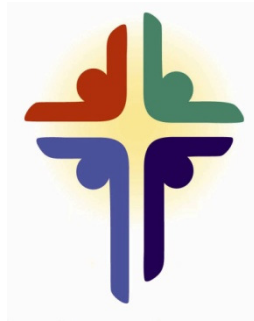


Forest Hills Baptