the mission of the church as set forth in the Mission Statement?



- Are we duplicating the efforts of a church ministry or community service that is already meeting this need?
- Will this proposal excite, motivate and encourage the membership to participate and get involved?
- Would this be a great thing for God's Kingdom?

3.3 Code of Conduct

All GCBC leadership, volunteers, employees, and membership shall adhere to the following conduct guidelines:

- **Adherence to God's Word:** Church members shall conduct their lives in a manner that consistently reflects a belief in God's Word.
- **Follow the Law:** The day-to-day operations of the church will comply with all governing laws and regulations by putting policies and procedures in place to ensure legal compliance. Annual audits will be performed to ensure consistency in practice.
- **Confidentiality:** Church employees will maintain the highest standard of confidentiality and will share sensitive information only with those who have a need to know. This includes information about the internal operations of the church as well as information about congregants and volunteers.
- **Use Resources Wisely:** God supplies the resources for the church – people, time and money. Employees should be reminded to be good stewards and use resources wisely.
- **Treat Others with Dignity and Respect:** There should be no respecter of persons in the body of Christ and employees should be respectful of others and treat everyone the same – regardless of rank or socioeconomic position.
- **Streamlined Processes:** Church staff should continually be looking for ways to improve operational processes and systems that affect the church experience for volunteers, visitors, congregants and employees.
- **Proactive Communication:** Employees should take measures to proactively communicate any information that would benefit others and improve the church or work experience
- **Loyalty:** Loyalty to the ministry is one of the major principles. If employees are unable to support the vision of the Church, they should consider stepping down.

Employees that demonstrate desired behaviors should be acknowledged and employees who do not should be confronted and corrected. Members should study *the Gospel of Matthew, Chapter 18, verse 20* for guidance.

Setting desired behavior expectations and holding employees accountable is the first step in creating a culture that fosters high standards of conduct.



The reputation of an organization is built on the consistency of positive behaviors of its employees. For a church, this reputation is what helps to attract and retain members, volunteers and employees.

3.3.1 Sexual Harassment

Sexual harassment perpetrated by or against any clergy, employee, leader, member of (GCBC), or any other person involved with the church, to include visitors, shall not be tolerated. GCBC will comply with all federal and state regulations pertaining to sexual harassment.

Unwelcome sexual advances, requests for sexual favors or other verbal or physical conduct of a sexual nature constitute sexual harassment. Sexual harassment occurs when:

- Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment or relationship with the church.
- Submission to or rejection of such conduct by an individual is used as the basis for employment or ministry/program decisions affecting such individuals.
- Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or ability to participate in church activities or has the purpose or effect of creating an intimidating, hostile or offensive working or worshipping environment.

Any instances of sexual harassment will be immediately reported to the Leadership Council.

Sexual Harassment Grievance Resolution Procedure

1. Any member, friend, or guest of GCBC who believes he or she has experienced any form of sexual harassment as defined above is encouraged to notify a member of the Leadership Council, represented by the Pastor, Chairman or Vice Chairman of the Deacon Ministry, and Deacons immediately.
2. Immediately following notification, the Leadership Council will assign a Moderator to handle the grievance.
3. The Moderator will request a written Statement of Grievance from the complainant. The Statement is to contain details of the nature and cause of the grievance, names of those involved, names of witnesses, if any, and a description of the incident(s) giving rise to the grievance. The Statement is to be signed and dated by the complainant.
4. The Leadership Council will appoint a Grievance Review Committee of three (3) uninvolved individuals from a pool selected by the Deacons. The Committee's task will be tasked with gathering all available information about the grievance, interview all involved persons, prepare a written report of findings, and recommend a resolution



within thirty (30) days. The duly appointed chairperson of the Grievance Review Committee will present the Committee's findings and proposed resolution to the Leadership Council for final review and approval.

5. After Leadership Council approval, the Pastor, Chairman/Vice Chairman of Deacon's Ministry will present a summary of the Committee's findings and resolution to the complainant. The Pastor, Chairman/Vice Chairman of Deacon's Ministry will be responsible for implementing the resolution, or delegating the tasking.
6. If the complaint concerns a GCBC clergy person and the complainant is not satisfied with the Committee's findings and/or resolution, he/she may re-engage the grievance process, as well as request an arbitrator.
7. All credible allegations of sexual abuse of minors shall be reported to law enforcement authorities.

3.3.2 Prevention of Child and Youth Abuse

The congregation of GCBC is committed to providing a safe and secure environment for all children, youth, and volunteers who participate in ministries and activities sponsored by the church. The following policy statements reflect our congregation's commitment to preserving this church as a holy place of safety and protection for all who would enter and as a place in which all people can experience the love of God through relationships with others. The Pastor and Youth Minister shall provide local (GCBC) leadership, oversight, and points of contact for all reported incidents and investigations with local Child Protective Services and authorities.

The following is the policy of GCBC as it relates to the Children/Youth Ministry/Young People's Ministry. Children / Youth / Young People are defined as persons below the age of 18:

- Adult volunteers who work with children and youth shall attend regular training and educational events provided by the church to maintain current knowledge of church policies and state laws regarding child abuse.
- Adult volunteers serving with children and youth shall review and sign the Leadership Covenant.
- Annual Background checks shall be conducted, recorded, and tracked, at the expense of GCBC, for all persons, whether paid or volunteer, who work with children or youth. Refer to paragraph 3.1 for additional guidance.
- A team of reviewers, consisting of no less than the Pastor and the Youth Ministry Leader, and with attention being paid to Risk Management, shall be responsible for reviewing background checks and determining whether or not persons will be allowed to work with children/youth.
- The following items appearing on background checks shall merit disqualification from working with children: **violent crimes, crimes against children, felony convictions, weapons misdemeanors, or recurring crimes.**



- All teachers and advisors must observe the “two adult” rule which requires that there always be at least two adults, neither related to each other nor from the same household, present when supervising one or more students/children/youth.
- Volunteers should immediately report any behaviors that seem abusive or inappropriate to their supervisor(s).
- Minors may participate in church sponsored activities for children and/or youth only with written permission from a parent, guardian or caregiver.

3.3.3 Conflict of Interest

It is the policy of GCBC that every Ministry Leader, Officer, or Employee shall abstain from involvement, whether by voting or otherwise participating in the decision-making process, in those situations where they have or may have a conflict of interest.

A conflict of interest is deemed to exist where:

- The person has a substantive interest, whether direct or indirect, in the matter at hand or the other party(ies) involved;
- The person is either a director, officer, or employee of the other party (ies) involved; or the person’s spouse, children, parent, or siblings are in substantive relationships with the other party(ies) involved.

In those situations where a conflict of interest does exist or has the potential to exist, any Deacon, Ministry President or Vice President, or Church Employee aware of such shall notify the Pastor or a member of the Leadership Council.

Ministry Leaders, Officers, and Employees are encouraged to participate actively in community and professional activities. Because Ministry Leaders, Officers, and Employees are not always aware of all interagency involvement(s), they should inform the Pastor of any intentions to participate in any activity that could potentially give rise to a conflict of interest impacting the church.

3.3.4 Conflict Resolution

It is important to recognize and manage conflict in a healthy manner. Conflict is inherent in any organization. As a growing, thriving church, it is expected that GCBC will from time-to-time experience internal conflict. Conflict can be good or bad, healthy or unhealthy, constructive or destructive.

GCBC recognizes that healthy resolution of church conflict requires that those involved value one another as human beings, put forth the effort required to understand opposing points of view, and mutually agree that the good of the congregation is paramount. Members are to be committed to handling conflict in a mature, loving and constructive manner, and are to expect the same of church leadership and staff.



Healthy Conflict: GCBC recognizes that healthy conflict is necessary to keep an organization mindful of and focused on its mission. Healthy conflict is that in which members deal with their issues up-front and talk directly to those with whom they disagree. They bring substantive evidence with their particular viewpoints and their demands are reasonable. They present their viewpoints as clearly supportive of the mission of the church. They clearly have a deep love for the church, love and respect for the leadership of the church, and are honorable in sharing their viewpoints. They do not make personal attacks on others. They are introspective and concerned that they have correct information. They view themselves as working with the church leadership to find peaceful, loving solutions to the issue at hand for the good of all people concerned. Once a vote is taken on an issue, they support the witness of the body evident in the vote, whether or not they are/were in agreement with the decision. They continue to be constructive and positive in their work for the common good of the church.

Unhealthy Conflict: Unhealthy conflict is that in which one or more members, based on non-substantive evidence, makes insatiable demands, usually attacking the person or performance of others. Any such unhealthy conflict has the potential to disrupt and even to destroy the mission and ministry of the church.

GCBC recognizes the responsibility of all Members to create and maintain a safe and healthy spiritual environment. GCBC understands destructive behavior to be opposed to the creation and maintenance of such an environment.

Direct Dealing: It is the policy of the church and its leadership to directly deal with people regarding issues of the church and to instruct all members in direct dealing. The Leadership Council will refuse to deal with proposals or concerns when the proponents of such are not willing to identify themselves by name. A member who purports to represent "many others in the church" or "they" will be asked to identify by name these other individuals. The individuals so named, as well as the person said to represent them, must be acknowledge their interest in person or in writing before the concern or proposal will be considered. If the individual(s) is (are) not willing to represent themselves or be identified, the Leadership Council will consider the matter a non-issue.

Conflict Resolution: Following Scriptural guidelines, persons who have a grievance or concern will be requested to take their concern directly to the person(s) or ministry group involved. If that person or group is unable to resolve the issue, then the parties may request, through the Leadership Council, that a facilitator be appointed to assist them in resolving the conflict. This meeting will be held only with all parties present.

If the conflict is still unresolved, the parties may request that the Leadership Council itself act directly in the matter of seeking a resolution. Again, all parties involved must be present at any meeting called for the purpose of addressing the conflict. In extreme cases, the Leadership Council may seek input from an Elder or may call for some form of "Ministry of Reconciliation or Mediation", using existing policy as the template. The



Leadership Council may also seek guidance from outside the church, whether from other churches, Baptist Church leadership, and comparable faith based organizations, non-profits, or commercial guidelines.

Issues that have not gone through the above process will not be placed on the agenda and will therefore be ruled out-of-order by the Moderator if raised at any Ministry meeting.

Effective Leadership Council Dealing: It is the policy of this Leadership Council to be aware of unhealthy conflict in the church and to ensure that unhealthy conflict is dealt with immediately and directly. The Leadership Council may choose to appoint two members to meet with the person(s) involved in any such activity(s) and discuss the behavior. The goal of all such actions will be the restoration of a loving, ethical and healthy community of faith at GCBC.

Members must realize that to deal effectively with issues in the church, they must be willing to take ownership of and be identified with those issues. For the Leadership Council to handle conflicts effectively, it must have access to pertinent information, and further, such information may at times have to be shared with the full Council or its designee. Council Members will refrain from being bound to keep secrets regarding church issues. Council Members will refrain from taking part in divisive conversations. When information regarding the church is discussed with one Deacon, that information will be open to all Deacons. Therefore, when talking to church members or other interested parties about church concerns, Ministry Leaders must use discretion in the event their confidence (or their assurance of confidentiality) is requested.

3.3.5 Persons -vs. Congregation Issues

Not all issues brought to the Leadership Council are congregational issues. Because we are a diverse group of people, personal issues may arise. These matters are to be dealt with differently than congregational issues.

A congregational issue has the following identifiable characteristics:

- A majority of the Leadership Council members can witness to several different members having raised the issue in a church meeting or with them in person.
- A substantial number of individual members raise the issue of their own volition rather than having been prompted by the lobbying efforts of another individual in the church.
- The issue is repeatedly voiced on different occasions by those persons described in items 1, 2, or 3.
- The issue is especially voiced by trusted members of the congregation, by those who have proven commitment to the mission of the church over time, and/or by individuals



or entities who are known to support the common good of the church in positive and constructive ways.

A personal issue has the following identifiable characteristics:

- It is brought up as an issue by only one or a few people.
- The issue is made known to the Leadership Council only through or as a result of the lobbying efforts of a single individual.
- The Leadership Council is unable to witness to the matter being a congregational issue as described above.

If the Leadership Council deems that an issue is personal and also believes that the church can assist the person(s) involved, the Council will refer the individual(s) to the appropriate ministry/program or staff persons for support. The Leadership Council will not reconsider personal issues from the same person(s) regarding the same content in subsequent Council meetings.

3.3.6 Emergency or Disaster Notification/Recovery

In an emergency, or when it is imperative to notify the members, friends, and leadership of the church that an emergency has occurred, the following people shall provide leadership.

The point person for emergencies will vary based on the situation as follows:

- Fire or Police Situation: Pastor/Designee/Deacon
- Illness or Death: Pastor/Designee/Congregational Care Leader
- Weather: Pastor/Designee/Deacon
- Other: Pastor/Designee/Deacon

Once the point person learns of the emergency, that individual will notify the Leadership Council, as well as impacted Ministry Leaders, who will then contact the members of their respective ministry or program teams as needed. The primary methods of communication will be email, text messaging, and/or telephone. The church voice mail will be updated as appropriate and a general email will be sent from the Church Administrator. A web notification, when appropriate to the needs of the situation, will be posted.

3.3.7 Inclement Weather

It is the policy of GCBC that during inclement weather, officers will pro-actively call the Pastor or designee and state their individual opinions about whether or not to cancel a scheduled church activity. Such calls should be made at **least three (3) hours** prior to services or the event. The Pastor or Designee will make the final determination. The Pastor or Pastor's Designee will update the message on the church phone voice mail,



church website, and ensure that any schedule change is listed on any local TV station (if necessary), and post updates on social media, such as Facebook or Twitter.

4 FINANCES

God had blessed the GCBC family tremendously. As such, the GCBC Leadership Council, Business Administrator, and Assistant Business Administrator, Facility Manager, and Staff, are charged with the careful utilization and dissemination of finances in the conduct of daily ministry.

4.1 Policy and Purpose

With strong financial knowledge, planning, accounting practices, stewardship and fund development, GCBC can create and maintain a solid operation.

The Leadership Council has oversight of the financial operations of the church.

4.2 Business Administrator

All members of the Leadership Council share an equal responsibility for the financial operations of the Church. The Business Administrator, hired by the church, has the specific responsibility of managing and safeguarding the financial resources of the local church by bringing accurate, up-to-date financial information to the Council for review, analysis and decision making, and by ensuring that sound fiscal practices and procedures are followed in compliance with the church's Financial Operating Procedures (FOP) and the financial requirements of GCBC.

Qualifications: The Business Administrator should have or be able to develop a familiarity with church finances in general, the local church's Financial Operating Plan (FOP) and standard accounting practices.

Accountability: The Business Administrator is accountable to the congregation, through the Leadership Council

Duties: The Business Administrator's responsibilities include, but are not limited to, the following:

Weekly/Bi-weekly:

- Ensures that payroll information is submitted in a timely manner to the church's payroll processing service, if applicable.
- Ensures that invoices, check request forms, and checks are processed in accordance with the church's FOP.



- Ensures that qualified counters (Deacons) are available each Sunday and for every event in which an offering is collected or income is received.
- Ensures that deposits are made or properly secured in accordance with FOP.

Monthly:

- Ensures that bank statements are reconciled.
- Ensures that an up-to-date analysis of the current financial position of the church is available for review at each Council meeting, including bank account balances, fund balances, and detailed actual versus budgeted income/expense analysis of the General Fund.
- Oversees the timely preparation and submission financial reports supporting GCBC Ministries, as well as reporting of tithes and offerings submitted to GCBC.

Quarterly:

- In the event that payroll is handled within the church, the Business Administrator ensures that the following items are completed in a timely manner:
 - Submission of withholding taxes to the IRS or an approved agent
 - Submission of IRS Form 941 (Employer's Quarterly Federal Tax Report) to the IRS
- Oversees the timely preparation and submission of Pension Fund reports and payments.

Annually:

- Ensures that IRS Form W-3 (Transmittal of Wage and Tax Statements) and IRS Form 1096 (Annual Summary and Transmittal of U.S. Information Returns) are filed with the appropriate government agency.
- Develops or works in conjunction with the Budget Committee to develop the proposed General Fund budget for submission to the Council and approval by the congregation.
- Oversees preparation of financial reports for the Annual Congregational Meeting and forums and for submission to MCC when requested.
- In the event that payroll is handled within the church, the Business Administrator ensures the following items are completed in a timely manner:
 - Year-end IRS Form W-2 (Wage and Tax Statement) for each employee
 - Year-end IRS Form 1099-MISC (Miscellaneous Income) for anyone who received over \$600 during the year for providing services to the church
 - IRS Form 1099-INT (Interest Income) for individuals who received interest from the church on monies borrowed or held by the church
- Submits sales tax statement and/or pays applicable sales tax to the local jurisdiction for any items sold during the year, in accordance with the jurisdiction's time frames.



- Ensures that end of year giving summaries are provided to all donors in accordance with the church's FOP.
- Ensures that bank signatures are updated and in alignment with current Council membership.
- Arranges for audit or review of church financial records and practices.
- Prepares financial statements for presentation to the Annual Congregational meeting.

Regularly

- In the event that payroll is handled within the church, the Business Administrator shall ensure the following items are completed in a timely basis:
 - Processing of payroll payments.
 - An IRS Form W-4 to be held on file for each employee for tax withholding purposes.
- Conducts official business with the church's financial institution Bookkeeper (s).
- Maintains a positive working relationship with the Business Administrator, if applicable.
- Provides the Council and the Congregation with periodic reports on the General Fund's status.
- Makes recommendations to the Council regarding options for addressing unexpected expenses and potential budget shortfalls.

4.3 Accounting Secretary

The duties of the Business Administrator - to perform all the necessary tasks to maintain the financial health and stability of the church - are too important to the life of the organization to rest solely on one person's shoulders. The Accounting Secretary, an employee of the church, and the Business Administrator are, in essence, a team jointly sharing the responsibilities and duties of the Business Administrator, to ensure the church's institutional stability and the Leadership Council's ready access to financial information, including researched recommendations about investments and cash flow. In an ideal situation, the Accounting Secretary would move into the role of Business Administrator when the position becomes vacant, or due to an unexpected leave of absence by the Business Administrator.

5 System of Internal Controls

The purposes of internal control are to protect the reputations of individuals involved with church finances and to protect the church's assets. The church has a duty to its volunteers to protect them from unfounded accusations against which they cannot defend themselves. It is wise for the church to arrange its affairs so that volunteers are not put



into a position of unwarranted temptation. Internal controls usually involve dividing financial duties between two or more persons so that checks and balances are created and the likelihood of a single individual being positioned to both commit and conceal any impropriety, whether actual or only apparent, is significantly reduced.

The church accounting system must contain a series of checks and balances to ensure that monies and property belonging to the congregation are properly received, adequately protected, accurately recorded, and effectively used.

5.1 Fraud Prevention

5.1.1 Counting Money

Fiduciary responsibility shall be exhibited in counting congregational funds. In order to suitably handle church monies, the following procedures will be adhered to when counting and handling collections:

- The Business Administrator and Deacons shall be the only persons of the church responsible for counting money. (Deacons to validate or oversee)
- Persons who participate in counting and recording the offerings will be trained for that purpose.
- In addition, counting volunteers shall be members in good standing and have a demonstrated history of regular giving.
- NOTE: The Chairman of the Deacons Ministry, in consultation with the Pastor, shall appoint and train counting volunteers.
- Responsibility for counting may be rotated, but all hands should seek to actively participate each week, and as needed, in attempts to save time and promote unity.
- A minimum of five persons is needed to count Sunday Morning Worship offerings, though only two are required for Sunday Evening services, as the offering is substantially smaller.
- Two people, and not from the same household, will always be present during the "other than Sunday Morning Worship" counting process.
- Counters will maintain confidentiality with regard to the giving of individuals, never mentioning individual offerings or collective offerings to anyone outside the Leadership Council and Financial Committee.
- Collections will be counted in a secure location, immediately following the services/events during which they are received.
- Each counter will perform a minimum of two separate and independent counts.
- All counters must then confirm their respective totals match and verify the amounts by signature on the Offering Form.
- Funds will be deposited into the church bank accounts as quickly as possible. The use of an after-hours depository or next day deposit services is acceptable given



appropriate security concerns are addressed and qualified personnel is available to perform the task.

5.1.2 Audits

An annual audit / review of the church's financial accounts will be conducted at the close of each fiscal year. The Leadership Council shall determine on a yearly basis if the audit / review will be conducted by an external organization or by an internal committee.

If an external audit / review is to be conducted, any cost of said audit / review shall be considered an administrative expense and will be paid out of the General Fund. This expense should be reflected in the proposed budget for each fiscal year.

If an internal committee is established, the Leadership Council shall appoint at least two members of the congregation who are not currently Council members to work on the review in conjunction with the Business Administrator. When an audit / review is done by an internal committee, the review will consist of inspecting compliance with the established Financial Operating Procedures, reviewing financial control policies, and verifying the bank reconciliations and other financial reports.

The scope of an external audit / review shall be determined by the Leadership Council and set forth in a Letter of Engagement prior to the start of the audit / review.

The results of the audit / review shall be presented to the Leadership Council and then made available to the Congregation at the Annual Congregational Meeting.

5.2 General Accounting System

General accounting principles will be followed. Payroll transactions, receipts and disbursements should be recorded in a journal. (Many commercially available software packages, such as QuickBooks, may be used and provide that capability).

A journal is the record in which all day-to-day transactions are originally recorded. The journal is organized chronologically and shows all information about each transaction in one place. In recording each transaction, the date is listed, and the amounts of the debits and credits given. Each transaction of debit and credit must be balanced.

At monthly intervals, the debits and credits are transferred from the journals and posted to a General Ledger by locating the specific account within the ledger and copying the amount of the debit or credit in the appropriate space. A ledger is composed of groups of accounts which have some common characteristic. Usually a ledger is composed of asset, liability, reserve, expense, and revenue accounts. The purpose of the ledger is to classify and summarize data according to function, while the purpose of the journal is to provide a detailed chronological history of financial transactions.



The church handles both money that has “strings attached”, i.e. it is to be spent only as designated by either Providers or by the Leadership Council, and money that is general in nature, meaning that it is to be spent at the Council's discretion. For accounting purposes, the latter amounts make up the GENERAL FUND and the former comprise DESIGNATED FUNDS.

General Fund is singular; there is only one Fund. The church's General Fund is under line item budget control.

Designated Funds may be plural; there are funds that are specific allowances placed on the money's use. Spending from Designated Funds is, of course, limited by the various designations and is controlled entirely on the basis of each fund's available balance.

5.2.1 Budgeting

Budgeting is an integral part of any church in that it is concerned with the translation of ministry/program goals and objectives into financial and human resource terms. Although accounting and budgeting both relate to sources and uses of funds, accounting is concerned with current and past fiscal events while budgeting is concerned primarily with the future.

A budget should be designed and prepared to direct the most efficient and prudent use of the church's financial and human resources. A budget is a management commitment to a plan for present and future organizational activities that will ensure survival and growth. Preparing a budget provides an opportunity to examine the composition and viability of the church's programs and activities in light of the available resources.

The budget for the church shall be set annually with the process beginning in October and concluding with the Congregational Meeting held in January of the following year. The budget will take effect the day following the Annual Business Meeting, held each January.

Guiding Principles for Budget Design

- The proposed budget must be a balanced budget.
- The budget proposal must include a comparison of the proposed budget to the previous year's budget, and must also contain a listing of the current year's actual income and expenses to-date.
- The Council will schedule and host at least one Congregational Forum (Annual Business meeting) for the purpose(s) of discussing the proposed budget.

The Leadership Council will give oversight to the budgeting process and timeline. The general steps to be followed shall be:



- Host an annual budget and strategic planning leadership meeting. During this meeting, the following efforts may take place:
 - Update mission, vision, and values as needed and set specific goals and objectives.
 - Review actual income and expense for the previous 3 – 5 years before projecting expectations for the coming year.
- Compare proposed budget to actual amounts for the last twelve months.
- Ministry and Program Teams propose budget needs as related to the outcomes of their prior year efforts, i.e. retreats, annual programs, conferences, seminars, as well as in conjunction with any changes in mission, vision, values and/or financial expectations.
- A Council Budget Committee will prepare a first draft of the budget for presentation to the full Leadership Council. The full Council will revise if necessary.
- Council approves the budget and gives input to the Council of Ministry as to the rationale and motivation of the decisions made.
- Council presents the budget to the congregation at a Congregational Forum.
- Council may make revisions.
- Council presents the budget at the Congregational Meeting.

The Leadership Council will review budget versus actual performance at least quarterly. Budget variances will be explained by the Business Administrator, who will present, as needed, any recommendations for corrective action.

The Leadership Council may make changes and/or revisions to the budget during the year. Any such changes will be posted in the Council minutes. Should expenses exceed income by more than 5% over a three-month period, the Council will meet to discuss corrective actions needed to realign funding, revise the budget, or curtail expenses to meet budget expectations.

5.2.2 Contributions

An offering, described as general, love, goodwill, or collection will be received at each worship service including special worship services. The offering is for support of the ongoing ministry/programs of the church. The Pastor may designate an offering at a special worship service (a service different from the church's regularly scheduled weekly services) for a specific purpose, e.g., a Christmas Eve offering for the homeless shelter or to support a specific family in crisis.

The Pastor may allocate or designate a second collection at any service for alternative uses, such as repayment of an outstanding debt, love offerings for special guests, replacement or repair of stolen or damaged property, etc. In all cases, the congregation must be given prior notice of the purpose for each collection/offering.



5.2.3 Designated Charities

The church maintains Leadership Council approved funds to which gifts may be designated and, on occasion, may receive special offerings for these funds. Such gifts will be allocated on a weekly "white offering envelope" as well as the weekly count sheet as to the amount and purpose. The allocation of gifts will be explained to the congregation prior to offering to ensure givers are aware of the targeting of funds.

The Pastor, with input from the Leadership Council, has the authority to decline designated gifts that are considered to be outside the current mission and vision of the church.

Designated funds shall not be co-mingled with unrestricted General Operating funds.

5.2.4 Bequests and other Legacy Gifts

- Legacy gifts include any gifts such as bequests, trusts, annuities, securities, insurance beneficiary proceeds, retirement benefits, or gifts of real estate or other property, or other amounts so designated by the Leadership Council.
- Notification of any legacy gift received by the church is made to the Leadership Council who will write a letter of acceptance or non-acceptance, in accordance with its Gift Acceptance Policy, to the donor or to the lawyer or executor representing the estate.
- The Leadership Council will administer these funds in compliance with all applicable laws and generally accepted accounting practices.
- The Leadership Council will follow any written restrictions appending to the gift.
- An Endowment Fund for the investment of legacy gifts will be established under the direction and control of the Leadership Council. (Note: It is an option for the Leadership Council to appoint an Endowment Committee to exercise oversight and make recommendations on the use of GCBC funds.)
- Any income earned by GCBC Fund may be used for the purposes of the church, as determined by the Leadership Council.
- A written investment policy for GCBC Fund will be established by the Leadership Council, and Endowment Committee and updated on an annual basis.
- The Leadership Council or Endowment Committee shall place at least 50% of any unrestricted legacy gifts in the church's endowment or reserve fund. (UFMCC strongly encourages churches to tithe (10%) on unrestricted bequests, and to add no more than 40%, or \$10,000 to the fund for general operations in the year the bequest is received.)
- Suggested bequest language for bequests to the church:
 - Unrestricted Bequest – "I give, devise and bequeath to (Name of Church), (church's complete address)" followed by one of: "(___%) of my estate." or



“(specific monetary amount.)” or “all the residue of my estate including real and personal property.”

- Restricted Bequest – “I give, devise and bequeath to (Name of Church), (church’s complete address,” followed by one of: [“(____%) of my estate” or “(specific monetary amount)” or “all the residue of my estate including real and personal property”]; which gift is to be used for the following: (the designation.)” “In accord with my intent to benefit the work of (Name of Church), if at some future time it is no longer practicable, in the judgment of the Leadership Council, to use this gift for the purpose indicated above, said Council shall have the right to apply this gift to whatever purpose it deems necessary or desirable.”

5.2.5 Endowments and Memorials

GCBC will accept gifts of any size made in honor or in memory of a named individual for any already established or Designated Fund. Memorial gifts of \$10,000 or more may be used to establish a new Fund to be commemoratively named and designated for either specific or general use as the donor(s) may request.

Endowment and Memorial gifts can be designated for general purposes or for a specific use:

Example: [“I give, devise and bequeath to Great Commission Baptist Church, 7700 McCart Ave. Fort Worth, Texas, 76136”, (“____%”) of my estate)” or “(specific monetary amount)” or “all the residue of my estate, including real and personal property”]; “to be called the (Name of Fund or Endowment as donor desires it to be).” “In addition, 5% of the total fund value is to be used annually for (the designation, whether specific or general).”

“If at some future time it is no longer practical, in the judgment of the Leadership Council, to use this gift as described above, said Council shall have the right to apply this gift to whatever purpose(s) it deems necessary or desirable.”

5.2.6 Gift Acceptance Policy

Cash: Checks should always be made payable to the church rather than to an individual who represents the church.

Publicly Traded Securities: Readily marketable securities, such as those traded on a stock exchange, can be accepted by the church. Gift securities are to be sold immediately. For gift crediting and accounting purposes, the value of the securities will be taken to be the average of the high and low on the date of the gift.

Real Estate: Gifts of real estate will be reviewed by a designated Council Committee before the Leadership Council votes to accept such. The donor should be responsible for



obtaining and paying for an appraisal of the fair market value and an environmental audit of the property. The designated Council Committee will conduct a visual inspection of the property; however, if the property is located in an area geographically remote from (Name of Church), a real estate broker local to the property may substitute for the Council Committee in conducting the visual inspection. Property that is encumbered by a mortgage or lien may not be accepted.

Life Insurance: The church will accept a life insurance policy as a gift only when it is named as the owner and beneficiary of the policy.

Tangible Personal Property: Gifts to the church of tangible personal property should have a use related to the church's tax-exempt purpose(s). Gifts of jewelry, artwork, collections, equipment, and software may be accepted if approved by a designated Council Committee. Such gifts of tangible personal property described above shall, if accepted, be used by or sold for the benefit of the church. The church will follow all IRS requirements, reporting and otherwise, pertaining to the liquidation or disposal of gifts of tangible personal property.

Charitable Trusts: The church will not act as trustee. The administration of these trusts should be performed by a bank trust department or other selected by the donor.

Bequests: The church will refuse to accept (disclaim) any bequest that might prove to be more of a cost than a benefit.

5.2.7 Building Fund

The purposes of the Building Fund are to aid in the purchase, building, improvement, and/or repair of church buildings and to allow for reducing church mortgage balances.

5.2.8 Fundraising

The Leadership Council must approve all fundraising projects in advance. The Leadership Council is tasked with considering all aspects of timing and impact on other church events and projects. Fundraising events for titheable funds (e.g., General Fund) will assume the current denomination tithe as an expense to be deducted prior to reflecting cash position.

Fundraising events that benefit other charitable organizations may be supported and publicized by the church with the approval of the Council. Fundraising events that benefit an individual event holder will generally not be supported or publicized by (Name of Church).

Merchandise Sales: GCBC will allow the sale of merchandise on church property, inclusive of the GCBC Book Store, to benefit the church under certain conditions.



Approval Process: Applications for merchandise sales must be submitted in writing to the Leadership Council for approval prior to sales. The application must include:

- Full financial disclosure, to include at a minimum source of start-up funds, sale price per item, total amount of anticipated sales, and a listing of all beneficiaries and the anticipated financial benefit to each.
- A description (w/sample if available) of the item(s) to be sold.
- Proposed location(s) and date(s) of the sale(s).

Reporting: When sales take place on church premises, a signed report of total sales made and the actual proceeds due to the church shall be provided to the Business Administrator (or the Business Administrator's designee) at the close of the day's sales. When sales take place away from church premises, a report of total sales made and the actual proceeds due to the church shall be provided to the Business Administrator (or the Business Administrator's designee) within seven (7) days of the date of the sale. When sales benefit an individual or another organization, the Business Administrator shall ensure that the proceeds are reported to and given to the recipient within fourteen (14) days from the date of the sale.

All proceeds from sales shall be reported to the Council at its monthly meeting and to the congregation at the annual meeting.

5.2.9 Cash Disbursements

Spending Authority: All requests for spending must be approved in advance by the Leadership Council.

Budgeted spending, including regular monthly or quarterly billing items, qualifies as being requested in advance by virtue of its inclusion in the approved budget. The Business Administrator will normally approve such spending in order to pay the bills and to keep the church current on financial obligations.

Ministry or program team spending must be approved by the Pastor and Executive Assistant prior to submission to the Business Administrator.

To request spending authority, a person should fill out a "Request for Funds" form and submit it to the Pastor or Administrator / Business Administrator for a pre-approval signature. Reimbursement will be made only when appropriate receipts are submitted.

GCBC exercises sales tax exemptions as allowable, and will not reimburse individuals for sales tax expenses incurred unnecessarily.



5.2.10 Expense Reporting and Staff Reimbursement

Staff expenses shall be submitted and reimbursed in a timely manner. As a general guideline, anticipated expenses should be approved in advance, and documentation of actual expenses should be submitted within **5** days of the date incurred. Failure to submit expense reports, along with all supporting receipts, within the **5** day limit may result in delay or denial of reimbursement.

Documented work mileage will be reimbursed at the same rate as approved by the United States Federal Government to the limit set by the budget/Leadership Council.

5.2.11 Cash Management and Reserves

Cash management centers around who has control of the funds and types of vehicles and methods used to invest current operating cash and reserve funds. Cash management consists of several elements including timely collections of receivables and strategic planning of bill payments.

The Business Administrator, empowered and authorized by the Leadership Council, supervises and oversees the investment of the church's funds and reports to the Leadership Council, which approves investment policy and decisions. Specific day-to-day activities, including check signing, are delegated to the Business Administrator.

The church will maintain separate accounts, as necessary, to accommodate the various needs of the church. These are the General Fund and Designated Funds (e.g. Reserve, Building, and Memorial)

5.2.12 General Fund

The General Fund provides for routine business check disbursements and all regular deposits from external sources. It should be an interest bearing account, allowing earnings to accumulate on the float from check disbursement. All checks written will require two signatures as authorized by the Leadership Council. Bills will be paid within the legal limits granted by the vendor, but not aged to the point where the church will develop a reputation for slow payment. Deposits should be made the same day as received, when possible. Additionally, all checks should be restrictively endorsed upon receipt.

5.2.13 Designated Funds

Upon creation of a designated fund the Leadership Council will determine the design and purpose of such a fund. Concrete policies should be adopted and documented as to the fund's purpose, allowable investment vehicles, target balance basis, etc. Where



economically feasible, these funds should be maintained in separate bank or investment accounts.

5.3 Investments

The purpose of this Investment Policy Statement ("Statement") is to establish a clear understanding between GCBC ("Church") and all investment managers(s), advisor(s) without discretion (brokers), banker(s), investment broker(s), financial planner(s), and all other financial advisor(s) involved in the direction of the GCBC Investment Funds ("Fund") investment assets (hereinafter referred to as "Investment Manager(s)").

In order to attain the desired investment objectives referenced, the Church may choose more than one Investment Manager of varying styles and philosophies to manage the Fund's assets. These Investment Manager(s) will invest the assigned assets in accordance with this statement, objectives, and restrictions. Funds shall be invested with care, skill, prudence, and diligence. The Church reserves the right to prepare separate addenda or directives specific to one Investment Manager, which would not apply to all.

These objectives and guidelines are intended to provide meaningful guidance in the management of the Fund's investment assets and yet not be overly restrictive given changing economic, business, and investment market conditions.

The purpose of this Investment Policy is to assist the GCBC Investment Committee in effectively supervising, monitoring and evaluating the investment of the church's assets. The investment program is defined in this section, to include:

- Stating the Investment Committee's expectations, objectives and guidelines with regard to GCBC;
- Encouraging effective communications between the Investment Committee and GCBC's service providers by stating the responsibilities of the Investment Committee, the investment managers, and the investment consultant; and
- Establishing procedures for selecting, monitoring, and replacing investment managers.

The Investment Policy considers both the current and projected financial requirements of GCBC. The investment objective is a long-term rate of return on assets that will generate earnings to provide a sustainable and increasing level of income to support the current and future ministries of GCBC in accordance with the wishes of the congregation, donors, or owners of those funds, while preserving the real (inflation-adjusted) purchasing power of the funds. To accomplish these goals, investments must generate an average annual real total return (net of investment management fees and after inflation as measured by



the CPI index) in excess of the annual spending rate (which ordinarily ranges between 5% and 5½%) over rolling five-year periods.

Allowable Assets: Cash Equivalents

- Treasury Bills
- Money Market Funds
- Short-Term Investment Funds
- Commercial Paper
- Banker's Acceptances
- Repurchase Agreements
- Certificates of Deposit

Fixed Income Securities

- Government and Agency Securities
- Corporate Notes and Bonds
- Mortgage Backed Bonds
- Preferred Stock
- Fixed Income Securities of Foreign Governments and Corporations
- Collateralized Mortgage Obligations
- Collateralized Bond Obligations

Equity Securities

- Common Stocks
- Convertible Notes and Bonds
- Convertible Preferred Stocks
- American Depository Receipts (ADRs) of Non-U.S. Companies
- Stocks of Non-U.S. Companies (Ordinary Shares)

Mutual Funds

- Mutual Funds which invest in securities as allowed in this statement.

Other Assets

- Guaranteed Investment Certificates
- Real Estate Investments

Prohibited Assets: Prohibited investments include, but are not limited to the following:

- Options - Covered Puts and Covered Calls
- Commodities and Futures Contracts



- Private Placements
- Limited Partnerships
- Venture Capital Investments

Prohibited Transactions: Prohibited transactions include, but are not limited to the following:

- Short Selling
- Margin Transactions

Investment objectives should be achieved within acceptable risk levels, while avoiding large short-term declines in market value. Further, income yield (interest and dividends) should be sufficient in most periods to avoid the necessity of liquidating investments at an unfavorable time. Modest amounts of capital appreciation may be spent, however, to offset income shortfalls that may occur in unusual economic circumstances.

Since GCBC is essentially a perpetual investment portfolio, a higher degree of risk and volatility can be tolerated compared to a portfolio with shorter time horizons. This tolerance of risk and volatility, however, is limited by the need to provide a stable and growing cash flow to support the GCBC operating budget and to avoid the necessity of liquidating investments at an unfavorable time.

The assets of GCBC shall be invested in accordance with the objectives summarized below:

- Maximize return within reasonable and prudent levels of risk of loss of principal.
- Maintain sufficient liquidity to meet payment obligations on a timely basis.

Relative performance benchmarks for the GCBC Investment Team are set forth in the Control Procedures section of this document.

5.3.1 Duties and Responsibilities

Investment Committee: The responsibility for overseeing the assets resides with the Executive Council Investment Committee. In accordance with the Executive Council By-Laws, the Investment Committee has all the authority of the Council and Leadership Council of the Society under the law to act in the investment and reinvestment of institutional funds or assets of the Episcopal Church, the General Convention, the Council, and the Society, as well as any other funds or assets held by the foregoing for investment.

Members of the Investment Committee are elected by Executive Council upon the joint nomination of the Chair and Vice-Chair of Council. The Investment Committee shall



consist, in addition to the Chair and Business Administrator of the Council, ex officio, of the following:

- One member of the Council, who shall be elected at the beginning of each triennium by the Council upon the joint nomination of the Chair and Vice-Chair; and
- Not less than six, nor more than nine, other persons elected by the Council on the joint nomination of the Chair and Vice-Chair, who shall be divided into three classes, as nearly equal in size as possible, and each of whom shall serve a term of three years commencing at the beginning of a triennium, and shall be eligible for re-election, provided that no person who has served two full consecutive terms shall be eligible for re-election until one year following the end of the second term; and provided further that the foregoing term limit may be waived by the Council upon a two-thirds vote of its members where the Chair and Vice-Chair represent that such waiver is prudent to maintain continuity and the expertise required for informed investment decisions.
- Elected members of the Investment Committee shall hold office until the end of their respective terms. Any vacancy occurring in the elected membership of the Investment Committee may be filled by the Council at any meeting, upon the joint nomination of the Chair and Vice-Chair. The Investment Committee shall have a Chair and Vice-Chair appointed annually by the Chair from among the membership of the Investment Committee.

The Executive Council delegates to the Investment Committee the responsibility for ensuring that the assets of GCBC are invested effectively and prudently, in full compliance with all applicable laws for the exclusive benefit of Endowment.

The responsibilities of the Investment Committee include:

- Recommending and reviewing investment policies and objectives
- Selecting or removing, from time to time, the investment managers (the "Investment Managers"), custodians and other advisors for the investment and reinvestment of
- GCBC
- Determining an asset allocation for GCBC
- Reallocating the assets among Investment Managers if the overall asset allocation policy limits have been exceeded, within the guidelines stated herein;
- Periodically evaluating, with the assistance of its investment consultant (the "Consultant"), the performance of the Investment Managers;
- Reviewing and modifying the IPS, when appropriate.

The Investment Managers: Investment managers are responsible for making all investment decisions on a discretionary basis regarding assets placed under their management, and will be accountable for achieving their investment objectives. Such discretion shall include decisions to buy, hold, and sell securities in amounts and proportions that are reflective of the stated investment strategy.



The Investment Committee requires the Investment Managers to have open communication on all significant matters pertaining to investment policies and the management of GCBC's assets entrusted to them. The duties and responsibilities of the Investment Managers shall be set forth in a written agreement between the parties and shall include, but are not limited to, the following:

- Investing GCBC assets with the care, skill, prudence, and diligence that a prudent professional investment manager, familiar with such matters and acting in like capacity, would use in the investment of such assets;
- Adhering to the investment policies and guidelines prescribed by the Investment Committee;
- Informing the Investment Committee, GCBC staff and the Finance Consultants regarding all significant matters pertaining to the investment of GCBC assets. These matters include:
 - Substantive changes in investment strategy or portfolio structure; and
 - Significant changes in the ownership, affiliations, organizational structure, financial condition and professional staffing of the Investment Manager's organization;
- Submitting reports, at least quarterly, describing its performance results (gross and net of management fees) of portfolio holdings; and
- Meeting with the Investment Committee, GCBC staff and Financial Consultants as requested.

Financial Consultant: The Investment Committee retains a Certified Financial Consultant to assist the Investment Committee in the overall strategic investment direction of GCBC. The duties and responsibilities of the Financial Consultant include, but are not limited to, the following:

- Assisting the Investment Committee in the overall strategic investment direction of GCBC;
- Making recommendations to the Investment Committee from time to time concerning asset allocation among Investment Managers and the guidelines of the Investment Managers;
- Assisting in the periodic evaluation of the financial condition of GCBC;
- Suggesting appropriate investment strategies based on the financial condition of the Endowment;
- Initiating written communication with the Investment Committee whenever the Consultant believes the guidelines should be changed;
- Monitoring and evaluating the performance of the Investment Managers and the ongoing progress of GCBC towards, and in their compliance with, stated investment goals, objectives and restrictions;
- Suggesting corrective action if an investment strategy or an Investment Manager fails



- to meet expectations;
- Suggesting strategy changes in response to material changes in either financial conditions of GCBC or the capital market environment;
- Submitting, at least quarterly, reports outlining the performance results of the Investment Managers, and the current condition of the capital markets;
- Assisting the Investment Committee, as needed, in the selection of new Investment Managers, including, without limitation, compiling a selection of possible candidates,
- Screening such candidates for recommendation to the Investment Committee and assisting the Investment Committee with candidate interviews;
- Attending the regular meetings of the Investment Committee, and at other times as requested by the Investment Committee.

5.3.2 Statement of Investment Policy

Plan Asset Allocation Targets and Ranges: The Investment Committee is guided by the philosophy that asset allocation is a significant determinant of long-term investment return.

The Investment Committee examines the relationship between risk and return in formulating its asset allocation. The Investment Committee shall direct the investment of GCBC in accordance with its asset allocation and, as practical, in each asset class within in the ranges listed in paragraph **5.3**, as amended periodically.

GCBC investments shall be diversified both by asset class and individual securities. The primary purpose of diversification is to provide reasonable assurance that no single security or class of securities will have a disproportionate adverse impact on the total portfolio. Because the endowment is essentially a perpetual investment portfolio, a higher degree of risk and volatility can be tolerated compared to a portfolio with shorter time horizons. This is generally, but not always, associated with equity securities.

The primary purpose of the equity investments is to provide a total return that will provide for growth in principal and current income (along with income from fixed income investments) sufficient to support spending requirements, while at the same time, preserving and enhancing the purchasing power of GCBC's assets over the long-term. It is recognized that at times, this may entail the assumption of greater variability of returns.

The primary purpose of fixed income investments (bonds and cash equivalents) is to provide a source of current income, to reduce the variability of the total market value of the portfolio, and to serve as a partial hedge against periods of economic deflation. Fixed income assets held by equity managers are intended as a reserve for equity purchases.



The primary purpose of real asset investments (e.g., commodities and real estate) is to provide diversification from traditional allocations to equities and fixed income, preserve and grow real principal, and provide inflation protection.

The major portion of GCBC portfolio will be invested in liquid, marketable securities. The portfolio may also have a limited portion of its assets in non-marketable securities, however, because immediate liquidity of the entire portfolio is not necessary.

Adherence to Policy Targets and Ranges: Rebalancing asset allocations to policy targets is essential for maintaining the risk/return profile adopted by the Investment Committee. Maintaining a disciplined rebalancing policy to keep the asset allocation on target is an important component of managing the Endowment structure, controlling unintended risk and not reacting to short-term trends in the marketplace. Since portfolios move away from normal exposures naturally as a result of market movements and assets being added to or withdrawn from the Endowment, rebalancing should occur through a regular process.

The Investment Committee, with the assistance of GCBC Leadership Team, GCBC Finance Team, and the Financial Consultant, will review the investment asset mix on a regular basis. Rapid unanticipated market shifts or changes in economic conditions may cause the asset mix to fall outside of the policy ranges; these divergences should be short-term. If the asset allocation cannot be maintained within the above policy range through the ordinary course of withdrawals from the Endowment, the Investment Committee and the Consultant will formulate a plan to rebalance the portfolio back to within target allocation ranges (see Exhibit A), at the direction of the Investment Committee.

The Investment Managers have full discretion to operate within the scope of the mutually agreed investment guidelines.

Investment Manager Selection: The Investment Committee will apply the following due diligence criteria in selecting each investment manager:

- Regulatory oversight: Each investment manager must be a bank, an insurance company, a mutual fund organization, or a registered investment adviser as defined by the Investment Advisor's Act of 1940, as amended.
- Correlation to style or peer group: The investment manager's product must be representative of the asset classes identified in this IPS or to an investment style within the asset class deemed appropriate by the Investment Committee. This is important as due diligence involves comparisons of the manager to an appropriate peer group.
- Performance relative to a peer group: Performance numbers will be compared to the applicable peer group and broad index on annual, and rolling three- and five-year



- periods. If a separate account manager has just started a mutual fund or a commingled product based on the exact process followed for a prior separate account, consideration will be given to using the manager's separate account track record, (adjusted, if applicable, for any additional expenses of the mutual fund).
- Performance relative to assumed risk: The investment manager should demonstrate above median risk-adjusted performance measured against the manager's peer group - also taking into consideration such calculations of return and variability as the fund's alpha, Sharpe and information ratio) - over rolling three- and five-year periods.
 - Minimum track record: The same portfolio management team should be in place at least three years. An individual portfolio manager that has just left one firm and has started another firm should not be screened solely on the previous firm's track record; the "portability" of the track record will require subjective analysis.
 - Assets under management: The investment manager should have at least **\$100,000** under management within the screened product in a combination of separate account and co-mingled assets, assuming the manager is using the same process for both vehicles.
 - Holdings consistent with style: Managers that have met the aforementioned criteria will be further analyzed to determine if more than 25% of the portfolio is invested in securities that are not consistent with the style (e.g., a US growth fund holding more than 25% in cash or international securities).
 - Stability of the organization: The final criterion provides for an examination of possible perceived organizational problems - personnel turnover; regulatory issues; assets coming in faster than the investment manager can handle; inability to demonstrate "best price and execution" in trading.

Investment Manager Benchmarks: One of the primary objectives of each actively managed portfolio segment is to outperform a representative broad market index (e.g., the S&P 500 Index for U.S. large cap equities and the Barclays Capital Aggregate Index for U.S. intermediate-term fixed-income) over periods of three to five years. Specific benchmarks for each asset class will be determined before an allocation is made to any investment category. Over a three- to five-year period, the nominal rate of return earned by each Investment Manager is expected to:

- Exceed the nominal rate of return of an index of securities agreed previously with the Investment Manager;
- Be sufficient to place the account for which the Investment Manager is responsible in a competitive ranking (above median) relative to a peer group of managers.

Investment Manager Guidelines: Each Investment Manager must adhere to the Guidelines established by the Investment Committee. These Guidelines, which are agreed by each manager, are revised periodically as necessary. Current Guidelines are attached in paragraph **5.3**. Any Investment Manager seeking exemption from any of the guideline



restrictions must obtain written permission. Should the Endowment invest in any commingled vehicles and/or mutual funds, it is acknowledged that the guidelines for each commingled vehicle are effectively the Company's guidelines for that investment. This recognizes that individual participants in collective vehicles are not able to impose their own unique set of guidelines upon the investment.

Diversification: Investments shall be diversified with the objectives of maximizing return and minimizing the risk of large losses. Consequently, the total portfolio will be constructed and maintained to provide prudent diversification with regard to the concentration of holdings in individual issues, corporations, or industries.

Volatility: Consistent with the desire for adequate diversification, the investment policy is based on the assumption that the volatility of the portfolio will be similar to that of the market opportunity available to institutional investors with similar goals and objectives (i.e., a long term-time horizon; modest requirement for immediate liquidity. The volatility of each Investment Manager's portfolio will be compared to the volatility of appropriate market indices and peer groups over annual and rolling periods.

Voting of Proxies: Voting by proxy ballot shall be the responsibility of the Investment Manager. Voting shall be for the exclusive benefit of the Endowment and shall be done in accordance with guidelines established from time-to-time by the Society.

Execution of Security Trades: The Investment Committee expects the purchase and sale of securities to be made through responsible brokers in a manner designed to receive the best combination of realized prices and commission rates.

5.3.3 Control and Procedures

Review of Investment Policy and Objectives: This Statement of Investment Policy and Objectives will be reviewed annually to determine its continued appropriateness and efficacy.

Monitoring Investment Managers: The Investment Committee, with the assistance of the Consultant, will review the Endowment's and individual Investment Manager's performance from a long-term perspective, utilizing the same criteria that were the basis of the initial investment selection decision.

The ongoing monitoring of investment managers should be a regular and disciplined process. It is the mechanism for revisiting the investment selection process and confirming that the initial criteria remain satisfied and that an investment manager continues to be appropriate for the Endowment. While frequent change is neither



expected nor desirable, the process of monitoring investment performance relative to specified guidelines is an ongoing process

Performance reviews will focus on:

- The return opportunities available relative to unmanaged equity and debt markets, including the Standard & Poor's 500 Stock Index for large cap U.S. equities and the Barclays Capital Aggregate Bond Index for intermediate-term fixed income securities or other comparable indices appropriate for monitoring individual portfolio investment strategies;
- Comparison of Investment Managers' results to managers using similar styles (in terms of diversification, volatility, style, etc.) and the Investment Manager's appropriate benchmarks;
- Total Endowment and Investment Manager adherence to the policy guidelines; and Material changes in the Investment Managers' organizations, such as in investment philosophy, personnel, ownership, acquisitions or losses of major accounts, etc.

Terminating Managers: An investment manager will be terminated when the Investment Committee has lost confidence in the manager's ability to:

- Achieve performance and risk objectives;
- Comply with investment guidelines;
- Comply with reporting requirements; or
- Maintain a stable organization and retain relevant key investment professionals.

Any recommendation to terminate an investment manager will be treated on an individual basis, and will not be made solely based on quantitative data. In addition to those above, other factors may include professional staff or client turnover, or material change to investment processes.

There are no fixed rules for manager termination. If, however, the investment manager has consistently failed to meet its performance objectives listed, it is reasonable for the Investment Committee to seek an alternative. Failure to remedy the circumstances of unsatisfactory performance by the investment manager, within a reasonable time, shall be grounds for termination.

Measuring Costs: The Investment Committee will review periodically the costs associated with the management of the Endowment. Consideration will be given to investment management fees, trading and brokerage costs, custodial costs and various other expenses. While lower expenses are generally preferred, they will be assessed relative to the results achieved.



5.3.4 Fixed Assets

Fixed assets are physical or tangible assets used in the normal operations of the church, that are not held for resale, and that have a useful life of more than one year. These assets are accounted for at a historical cost and all such assets excepting land, are subject to depreciation.

It is our policy to capitalize all physical assets with a cost in excess of \$500 and/or a useful life of more than one year. Items with acquisition cost of less than

5.3.5 Long Term Debt

We may borrow to fund the purchase of certain equipment as would a prudent business person. We may also borrow to acquire certain land/buildings and/or improvements. Before entering into any such obligations, GCBC will ensure it has the General Fund and Building Fund resources necessary to make any Debt Service Payments that will be required.

Any purchase or commitment to debt greater than \$1,000,000 shall be affirmed by a majority vote of the members of the church at a special congregational meeting.

5.4 Fiscal Reporting

The Business Administrator will be tasked with Fiscal Reporting, with meetings or updates provided monthly, assessments quarterly, and budget status at least quarterly.

5.4.1 Reports to Members (Annual Report)

GCBC will give an accounting to individual donors of any single gifts of funds, goods or services as required by IRS regulations.

The Business Administrator will ensure that individual members receive cumulative giving statements both quarterly and annually.

Individual contribution records are to be kept confidential; access is limited to authorized staff and volunteers, including the Council of Directors and the Pastor.

5.4.2 Financial Record Availability

The church's financial records, other than individual contributions records, may be made available to church members by appointment.

All church financial records, including but not limited to check books, invoice records, savings account passbooks, tithing records, and deposit slips are to remain in the church



office at all times, except as such records may be required elsewhere for audit and/or accounting purposes.

Records needed for the preparation of monthly or quarterly financial statements may be removed for a period of no more than 48 hours. The Business Administrator/Assistant Business Administrator may sign on to the church's password protected accounting system from any remote, secure location.

All church financial records will be available to the Council of Directors and Pastor at all times.

6 MINISTRY AND PROGRAMMING

Ministry program(s) and their respective teams are established by and are the responsibility of the Pastor. A thorough roster of active GCBC ministries, to include "Ministry Mission Statement" is located on the GCBC website at <http://gbcfw.org/ministries/>

6.1 Policy and Purpose

Ministry, meaning "to serve or give aid," is the tangible way that we live out our faith. Our church believes in the "ministry of all believers" and therefore works to establish an infrastructure to make that possible.

The Pastor, with input from Ministry Leaders and Deacons, shall have the responsibility to create new ministry/program areas as needed and as such relate to the Mission and Vision and Strategic Plan of the church. Each new program will have a written purpose statement inclusive of tangible, written goals. Likewise, the Pastor, with input from Ministry Leaders and Deacons, may dismantle or end a program when its goals and objectives are accomplished, when it has ceased to be effective or when it no longer coincides with the Strategic Plan of the church.

We believe that the success of our Mission and Vision will be tied to the quality and effectiveness of our ministry/program teams. Therefore, we seek to provide quality leadership and hold ourselves accountable for offering ministry that glorifies God and meets human need.

The Pastor has direct oversight of and is accountable for the following:

- Spiritual Leadership
- Personnel Management
- Visionary Leadership
- Directorship of Programs/Ministries
- Reporting Ministry Progress



- Corporate Worship

The Leadership Council is responsible and accountable for:

- Strategic Planning
- Finances
- Facilities
- Pastoral Search
- Risk Management
- Church Policy

In order for the Pastor to provide effective leadership of the ministry/program areas it is critical that there be an established method or practice for coordinating ministry/program teams. The following is a suitable approach to that coordination. **(This is an example)**

An "Effective Ministry Team" (EMT) made up of key ministry/program leaders who oversee one team or specific area of ministry, i.e., Worship, Congregational Care, Hospitality, Christian Education, Children's & Youth Programming, Evangelism, Nursing Home, Administration, Marketing, etc.

The EMT will meet quarterly, or as required, for the purpose of visioning, coordination, scheduling, training and support. The Team will be chaired by the Pastor or the Pastor's Designee.

- Team Leaders are asked to serve for one year and may be reappointed.
- Team Leaders will be asked to sign the Leadership Covenant.
- Team Leaders are expected to develop a fully functioning team or teams in their areas.
- Team Leaders who do not fulfill the Leadership Covenant may be asked to step down and a new Team Leader may be appointed.

NOTE: Typically committees that report directly to the Leadership Council are not specifically represented on the EMT. Committees that report to the Council might include: Finance Committee, Strategic Planning Committee, Facilities Committee, Risk Management Committee, Security Team, and the Pastoral Search Committee.

6.2 Worship and Praise Teams

According to GCBC Bylaws the Pastor shall have authority for ordering all worship services of the church. However, having a fully functioning Praise and Worship Team can help bring excellence to this central focus of our church.

Weekly worship services will be held on Sunday at 9:30 am. Each year, additional worship services may be held on, but not limited to, Christmas Eve, New Year's Eve, Good Friday,



and may include added Sunday Services, such as Evening Worship (6:00 pm) or Morning Manna (7:00 am).

It is the policy of our church that worship will be of high quality, offering our best to the glory of God and to the encouragement of the worshippers who attend. Therefore, it is expected that 20 minutes prior to worship those leading worship will meet briefly to review the service and have prayer together. Worship will start on time and all participants will understand their responsibilities in leading worship.

The Pastor will appoint one person to serve as the Praise and Worship/Ministry Team Leader who in turn will coordinate a number of worship or ministry teams. Each worship or ministry team will have an appointed team leader and will consist of no less than four people.

Worship Coordinators: The goal is to have a single worship coordinator for each worship service, providing overall and timely organization to the service. The Worship Coordinator is responsible for training and scheduling worship leaders and assuring that the flow of service happens as planned. They, with the assistance of the Facility and Security Managers, are responsible for opening the building prior to services, setting lighting and temperatures, and closing the building following worship.

Praise Team: The Praise Team plays a dramatic role in the worship process. Duties include the musical and visual presentation of praise and worship within our sanctuary services, the thematic and liturgical seasonal coordination of our physical surroundings, and the care and setting up of the altar.

Worship Ministers: It is our understanding that all members, not only clergy, are called to ministry therefore, after appropriate training, members of the church may be called upon to serve in any areas of leadership in regular worship, e.g. , serving or consecrating communion, preaching, ushering, leading prayer.

Usher Ministry: Ushers are responsible for the smooth flow of the service, while welcoming and seating congregants and insuring their comfort. Duties include greeting and welcoming attendees, the distribution of Sunday Worship materials, gathering the tithes and offerings, orchestrating the choreography of communion and general tidying of the sanctuary following worship. Ushers, in their roles of greeting and welcoming, also are responsible for the distribution and collection of Visitors' Cards or Welcome Cards designed for first-time visitors.

Hospitality Ministry: Hospitality has always been an integral part of Christianity, and offering hospitality with intention affords new people a chance to meet our church members and for all attendees to have an opportune time for relationship building. Duties of the Hospitality Team include coordinating food and drink following each regular worship service. Ideally, a monthly (more frequently if possible) meal, as well as



refreshments for special events, will be provided by volunteers of the church. While Hospitality Team members will provide directly some of the consumable items, it is critical that this team involve and coordinate other members of the congregation in these efforts.

Music Ministry: Music is not just for special occasions; music is a vital, fully integrated part of the worship service experience. The Music Team is responsible for coordinating with the Pastor so that music augments the full worship experience. Duties will include providing music in the sanctuary 15 minutes prior to every worship service, music to be sung during the service, and special music. The team will work to establish and support various choirs for the church, e.g., a gospel choir, a children's choir, a drumming circle, a praise team.

Congregational Care Ministries, such as the Barnabas, First Friends, or Soul Care: Our Congregational Care Ministries provide welcome and support of a spiritual nature for those seeking to be renewed, equipped and strengthened in their relationship with God and in Christian ministry. The Congregational Care Ministries will seek to welcome the visitor and reach out to those in our congregation. The team will make contact with first-time guests via a note or phone call within two days of their initial visit, and will design a program for returning guests to assist them in becoming fully engaged in the church. The team will also set up a process for contacting church members if/after they are inactive for a period of two months or more.

NOTE: We do not provide psychiatric or mental health counseling. Referrals to professional, licensed mental health professionals in the community will be provided upon request or when indicated.

LIMITS to confidentiality as related to Congregational Care

The Pastor or pastoral designee reserves the right to take appropriate and reasonable measures to ensure the safety of those who come to our church, and will act in accordance with all applicable and legally enacted reporting requirements:

- If and when information is disclosed regarding any actual or suspected abuse or neglect of a minor person, a disabled person or a senior citizen.
- If and when information is disclosed regarding any suicidal plan or intent on part of the discloser.
- If and when information is disclosed regarding any homicidal plan or intent on the part of the discloser.

Children's and Youth Ministry: It is our goal to provide high quality, fun children's and youth programming that teaches the principles of Christianity and critical thinking in a supportive environment. It is our goal to provide Sunday School classes, for children and youth grades Pre-K through 12th Grade. Outings, vacation bible school, and other events may be scheduled as needed or desired.



For the purpose of these policies, caregiver means the minor's parent or legal guardian, or the adult who the parent/guardian has entrusted with the care of his or her child.

- A parent/guardian must give written permission for his or her child to participate in any event offered by our Children's and/or Youth program.
- Children's/Youth events will occur only when the leadership can assure that there will be at least two committed and trained adult leaders/supervisors for every 15 youngsters in attendance.
- A teacher will avoid being alone in a room with a single student, whenever possible. A teacher should not send an older student off with a younger student to a room by themselves.
- The door of the classroom will be left open (provided it is not an outside door) if there is not a window in the door.
- If a young child needs assistance in the bathroom, a teacher should assist. The child is to be asked what assistance is required. The door of the bathroom will be left slightly ajar.
- If a child is distressed, seems uncomfortable or requests to join a caregiver, the caregiver will be asked to come to the classroom or the child will be taken to the caregiver.
- If a child is hurt, the caregiver will be notified immediately if any first aid is required. If the injury is life threatening, the teacher will ensure that emergency services and the caregiver are notified immediately. In all other circumstances, the caregiver will be notified directly after the event/class/worship service, as appropriate. In all cases, an accident report will be completed with one copy to the caregiver and the other to the leader of the Children's and Youth Ministry.
- If a child is at church without a caregiver, a consent form signed by the parent/guardian must be on file and a teacher or Team Leader must be notified verbally.
- Corporal punishment is prohibited.
- Children who exhibit unruly behavior will be taken outside the classroom, asked to correct the behavior and will have consequences of future unruliness explained to them.
- If the child continues to behave in an unruly manner, the child is to be taken to his or her caregiver, and the teacher will talk privately with the caregiver or follow up with a phone call to the parent/guardian. The teacher will advise his/her Team Leader of the child's behavior and the follow-up action taken.
- If the child exhibits a behavior problem over a period of time, the Team Leader will discuss the situation with the parent.
- In the case of a teacher being under the age of 18, an adult, aged 18 or older, must be present. Teachers must be at least 16 years of age.

Ministry of Christian Education: Our goal is to provide quality Christian education that promotes healthy and dynamic ministries, high quality Ministers both lay and clergy,



Ministry Leaders, and Sunday School Teachers who will serve the church and community. Qualification classes, refreshers, and seminars may be at the church or offered elsewhere upon approval from the Pastor and Minister of Christian Education. Success in this area will be noted and gauged by how many people are fully participating in an identifiable ministry/program team within the church or serving in the community. Though this is an inexact science, the positive influence, attentiveness to God's calling to ministry, and leadership, should promote increases in ministry service.

GCBC Media Ministry: The Media Ministry will serve as a support to both ministry and program teams. The team may be led by either a volunteer or a paid employee. The Media Ministry will provide all worship service audio, video, and digital communications, as well as maintenance of the website. The Media Ministry leadership will work closely with the Pastor and other Ministry Leaders to provide good coordination of ministries and communication. Volunteers will be actively recruited and their activities carefully coordinated. Training will be provided on a monthly basis by Media Ministry leadership, and may include training from outside professional organizations.

7 GCBC STAFF AND LEADERSHIP COUNCIL REPRESENTATIVES

The GCBC Staff includes, but is not limited to, the following positions:

- Pastor
 - Member of the Leadership Council
- Deacons
 - Member of the Leadership Council
- Minister of Christian Education
- Youth Minister
- Minister of Evangelism
- Media Ministry Manager
- Business Administrator
- Asst. Business Administrator
- Executive Asst. to the Pastor
- Church Clerk
- Church Receptionist

7.1 Congregational Responsibilities

GCBC believes that the congregation has an equal amount, if not more, responsibility in the daily conduct and success of God's church.

This is a true saying, **"If a man desires the office of a bishop, he desireth a good work."** (1 Timothy 3:1). The church has a tremendous responsibility towards the



Pastor. As with any relationship, both parties (Pastor and Congregation) have a great responsibility.

For a church to properly function, the Pastor and the church both need to understand their roles. The call to pastor one of the Lord's churches is the highest calling a man can have. Many believe it be a step down for a man to leave the pastoral responsibilities to serve in the highest of elected political office.

"But if I tarry long, that thou mayest know how thou oughtest to behave thyself in the house of God, which is the church of the living God, the pillar and ground of the truth." (1 Timothy 3:15).

"Unto him *be* glory in the church by Christ Jesus throughout all ages, world without end. Amen." (Ephesians 3:21).

Adding to that statement, many would have to say that the local church is the greatest organization on the earth. It is the pillar and ground of the truth. We have been chosen to hold the truth and make sure it is spread from house to house, street to street, city to city, nation to nation, and continent to continent. It is the organization by which God has chosen to get honor and glory in. The fact that God has chosen there be a man to pastor his churches is evidenced in Scripture. Let us take a look to see what the church's responsibility is toward that man.

Pray for our Pastor

"Brethren, pray for us." (1 Thessalonians 5:25). A simple statement: "Brethren, pray for us." Yet, what powerful words these are! Pray for your pastor!

"Praying always with all prayer and supplication in the Spirit, and watching thereunto with all perseverance and supplication for all saints; And for me, that utterance may be given unto me, that I may open my mouth boldly, to make known the mystery of the gospel, For which I am an ambassador in bonds: that therein I may speak boldly, as I ought to speak." (Ephesians 6:18-20).

Pray that the Lord will bless the Pastor so that he will be able to feed the flock properly. Preaching the Word of God is such a HUGE responsibility. It might be compared to carrying a nuclear weapon - with the responsibilities that go with it - making sure that it is used properly, not abused, neglected, etc. But handling the Word of God is much more than that. But don't misunderstand me; the rewards far outweigh anything else a man can do!



"Finally, brethren, pray for us, that the word of the Lord may have *free course*, and be glorified, even as *it is with you*: And that we may be delivered from unreasonable and wicked men: for all *men have not faith*." (2 Thessalonians 3:1-2).

Again, we find the plea to pray for the Lord's men repeated here. Pastors and their families are often faced with peculiar difficulties, burdens, etc. that come with the office. And why should that surprise us? The devil loves to attack the Lord's men and their families!

- Pray for your Pastor that he may be used of the Lord in ways that would be pleasing to God.
- Pray that God will keep him from errors.
- Pray that the Lord will give him sermons that will be edifying to the church.
- Pray the Lord will give him physical and spiritual strength.
- Pray that God will grant the Pastor boldness of speech, clarity of thought, and the anointing of the Holy Spirit.
- Pray he will not become discouraged or burned out.

Show Love and Respect towards our Pastor

"And we beseech you, brethren, to know them which labor among you, and are over you in the Lord, and admonish you; And to esteem them very highly in love for their work's sake. *And be at peace among yourselves*." (1 Thessalonians 5:12-13).

The Lord has placed the Pastor in a place of leadership. He is to lead well, work with the church, and admonish (or teach) the church that the Lord has placed him in. The church ought to have a love and respect for her Pastor. They ought to esteem him very highly. That word esteem, according to *Webster's 1828* dictionary means "To prize; to set a high value on; to regard with high reverence, respect, or friendship." The Holy Spirit did not just say to esteem him, but to esteem him *very highly!*

Remember the Pastor is a man. He will have some weakness somewhere. He might preach a bad sermon sometimes. He may say something wrong. He may forget to shake your hand at church. Too often, after a while some people only focus on his problems, and that is all they talk about. Some church members only listen to their Pastor so they can find something they disagree with. This ought not to be. This is not the way any church member should treat their pastor. Love him because God has given him a HUGE responsibility. Love him because God has brought the church and the pastor together.

If the pastor labors in the Word of God, then he deserves the love, respect and esteem of the people he pastors.



"Rebuke not an elder, but intreat *him* as a father; *and* the younger men as brethren;" (1 Timothy 5:1).

"Against an elder receive not an accusation, but before two or three witnesses." (1 Timothy 5:19).

I'll never understand the way some churches treat their pastors – always whispering behind his back, jumping him for every little thing, never showing him the love and respect he deserves. At GCBC, this behavior is designated as unacceptable. There is way too much gossip and back biting taking place against God's chosen men. It's bad enough that the devil does it, how worse it is when the members of the Lord's churches do it! And what makes matters worse is these church members will go to people outside of the church with their gossip. It is no wonder the world mocks us. More damage is done that way than can be imagined.

"Let the elders that rule well be counted worthy of double honor, especially they who labor in the word and doctrine." (1 Timothy 5:17).

The elders that rule well are worthy of double honor. Think about how you should treat the President of the USA. The Pastor ought to be treated with at least that honor and reverence. This could also be taken to mean that a church member should be twice as reluctant to disagree with the Pastor, than with any other person. And a church member should be twice as ready to defend the Pastor as he would defend his dearest relative!

Follow and Obey the Truth He Preaches

"Be ye followers of me, even as I also *am* of Christ." (1 Corinthians 11:1).

The Pastor, who is following the Lord by preaching the truth of God's Word, ought to be followed. Now, we ought not to blindly follow any man, no matter how much we like him. But the church who has a faithful and obedient man as their pastor deserves to be followed and obeyed.

"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." (Hebrews 13:7).

"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 may do it with joy, and not with grief: for that *is* unprofitable for you." (Hebrews 13:17).

Some misuse these verses to make a dictatorship out of the pastorate, but that is not what is being taught here. These verses teach that the man of God who is faithful to God's word & faithful to the watch care of the church ought to be obeyed.



Attend Church Services Regularly

"Let us hold fast the profession of *our* faith without wavering; (for he *is* faithful that promised;) And let us consider one another to provoke unto love and to good works: Not forsaking the assembling of ourselves together, as the manner of some *is*; but exhorting *one another*: and so much the more, as ye see the day approaching." (Hebrews 10:23-25).

Attending the church services is the duty of all members, not just the pastor. Some folks show up to church every once in a while. We all need to be here every time the doors are open. You ought to be here for a host of reasons:

- Because God said to be here.
- Because we need to be here.
- To get encouraged and recharged.
- To worship the Lord.

The church also has a responsibility to come because the Pastor is God's man. And, as God's man, he is God's messenger. The message he has prepared for the service is a message from God. Listen when he preaches. You'll have time to trim your fingernails after church. You can talk to the person next to you later. You can read that fictional book you bought at Wal-Mart another time. Don't worry about what you are going to do Sunday afternoon...listen to the message the Lord has given His man!

Support the Church and the Pastor Financially

"Who goeth a warfare any time at his own charges? Who planteth a vineyard, and eateth not of the fruit thereof? or who feedeth a flock, and eateth not of the milk of the flock? Say I these things as a man? or saith not the law the same also? For it is written in the law of Moses, Thou shalt not muzzle the mouth of the ox that treadeth out the corn. Doth God take care for oxen? Or saith he *it* altogether for our sakes? For our sakes, no doubt, *this* is written: that he that ploweth should plow in hope; and that he that thresheth in hope should be partaker of his hope. If we have sown unto you spiritual things, *is it* a great thing if we shall reap your carnal things? If others be partakers of *this* power over you, *are* not we rather? Nevertheless we have not used this power; but suffer all things, lest we should hinder the gospel of Christ. Do ye not know that they which minister about holy things live *of the things* of the temple? and they which wait at the altar are partakers with the altar? Even so hath the Lord ordained that they which preach the gospel should live of the gospel." (1 Corinthians 9:7-14).



A pastor ought not to become a pastor for the money. That being said, the church has a responsibility to support their pastor financially. There is a benefit both for the church and the pastor in doing this. The more the church is able to support him, the less he will be concerned with physical things. Let me tell you from experience, when a man works full time in a secular job and then tries to work full time for the Lord, something suffers: either the secular job or the church, but usually both. Add to that the Pastor's family and they suffer too.

"Let the elders that rule well be counted worthy of double honour, especially they who labour in the word and doctrine. For the scripture saith, Thou shalt not muzzle the ox that treadeth out the corn. And, The labourer *is* worthy of his reward." (1 Timothy 5:17-18).

The man of God needs to be counted worthy enough to be supported financially. This is in the best interest of the church. I know, not all churches can support their pastor's full time. That's ok – as long as the church is doing what she can then she will be blessed of God.

Conclusion

The church has responsibilities to the pastor. Every pastor is different. If you expect a new pastor to be like a former pastor, you will have major disappointments. Instead of expecting him to be a clone of former Pastor So-and-So, expect him to be the man God has sent your way!

God has set expectations in His Word for both the Pastor and the church. May God help us to follow Him!

8 FACILITIES

The Facility Manager, under the direction of the Pastor and Leadership Council, is responsible for the facilities of the church.

8.1 Policy and Purpose

The physical presence of the church in the community stands as a symbol of faith and hope. It is a meeting place and a center from which worship and ministry/programs can emerge.

Facilities Committee: The Pastor, with support from the Leadership Team, will appoint a Facilities Manager to oversee the maintenance and repair of the building. The Facility Manager will provide written reports to the Leadership Council giving updates on work completed, including expenses incurred, and projects that need to be addressed, including projected costs. The Team will work with the Finance Committee to offer budget



requests and needs for the coming year. The Committee will seek to involve members of the church in facilities projects.

8.2 Facility Management

GCBC is a fast growing, passionate, authentic body of believers that is focused on helping people find and follow the teachings of Jesus Christ. GCBC has expanded into many ministries, utilizing multiple buildings. As such, the duties of the GCBC Facility Manager continue to evolve, but most importantly consist of a great ability to work directly with our Pastor and our current staff, as well as serve the people of GCBC. GCBC Facility Manager's role and responsibility includes, but is not limited to the following:

- Possess a passion and drive for evangelism and reaching the un-churched
- Sincerely commit to the local church
- Have a positive attitude
- Execute a systemic, strategic process
- Display organizational skills
- Ensure compliance and implementation of facility policies put in place by leadership
- Organize and retain maintenance records for the building, contacts of outside vendors/volunteers, and annual/seasonal maintenance checklists
- Regularly inspect the church premises for areas of need or concern
- Computer and basic IT skills
- Manage GCBC Fleet or Transportation Vehicles
 - Maintain period inspection schedule
 - Ensure weekly "walk around" inspection
 - Ensure fueling of vehicles prior to weekend activities
 - Assign "Transportation Ministry Coordinator" under direction of Pastor
 - Authorize and assign drivers
 - Ensure drivers are qualified and vetted per commercial licensing standards for the state of Texas and vehicle to be driven.
- Assist and oversee the coordination of church workdays and other building projects done with volunteers or contracted professionals
- Support the ministry goals of GCBC through the application of expertise primarily in areas including building operations, custodial care and building maintenance, grounds upkeep, and mechanical systems sustainment
- When necessary, contact applicable outside vendors to facilitate repairs, ensuring competitive and fair pricing
- Review all outside vendor invoices to ensure and verify satisfactory completion
- Oversee proper set up and tear down for church events, which may include some evenings and weekend hours, on occasion, more than 40 hours a week
- Coordinate the maintenance of the plumbing, electrical and mechanical systems including minor repairs and coordination of volunteer or outside vendors for major repairs or replacements



- Coordinate and monitor schedules with all building employees
- Develop and recommend a plan to repair and/or replace needed items around the facility.
- Keep the facility clean, attractive and well-maintained, inside and out
- Oversee the maintenance of attractive grounds, supervising basic functions as lawn care, landscaping, and other maintenance duties
- General knowledge of building maintenance, general carpentry, plumbing, electrical, and custodial skills
- Any other tasks deemed necessary by the Lead Pastor

8.3 Use of Facilities

The Leadership Council has the right to accept or refuse requests of outside groups for use of the property.

The church is frequently asked about the insurance implications of allowing other organizations (Twelve-Step Programs, Bible Study Fellowship (BSF), Local YMCA, etc.) to use the facilities. All outside groups wanting to use the building must provide evidence that they have their own liability insurance. Beyond this, the church Facility Manager or Sr. Executive Administrator will check with our insurance agent to determine if we have sufficient coverage. In some cases, our insurance plan may extend protection to informal interest or support groups meeting in our facilities "as a part of the church's ministry to the wider community."

8.4 Building Use Fees

The Sr. Executive Administrator or Facility Manager will negotiate and collect all fees for building use according to the Fee Schedule set by the Leadership Council.

Custodian's Fees: All non-church events except for regular approved support groups shall pay a set fee for a custodian to be on site during the event. The custodian will ensure that the building is unlocked/locked, and building issues that occur are addressed immediately and the building is cleaned at the conclusion of the event. The fee will be paid directly to the custodian prior to the event.

Funerals: Funerals will be held at the church in support of deceased members and at the request of non-members, with Pastoral approval. The Pastor will have final say in the scheduling of funerals and will oversee coordination with the licensed and authorized Funeral Home.

Weddings: Members of the church will not be charged a fee for the use of the sanctuary and/or social hall. Non-members will be charged as per the Fee Schedule.



Clergy honorarium will be set by the clergyperson and will be paid directly to the clergyperson prior to the event.

NOTE: GCBC believes in strict execution of Biblical Principles, to include **marriage being divinely ordained by God, and consisting only of the assembly in marriage between "One Man and One Woman"**. Under no other circumstances will a wedding outside of biblical doctrine and divine intent take place on the properties of GCBC.

Social Hall Rental: Applicable fees will depend on the size and type of event.

Sanctuary/Mall Rental: Approval and applicable fees will depend on the size and type of event. The Leadership Council will consider each proposed event.

Sound/Media Fees: If the church's sound/media equipment is to be used for a non-church related event, a fee will be charged as designated by the Fee Schedule. One half of the fee will be paid directly to the technician and the other half will be paid to the church prior to the event.

Game Room Policy: To be addressed and assigned based on size and scope.

Gymnasium Fees: To be addressed and assigned based on size and scope.

9 SAFETY AND SECURITY

The GCBC Safety and Security Team (SST) shall be responsible for church security.

9.1 Policy and Purpose

The SST should take basic protective measures to help mitigate violent attacks such as:

Surveillance

- Train staff to be aware of unusual events or activities. While no single activity is an indicator of pre-operational attack planning, the combination of various activities—such as individuals loitering in sensitive areas for no apparent reason, unusual sketching, and pace counting—could be deemed suspicious in light of other available information.
- Install and monitor closed-circuit television cameras which can be accessed remotely and cover multiple angles and access points.
- When possible, establish random security patrols to disrupt potential surveillance efforts.
- Establish a GCBC Ready Neighborhood Watch program (if needed).



Minimize risks

- Establish security at church access points and identify potential approach routes.
- Know the church's vendors and, if possible, randomly alter delivery entrances.
- Avoid widely distributing site blueprints or schematics and ensure those documents are kept secured.

Secure points

- Establish an outer perimeter security post to deny access or intercept potential assailants, and ensure security personnel and security measures are in place at all access points.
- Establish a verifying process for entry points. Conduct background checks on all employees and children's workers.

Law enforcement

- Encourage local law enforcement to meet with key church staff to assist in the development and familiarization of emergency evacuation, lock down procedures, and to validate your church security plans.
- Ask local law enforcement about any risks unique to your area.
- Conduct security sweeps for explosive devices and increase security measures in zones that could be compromised.
- Train alongside local, state, and federal law enforcement entities to improve communication and coordination.

NOTE: Security personnel and the educated public should be encouraged to report all "suspicious activity" to law enforcement authorities. These suspicious activity reports will be forwarded to local Police or Joint Terrorism Task Forces centers.

9.2 Keys / Electronic Badges

Keys, referred to as both traditional keys and electronic badges, to the facility will be provided to those persons who require them for successful fulfillment of their ministry(s) upon approval of the Pastor or designee. It is the Facility Managers responsibility to provide keys and properly train key holders regarding appropriate security procedures.

Key Holders: It is imperative that key holders DO NOT duplicate keys unless authorized by the Clerk. If another set of keys or badge is needed, the Facility Manager should be contacted. The Facility Manager will maintain a list of all key holders. Keys are to be returned to the Facility Manager if/when the key holders have no ministry/program- or rental-related need for them or upon request.



9.3 Severe Weather

This plan is intended to help protect the congregation, staff, visitors, and the facility during a severe weather event. It is important for the church security team to listen to a weather radio for severe weather updates and to be in regular contact with the Pastor and Deacons in regards to weather alerts.

Severe weather related events can pose large threats to church operations. The extent of the emergency should always be assessed by the Security Staff and activation procedures should be followed. GCBC personnel should be informed of designated emergency routes and church shelter-in locations. GCBC employees should also be trained with the intention of improving safe sheltering procedures of the facility and averting panic during an actual emergency.

To ensure the Severe Weather plan runs efficiently and successfully, certain aspects of the plan must be maintained. GCBC's facility manager is responsible for conducting a scheduled review of the protocol quarterly. Updates should be coordinated with the GCBC Security Team.

Authority to Activate: Not all weather emergencies require sheltering in. When it becomes apparent the weather poses a threat to membership, staff, and visitors and may result in injury or loss of life, the GCBC Security Team is responsible for assessing the severe weather threat and the need to order shelter-in-place of the facility. GCBC has identified the Facility Manager (or Designee) as the authority responsible for ordering a shelter- in-place.

SEVERE WEATHER "WATCH"

A severe weather "watch" is forecast by the National Weather Service when weather conditions are such that severe weather could be produced.

When the Facility Manager (or Designee) hears a forecast by the National Weather Service, the Manager will contact the Media Ministry, or person overseeing the church activity, and announce over the emergency communication system that a severe weather watch (i.e.: Tornado Watch, Thunderstorm Watch, Flood Watch, etc.) is in effect. The senior church member on staff will inform leadership that a "watch" has been issued and they should prepare to shelter-in-place and take cover.

SEVERE WEATHER "WARNING"

A severe weather "warning" is given upon the visual or radar sighting of a tornado or funnel cloud threatening a community, or if the National Weather Service feels that conditions are such that one is imminent, or winds are expected to reach 60 mph or greater.

ALERT: Upon sounding of the city siren alarms or hearing the National Weather Service warning on the radio, shelter-in-place procedures should be followed. The Leadership



Team will notify by emergency communication system, telephone, text, and email, that all church departments of the situation and to take cover.

RESPONSE: The Security Coordinator will appoint three (3) persons to recall elevators to the first floor and lock in an open position. Upon notification of a "warning," staff will assist members and visitors to designated shelters and take cover themselves. These areas should be clearly marked.

9.4 Shelter in Place

If an office building or sanctuary catches fire, the building management team or the security director will call for an evacuation. But what if spring weather produces a tornado? Instead of an evacuation, staying put or sheltering in place might make more sense.

A variety of severe hazards, such as "tornadoes, bomb threats in nearby buildings, a chemical spill, an active shooter, or a terrorist hit that contaminates the area" might call for sheltering-in-place."

Depending on your location and the type of event, shelter in place plans will entail different responses. A property manager should consider a range of possibilities so their plan is comprehensive and easily deployable.

QUESTION: What conditions may warrant sheltering in place?

- A hazardous material release
- A dangerous person/hostile intruder in the area
- Severe weather that makes travel or being outdoors dangerous, especially when there is not enough time to safely evacuate.

QUESTION: What should I know about sheltering in place?

- The basic concept behind sheltering-in-place is to put barriers between yourself and the danger, while still maintaining safety and communications.
- The best room in a building to use for sheltering-in place is an interior room with as few windows and doors as possible, preferably with a TV, phone, and an adjacent bathroom.

QUESTION: What should I do to safely shelter in place?

ANSWER: In general (indoors or outdoors) with easy access to a building:

- GO inside as quickly as possible (and if there are visitors in the area, provide for their safety by asking them to stay) or



- PROCEED to interior room, if already indoors.
- CLOSE all doors and windows.
- LOCK all windows and close blinds and shades if there is time.
- LOCK doors if advised to do so.
- DO NOT use gas stoves, candles, or other fire sources due to the dangers of carbon monoxide and creating a fire hazard.
- USE the phone only for emergencies.

ANSWER: In general and outdoors without easy access to a building/vehicle:

- HIDE. Look for a safe and secure hiding area. Once in place try and remain calm. Stay hidden until you can make contact with emergency personnel.
- RUN. If you think you can safely make it out of the area, then do so. If you decide to run, stay low and do not run in a straight line. Attempt to keep objects (trees, vehicles, trash cans, etc.) between you and source of the event. When away from immediate area of danger, summon help and warn others.

ANSWER: If the emergency is a hazardous material spill or gas release outside of the building:

- BRING an emergency/first aid kit into this room.
- TURN OFF air conditioners, furnaces, and fans, if possible.
- SEAL all windows, doors and air vents with plastic sheeting and duct tape, if possible or
- IMPROVISE and use what you have on hand to seal gaps so that you create a barrier between yourself and any contamination.
- TURN ON a TV or radio so you can hear emergency messages.

If you have symptoms of exposure, call 911 and follow their instructions. Stay in the room until told by authorities it is safe to leave.

- If the emergency is a dangerous person or hostile intruder, see the Criminal or Violent Behavior section.

* DO NOT SEEK SHELTER IN RESTROOMS IN THIS CIRCUMSTANCE.

QUESTION: What should I know as an individual requiring assistance?

- It is recommended individuals requiring assistance prepare for emergencies by:
 - LEARNING the locations of interior rooms.
 - PLANNING a shelter in place strategy.
 - TELLING a co-worker or instructor how to assist you in case of emergency.



QUESTION: What should I do, as an individual requiring assistance, during a shelter in place event?

- WAIT in the closest interior room, or stay where you are, depending on the nature of the emergency and ask for assistance from others.
- Establish a "Buddy" system to help those in need.

QUESTION: What should I know in order to help individuals requiring assistance?

- KNOW the needs and capabilities of the people requiring assistance who are routinely in your work area.
- ASK how you can help anyone requiring assistance before giving it.

GENERAL GUIDELINES:

- **INDIVIDUALS WHO ARE BLIND OR VISUALLY IMPAIRED:**
 - Guide them to the nearest shelter in place area.
 - DO NOT GRAB THEIR HANDS AND PULL THEM ALONG. Instead, offer your elbow to them. It is easier to hold on to a sighted person's elbow while moving. If possible, someone should follow behind to protect the individual from being pushed down in the event of crowding.
- **INDIVIDUALS WHO ARE DEAF OR HARD OF HEARING:** Get their attention and convey information by:
 - Using hand gestures or writing what is happening and where to go. They should be calmly advised and guided to the nearest available shelter in place area.
 - Guide individuals to the nearest shelter in place area as they may not be able to follow oral commands.
- **INDIVIDUALS WHO MAY NOT BE ABLE TO RESPOND TO AN EMERGENCY SHOULD BE CALMLY ADVISED AND GUIDED TO THE PLACE OF SHELTER.**
- **INDIVIDUALS WHO ARE IMMOBILIZED OR HAVE A MOBILITY DISABILITY:**
 - These include individuals wearing casts and/or using canes or crutches, or those who are wheelchair bound, and those sustaining injuries during the emergency that render them immobile. They should be given assistance based solely upon their ability to maneuver through doorways and up/down stairs to REDUCE THE RISK OF PERSONAL INJURY. They should not be moved by untrained personnel unless the situation is life threatening. (Fire Rescue/Police personnel are trained personnel)
 - If individuals can walk with assistance, a "buddy" should assist and accompany the individual when moving to an appropriate shelter in place area.



QUESTION: What should I do to assist individuals who cannot maneuver up/down stairs?

- GUIDE THE INDIVIDUAL quickly to the nearest shelter in place area or an enclosed room or space that smoke or flames or the unfolding event cannot easily affect.
- ACCOMPANY ANY ACTION by a verbal explanation so that the person being assisted understands what is happening and why these actions are being taken.
- CALL 911 immediately if a telephone is available, and provide the following:
 - The individual's name and location within the building
 - The phone number from which the call is being made.
- If left alone, the individual may wish to remain on the phone with Police.

9.5 Fire Hazards / Emergency Evacuation

GCBC will adhere to building code and local and state Fire and Emergency Evacuation procedures. Fire Safety posters and literature will be on display throughout the facility, and emergency evacuation guidelines will be featured prominently within hallways and restrooms.

9.6 Acts of Violence / Terror

Being prepared for an emergency is our individual responsibility. Police, fire and rescue may not always be able to reach you quickly in an emergency or disaster. In this communication we will be focusing on how to deal with an Act of Terror or Active Shooter event. This information is not intended to frighten you, but rather help you prepare for such an event.

Run (Evacuate) > Hide (Hide Out) > Fight (Take Action): Acts of Terror or Active Shooter incidents are extremely rare but we still want you to be prepared. If you ever find yourself in the middle of an Active Shooter event quickly determine the most reasonable way to protect your own life. There are three things that will help make a difference.

1. **Run (Evacuate):** Have an escape route and plan in mind. If you can get out, do!
2. **Hide Out:** If you cannot get out, hide in an area out of an Active Shooter's view.
3. **Fight (Take Action):** As a last resort and only when your life is in imminent danger, attempt to incapacitate the Active Shooter. Act with physical aggression and throw items at the Active Shooter.

Call 911 when you are safe. " There is also a useful a booklet with " more information from the U.S. Homeland Security on "How to Respond to an Active Shooter." The following website <https://www.youtube.com/watch?v=5VcSwejU2D0> provides an excellent tutorial in managing an "Active Shooter Incident"



We should also be on the lookout for certain behaviors in potential workplace violence and in potential Active Shooters. Key indicators may include:

- Someone being aggressive towards others or being bullied
- Paying more or less attention to security staff and ignoring rules about access to our facilities
- Increased use of alcohol and/or use of illegal drugs
- Unexplained increase in absenteeism, and/or vague physical complaints, depression or withdrawal
- Increasing talks of problems at home
- Increase in unsolicited comments about violence, firearms, and other dangerous weapons and violent crimes.

Alert the Facility Manager, Onsite Security, other Security Department Personnel, or GCBC Representative if you notice any of these behaviors.

9.7 Medical Center / Triage Establishment

In the event of a fire emergency or other catastrophic event requiring medical aid, a Triage will be established in a safe zone, under the leadership of the Facility Manager, Security Manager, or Leadership Council personnel present. The Security Manager, briefing the Facility Manager, will be the responsible agent. Medical personnel will be available and licensed for treatment. Other persons on hand may be tasked with "non-medical" services, such as assisting in movement of persons injured. Proper supervision is essential and execution monitored.

9.8 Alcohol and Tobacco Products

Alcohol: In respect of the sovereign nature of God, His House of Worship, and in support for those in sobriety, no alcohol will be consumed on church property at either church sponsored events or building rental/use events.

Smoking: GCBC is a smoke free facility. Smoking is not allowed within or on the grounds of GCBC.

10 GOVERNANCE – DEACON MINISTRY

God's method by which the church of Jesus Christ has moved forward down through the centuries is that God selected a person to be the leader (the Pastor) and then gave the Pastor others (Deacons) to serve as support to the leader and as fellow servants to the congregation.



It is understood that God has always chosen to give the leadership the vision for the work of the Lord. For a pastor and Council to work together for the enlargement of the kingdom of God is a beautiful experience. The Deacons, referred to herein as a key component of the "Leadership Council" are responsible for the governance of the church.

All Council Members are elected officers of the church; therefore, they all possess equal authority and responsibility. All Council Members come to the table with a voice to represent the congregation; therefore, decisions are made by the body.

10.1 Policy and Purpose

Leadership Council areas of governance are inclusive of the following, but not limited to the following areas.

Ensure adequate resources: As a primary responsibility, the Leadership Council should be familiar with possible levels and sources of income within the congregation and community, and should institute plans for effective fund-raising. This will include initiatives ranging from stewardship programs to capital fund campaigns, and grant writing, etc.

Ensure effective management of the church's funds and other assets: The Leadership Council must adopt appropriate policies and provide adequate oversight to ensure effective management of current income and protection of accumulated assets. In addition to setting the church's annual budget, the Council should require and review regular financial reports, including, at minimum, monthly financial reports consisting of at least a balance sheet and statement of revenue and expense. Council Members should be aware of generally accepted accounting practices, federal tax regulations and other laws which might affect the assets of the church.

Ensure legal and ethical integrity and maintain accountability: The Leadership Council has a fiduciary responsibility to ensure that the church adheres to all legal standards and ethical norms. This includes compliance with various federal, state and local laws and regulations. It also includes adherence to the church's own governing documents such as Bylaws, local Church Bylaws and policies adopted by the Council.

Avoid the appearance of conflict of interest: The Leadership Council must ensure that they avoid even the appearance of a conflict of interest. Conflict of interest is detailed more in Chapter 3, Policy & Procedures in this manual. Should a Council Member find that he or she is or might be in a conflict of interest that Member must take one of three steps and the action must be noted in the Council minutes:

- Disclose the issue to the full Leadership Council
- Recuse him/herself from any discussion or vote pertaining to the issue



- Resign from the Leadership Council.

The Council may opt to make a recommendation or take action as to which of the above steps is most appropriate for the situation. Any action taken must be noted in the Council minutes.

The Leadership Council must adopt appropriate policies and provide ongoing oversight. It may delegate implementation of some policies to the Pastor and other personnel, but ultimately the Leadership Council is responsible for compliance.

Understand Risk Management: Council members should be aware of the potential risks of lawsuits or other liabilities for which the church may be accountable. Obtaining the proper levels and kinds of insurance and developing appropriate policies and preventive measures are primary responsibilities of the Leadership Council.

The Leadership Council must also ensure that adequate records are maintained which document all Council actions (motions/votes) and all relevant reports.

Ensure the local Church Bylaws regarding pastoral search are enacted when needed: The Leadership Council shall ensure that the Pastoral Search Committee is constituted as specified in the local Church Bylaws upon the event of a pastoral vacancy. Additional members of the congregation may be elected or appointed to this committee. The Pastoral Search Committee should consult with its Leadership Council before beginning this process and throughout its duration. When the committee has chosen a suitable qualified candidate, they shall present the name to the church members for approval.

Support the Pastor and provide constructive feedback: Although the Council does not have the responsibility of performance review for the Pastor, it should provide the Pastor with frequent and constructive feedback. Sometimes, a Pastor may choose to establish a performance evaluation or feedback process which involves the Council.

Advice and consent with the Pastor on personnel appointments: The Leadership Council is responsible for the approval of the Pastor's appointments of compensated and uncompensated church staff and the Pastor's determination of compensation, vacation periods, and titles of office of the church staff.

Consult with the Pastor on personnel matters as requested by the Pastor: A clear understanding of the Pastor's role as personnel director combined with thorough written personnel policies and grievance protocols will greatly reduce the Council's need to adjudicate personnel disputes. The time may come, however, when the Pastor's action will be questioned. At such a time, the collective wisdom of the Leadership Council can be of immense support and Council to the Pastor.



Understand and support the church's mission and purposes: With the Pastor and other church leadership, the Leadership Council should participate in the development of statements of purpose, vision and/or mission consistent with the purpose, vision and mission of the GCBC, as well as the core values and philosophy of ministry of the local church. Such statements give clarity to the church's specific identity, its goals, the people it intends to serve, and the difference it hopes to make. These statements succinctly articulate what the church is, represents and does.

Participate with the Pastor and other church leadership in strategic planning: Every church would benefit from a process of strategic planning at least every three to five years. Strategic planning involves a review of the core values and purpose, vision and/or mission statements of the church. Additionally, it includes an organizational analysis and consideration of external forces and trends that might impact the church's success. It then selects strategic priorities to which focus will be given over the next several years. Annual work plans then are based upon the strategic plan. Such planning supports the development of and justification for the annual budget.

Assess the performance of the Leadership Council: It is helpful for the Leadership Council to review its own performance each year. Such an evaluation can survey individual Council Members to identify needs, determine effectiveness and set new priorities. It is often helpful to select a qualified third-party facilitator for such a process.

10.2 Election Procedures

Elections within ministries are prohibitive, with the exception of activities designated by the Pastor. All appointments will be made by the Pastor for ministry leadership positions.

10.3 Pastoral Responsibilities

The Pastor is the spiritual leader and adviser of the church, appointed to this position by the church Leadership Council thru an established search and selection process. The Pastor ranks above all local church officers and is chairman of the church Council by virtue of his appointment as Pastor.

It is the duty of the Pastor to "instruct the church officers in their duties and plan with them for all lines of church work and activity." This makes it imperative that the pastor meet with the various ministries and committees of the church at regular intervals, as well as with the GCBC Leadership Council. The Pastor must delegate responsibility and at the same time maintain general supervision. This can best be done first by clear, detailed instructions as to responsibilities; second, by asking for regular reports from ministry leaders and committee chairs.



The Pastor holds two distinctive but related roles within the church. First and foremost, the Pastor is "responsible for the duties of teacher, preacher and spiritual leader;" and secondly as a "voting member of the local church administrative body" (Leadership Council). While both roles carry the same title, each carries with it different expectations and responsibilities.

At GCBC, as in many churches, the Pastor serves as the Chief Executive of the Leadership Council. In some churches another Council Member is given that role as articulated by local church Bylaws. Similarly, in other churches, the Pastor holds the position of Moderator but chooses to appoint another Council member to moderate all or portions of leadership meetings with the Council's approval. At any time, the Pastor may again resume as the Moderator.

10.4 Deacon Responsibilities

The deacons are chosen from among the congregation to "serve the church" in the practical, spiritual, and temporal matters of that body of believers.

Two passages in the New Testament are commonly cited concerning the Office of Deacon: Acts 6:1-7 and I Timothy 3:8-12. The word for Deacon in the New Testament originally described a servant who "stirred up dust while waiting on tables." As a Deacon, your major attention will be given to serving God under the leadership of the Pastor(s) and Deacon Officers in the practical ministry of the Church.

The term deacon comes from the Greek word "*diákonos*" meaning servant or minister. It appears at least 29 times in the New Testament.

The role or office of deacon was developed in the early church primarily to minister to the physical needs of the members of the body of Christ. In Acts 6:1-6 we see the initial stage of development.

After the outpouring of the Holy Spirit on Pentecost, the church began to grow so fast that some believers, particularly widows, were being neglected in the daily distribution of food and alms. Also, as the church expanded, logistical challenges arose at meetings simply because of the size of the fellowship. The apostles, who had their hands full caring for the spiritual needs of the church, decided to appoint seven leaders who could tend to the physical and administrative needs within the body.

So the Twelve called a meeting of all the believers and they said, "We apostles should spend our time teaching the word of God, not running a food program. And so, brothers, select seven men who are well respected and are full of the Spirit and wisdom. We will give them this responsibility. Then we apostles can spend our time in prayer and teaching the word." (Acts 6:2-4, NLT)



Two of the seven deacons appointed here in Acts were Stephen, who later became the first Christian martyr, and Philip the Evangelist.

The first reference to an official position of deacon in the local congregation is found in Philippians 1:1, where the Apostle Paul says, "I am writing to all of God's holy people in Philippi who belong to Christ Jesus, including the elders and deacons." (NLT)

Qualities of a Deacon: While the New Testament never specifically defines the responsibilities or duties of this office, Paul explains the qualities of a deacon in 1 Timothy 3:8-13:

In the same way, deacons must be well respected and have integrity. They must not be heavy drinkers or dishonest with money. They must be committed to the mystery of the faith now revealed and must live with a clear conscience. Before they are appointed as deacons, let them be closely examined. If they pass the test, then let them serve as deacons. In the same way, their wives must be respected and must not slander others. They must exercise self-control and be faithful in everything they do.

A deacon must be faithful to his wife (if married), and he must manage his children and household well. Unmarried (or divorced) deacons shall practice abstinence in the same manner as those who've not engaged in "Holy Matrimony." Those who do well as deacons will be rewarded with respect from others and will have increased confidence in their faith in Christ Jesus. (NLT)

Full of the Holy Spirit: It is important to note that the Biblical core qualifications of a Deacon are spiritual. God is looking not on the outward that we can easily check or measure, but at the heart. The persons the church chooses must be Christians to their very core being, living their lives in and through the power of the Holy Spirit.

Full of wisdom: We believe in the revealed Word of God. As a Deacon performs his ministry, he will be in contact with the world. Through the power of the Holy Spirit and his grasp and application of God's Word, he will do God's work. The Deacon must have a firm grasp on the essentials of our faith and must be held by them. The church is built upon truth. Every member should have this grasp, but the Deacon's ministry depends on it.

Full of faith: Note in Acts that when Deacons got busy, complaints about the benevolence ministry ceased. When Deacons serve their church by meeting people needs the whole church benefits and is more likely to be in unity. Also note the evangelistic benefits in Acts 6. When a church has Deacons who are serious about sharing their faith, the whole church's evangelism outreach will benefit. Deacons must be people who are "about the Father's business" regardless of what earthly business they may be in. They are full of faith, and their lives are full of God's work.

As in the early church, the role of GCBC Deacon may encompass a variety of services and differs from denomination to denomination. In general, however, deacons function as



servants, ministering to the body in practical ways. They may assist as ushers; tend to benevolence, lead within ministries; active participate in evangelism; or count tithes and offerings. No matter how they serve, Scripture makes it clear that ministering as a deacon is a rewarding and honorable calling in the church.

10.4.1 Committee Oversight

Leadership Subcommittees are appointed by the Council as needed and report directly to the Pastor and Council of Directors. The role of each subcommittee is to do the research in a functional area of church concern, i.e. finance, security, investments, and make recommendations for the Council to consider. In some cases, once the approval is given, the committee may be tasked with implementing the recommendations.

10.4.2 Finance Committee

The finance subcommittee should consist of a minimum 5 people with expertise in accounting, bookkeeping and/or financial management. Their task is to develop and recommend financial operating procedures (FOP) to the Council. Some churches look to this committee to assist with the budget process in calculating income projections, etc. and oversee the annual audit process.

In addition, the GCBC Finance Committee will make recommendations regarding church investments as outlined in the paragraph 4.7.

10.4.3 Grant Writing

Should consist of a subcommittee of 3-5 people with interest and experience in grant writing who report to the Council of Directors and work in conjunction with the Pastor. Often programs or projects of the church can qualify for foundation grants; this is an excellent way to help fund the work of certain projects of the church such as a feeding or housing program.

10.4.4 Benevolence

Should consist of a subcommittee of 3-5 people who have a proven record of financial giving (tithing) to the church and whose life reflects that of a good steward.

The committee will work in coordination with the Pastor and reports to the Leadership Council.

The committee develops and implements the year-round Stewardship Program, as well as monitors and distributes church benevolence funds to those in need, as indicated by qualification thru "Benevolence Requests".



10.4.5 Strategic Planning

Should consist of a subcommittee of 5-7 people including the Pastor and at least one Council Member. This committee works to ensure that there is a process for strategic planning in the church, monitors progress on the plan and makes recommendations to the Council for moving the plan forward.

10.4.6 Security Council

The GCBC Pastor will designate an individual to oversee the church security council. This person will have responsibilities detailed in section 9 of this document. Refer to section 9 for additional details related to church security.

10.5 Insurance

It is fiscally prudent to have an active risk management program that includes a comprehensive insurance package. This will ensure the viability and continued operations of the church.

As part of the Leadership Council responsibilities and in conjunction with the Facility Manager and Business Administrator, insurance shall be reviewed annually to be sure the church has adequate insurance to recover losses, and to ensure that the appropriate types of insurance and endorsements are purchased.

Annual Council approval of the insurance coverage must be documented in Council minutes, including any action taken to decrease/increase insurance.

10.6 Facilities Committee

The GCBC Facility Manager will be tasked, under the direction of the Leadership Council, with administering facility related taskings, whether previously budgeted for, or for special or emergency activities. No formal committee will be rostered. However, for special events, the Facility Manager will have the authority to assemble a team to satisfy needs. All budgets associated with these teams will be cleared through the Leadership Council.

If any non-budgeted contract services are needed, the Facility Manager, with approval from the Leadership Council, will be responsible for vetting the subcontractors and managing the execution of the services.

10.7 Church Membership

After completing classes at GCBC for instruction in the beliefs and doctrines of the Baptist church, a new member may become a Member in good standing. The rite of attaining



membership shall be conducted by the Pastor or designate Lay Person at any regular worship service of the congregation. In addition, individuals may join the church by requesting membership thru weekday church administration. Again, the rite of attaining membership will be inclusive of instruction in the beliefs of the Baptist church.

10.7.1 Membership

Members shall abide by the Bylaws of GCBC. A Member of the church in good standing is expected to be in attendance at worship services, to pledge his/her financial support (tithe) to the church and to contribute his/her time and talents by being involved in ministry within the church and community.

Transfer of Membership: Persons holding active membership from another MCC may request that their membership be transferred to (Name of Church). It is recommended that they meet with the Pastor and attend the section of the membership class that focuses on the local church and ministry/program involvement. Whenever there is a request for a transfer of membership, the former Pastor/Church will be contacted.

Reinstatement of Membership: Inactive members who wish to return to Active status must complete the membership classes/process.

10.7.2 Membership Review

1. GCBC practices an annual review of the membership rolls. This procedure provides an opportunity for intentional contact and pastoral care with members who are not participating.
 2. The Clerk is given an attendance report monthly by the Pastor/Congregational Care Team. Within the context of the Clerk's Report, members who have not been in attendance for three (3), six (6), nine (9) months and twelve (12) months will be noted.
 3. Members on the three (3) month list will receive a pastoral letter from the Pastor and/or Congregational Care Team stating that they have been missed and encouraging them to return.
 4. Members on the six (6) month list will receive a second pastoral letter from the Pastor and/or possibly from the Congregational Care Team, stating that they have been missed, encouraging them to return, and gently reminding them of the Bylaw requirements for membership.
 5. Members on the nine (9) month list will receive a third letter, this time from the Clerk and stating that they have been missed, encouraging them to return and reiterating the Bylaw requirements for membership.
 6. Members on the twelve (12) month list will receive a fourth letter, this time from the Clerk, stating they have been missed, encouraging them to return, and reiterating the Bylaws requirements for membership. Additionally, the letter will state that they are being placed on inactive status and they have sixty (60) days to respond.
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7. If there has been no contact, the member will be placed on the Inactive Members list and will cease to have the privileges of membership.
8. This procedure ensures that every member will have at least four (4) written contacts prior to being placed on inactive status. The Council action will be accomplished by the acceptance of the written Clerk's Report.

10.7.3 Removal

By majority vote, the Council of Directors may remove any Member or Friend from the rolls of the church for disloyalty or unbecoming conduct. Disloyalty or unbecoming conduct includes, but is not limited to:

1. Undermining of (Name of Church) Bylaws or policies.
2. Discrediting the church.
3. Misusing resources, funds, and / or programs of the church.

11 GENERAL ADMINISTRATION

11.1 Policy and Purpose

General management issues are those issues or concerns that don't fit well under other sections are addressed here.

11.2 Privacy of Information

GCBC is committed to uphold, respect, and protect the privacy and confidential information of Members, Friends and the Church. The Church will not share membership lists and member information with outside parties.

GCBC will not divulge personnel information to outside parties except as required by State and Federal law, or appropriate judicial order.

Information revealed in Pastor / Deacons Leadership Sessions is to be held in strict confidence. In very rare situations, it may be necessary to share information revealed in these Leadership Sessions with specific individuals. When appropriate, the Leadership Council will authorize disclosure of this information prior to it being shared. Unauthorized disclosure of this information is prohibited and may be grounds for removal from the Leadership Council. If a church member who is not a Leadership Council Member is involved in the Leadership Session and discloses confidential information without the Council's authorization, such behavior will be deemed unbecoming conduct.

When information regarding GCBC is discussed with one Council Member, that information should be open to all Council Members, with exception of concerns designated for



discussion between the Pastor and Deacons Chairman/Vice Chairman, or otherwise designated. At a minimum, three Council Members should be privy to any discussions related to areas within this document, if the outcome will affect or influence policy or procedures.

Council Members will not be bound to keep secrets regarding church issues and will discourage gossip and slander in the church by refusing to listen to unsubstantiated information about programs or people in the church. Therefore, when talking to Members or other interested parties about the Church's concerns, a Council Member may not be called into confidence regarding church issues. If asked to keep the discussion in confidence, a Council Member is obligated by this policy to declare his/her inability to comply with that request. A Council member is obligated to share all information regarding the concerns of the Church, including names of people who are the sources of such information, with the rest of the Council of Directors. Failures to do so will be deemed unbecoming conduct on the part of the Council Member.

11.3 Location of Critical Documents

All master copies of GCBC documents shall be maintained in a safe environment, such as a locked fireproof box in the church office or a safety deposit box. GCBC documents include, but are not necessarily limited to the Federal EIN, the 501(c) 3 documents and state sales tax exemption documents. A current membership list along with contact information and minutes of all Congregational and Council Meetings minutes will also be maintained in a safe environment. Electronic files should be relegated for release to only persons authorized for review or change. Release of GCBC documents to any persons not considered a functional person within the GCBC organization structure, will be deemed ill-advised and conduct unbecoming of the position.

The Pastor, GCBC Executive Assistant, Business Administrator, and Facility Manager shall have immediate access to all critical documents. Beyond this, official requests (email or letter) will be needed to access master files or copies. Copies should never leave the GCBC grounds, unless requested per pertinent Government or Legal Proceedings.

11.4 Record Retention

GCBC will follow, unless otherwise governed by legal statute or specified by any issuing authority, the following record retention schedule:

- Records Retention Periods
- Membership/Inactive Membership Indefinitely
- Bills / Utilities Current and Prior Year
- Personnel Files (Seven years)
- Property (Seven years)



- Contributions (Seven years)
- Gift Data (Indefinitely)
- Real Estate / Land (Indefinitely)
- Baptisms (Indefinitely)
- Marriage/Weddings (Indefinitely)

11.5 Marketing and Communications

Effective communication plays an essential role at GCBC, as it provides a means for gaining and maintaining support through message development, marketing, public, and community relations.

GCBC marketing and communication will be formulated from within the church and under the direction of the Pastor. Outside marketing support will only be utilized if properly budgeted annually.

11.6 External Media

It is policy of GCBC to protect the identity of its congregants from the media, unless persons specifically agree to have their pictures taken or have their names identified.

In order to provide this protection, the following procedures shall be followed: (The following does not apply to media or video recorded by authorized church staff.)

- Any person from the media seeking to conduct an interview and/or any outside organization requesting a speaker shall be directed to the Pastor, or in his/her absence, the Chairman of the Deacons.
 - The Pastor shall have the authority to designate to a qualified person on the Council of Directors, and may be asked to exclude himself in the event of an Organizational Conflict of Interest (OCI).
- Any person or ministry wishing to contact the media on behalf of the church must first obtain approval from the Pastor or, in his/her absence, the Vice Moderator.
- The Pastor or pastor's designee will inform the media of the rules by which they may take video, photographs, or interview congregants which are:
 - The media will be advised that they are on private property and they shall only be allowed to stay if they agree to follow the rules/procedures.
 - If they are present during a worship service or other special event, they should conduct themselves in a manner that will not disrupt the service/event.
 - All congregants shall be informed of media presence prior to the service/event.



- Visual images may be recorded during Communion, with videographers asked to not share files/footage contain images of other congregants to the public.
- The official GCBC Media Ministry and Photographer will be authorized to record video or take photos, limiting distribution to church congregants.
 - NOTE: Posting of video or photos on social media, such as Twitter, Facebook, or Instagram, shall be restricted without the expressed consent of those targeted within the camera lens.
- No videos or photographs, or interviews that identify a congregant shall be allowed for release to the media unless specifically authorized by the subject(s).

11.7 Advertising

GCBC will accept for any church publication only those advertisements that are in good taste and respectful of our community. The Pastor or Pastor's designee will have final approval of all advertisements.

The Leadership Council, as part of the annual budget discussion, shall participate in and support the setting of advertising rates to be used for the GCBC Bulletin, Newsletter or Other Brochure/Media. Special consideration may be given to individuals, community groups, and non-profit groups, and the Pastor or Pastor's designee has the authority to reduce or waive advertising fees.

11.8 Copyright Infringement

GCBC will adhere to the provisions of the United States Copyright Law and Congressional Guidelines currently in effect. Each church employee and volunteer is responsible for maintaining the highest ethical standards in the use of copyrighted materials. The church does not sanction the use of unauthorized duplicates of copyrighted works in any form. Unlawful copies of copyrighted materials may not be produced, reproduced or used on church equipment.

Church employees and volunteers who willfully violate this policy do so at their own risk and may be held personally liable for copyright infringement.

11.9 Official Website

GCBC will protect and ensure that privacy concerns are respected and that the church remains a safe place for Members and Friends. Material published on the Church's web page shall identify individuals only where appropriate and then, only with written permission.



Written permissions will be obtained from the individuals concerned prior to publishing surnames, photographs, or personal information such as home / work addresses, email addresses, and phone / fax numbers.

The GCBC website will be maintained by the Leader of the Media Ministry, who, along with guidance and direction from the Pastor, shall manage content, to include updates. The official church web address is <http://gcbcfw.org/>.

11.10 Computer Information Systems

Purchased software and software documentation may be copied only as specified by the vendor. No versions of any purchased software are permitted beyond the number the church has purchased. Utilization away from church is limited to official church employees, as well as members of the Leadership Council authorized to support church business from home or other official location apart from the church.

Personnel, Members and Friends of the Church may not purchase or write their own software for use in the Church without authorization. The downloading of any unauthorized software to church-owned hardware is also not permitted. Any violation of this policy subjects the offender to immediate discharge and/or the reimbursement of all costs associated with such action.

11.11 Prohibited Use of Email/Internet

Harassment of any kind is prohibited. No messages with derogatory or inflammatory remarks about any individual's race, age, disability, religion, national origin, physical attributes, or sexual preferences shall be transmitted. No abusive, profane, or offensive language is to be transmitted through the Church's e-mail or internet system.

Further, electronic media may not be used for any purpose that is illegal, against church policy, or contrary to the Church's best interests. Solicitation of non-church business, or any use of the Church e-mail or internet for personal gain, is prohibited.

Official GCBC Social Media sites, such as Facebook, Instagram, or Twitter, shall be maintained by the GCBC Media Ministry, with postings limited to the Media Ministry Leader, or designated representative. Updates to sites "look and feel" will be presented to the Pastor for approval prior to upload.

11.12 Password Controls

Types of Passwords: GCBC shall use two kinds of passwords: one assigned by the database administrator and one that is self-assigned. A person authorized to use a self-assigned password will be assigned a temporary password but may then change that



password to one of his/her own choosing after the initial log in. Only those persons approved by the database administrator will be authorized for user-assigned passwords.

Changing of Passwords: All passwords will be changed from one to twelve times per year by the authority of the database administrator, who may call for a password change any time there is a need.

Password Coding: Passwords will be limited to no more than ten alphanumeric characters. At no time will a person or ministry/program name be part of the password.

11.13 Proprietorship of Computer Software

All software developed on behalf of GCBC is the exclusive property of GCBC. Included will be software applications, or "mobile applications" developed on GCBC property and using GCBC media and computer resources. Archived copies of programming files shall be maintained and numerated on GCBC backup servers. Updates shall be approved by the media director and Pastor prior to distribution and publishing. Personnel have no proprietary interest in any such programs they develop. All programming effort and documentation is the exclusive property of the Church as long as the hardware/software used belongs to the Church.

11.14 Transportation

GCBC maintains an active Transportation Ministry that falls under the Facilities Managers area of responsibility (See Facility Managers responsibilities in Section 8.2).

GCBC maintains three (3) vehicles, to include a full length passenger van, 15 passenger bus, and 25 passenger bus. Licensing requirements differ, therefore the Facility Manager shall insure all persons authorized as drivers meet all State of Texas requirements, to include appropriate Class License, Insurance, and Background Checks. Additional qualifications and requirements may be needed.

If larger transportation is needed, such as an 80 passenger bus, the Facility Manager will request the transportation using the established process for requesting funds, etc. Only authorized and approved operators will be used for "outside GCBC transportation." Any potential liabilities shall be addressed and mitigated prior to use.

11.15 Political Activities

GCBC Leadership shall be aware and cautious in relation to discussions involving political parties.



In a 1994 case, a church in New York lost its tax-exempt status because of its involvement in political activities. In this case, the church had paid for ads criticizing the President's positions on social issues before the election in 1992. While this IRS action is very drastic and unusual, it is important to remember that churches are prohibited from participating or intervening in (including the publishing or distributing of statements) political campaigns on behalf of any candidate for public office. Statements for or against any particular candidate are also prohibited. These rules apply equally to national, state, and local elections. Additional information related to this case can be found at <http://www.churchlawandtax.com/>.

GCBC Leadership shall be aware of and maintain a cautious and appropriate posture related to political activities.

GCBC may allow political candidates to address the congregation as long as overt campaign activities are avoided, the same opportunity is afforded all other qualified candidates for the same office, and the congregation is informed either before or after the speech that the Church does not endorse any candidate for public office. Other activities such as voter education are allowable as long as they are neutral in content and format.

GCBC may publicize its position on social issues, but must not link that position to specific candidates.

GCBC realizes that as a church we must be very careful in walking the line between addressing an issue and endorsing or criticizing a particular candidate and the candidate's position on an issue.

GCBC Leadership, especially the Pastor, Associate Minister(s), and Deacon(s) has (have) to be particularly careful in making statements of this type since he/they may be viewed as an agent(s) of the Church. If the Pastor does wish to make a political endorsement despite the risk, he will qualify any such remarks by explicitly stating that they are being made in a private capacity and not as an agent of the Church, and that the Church has not taken any action to endorse or express its opposition to any candidate.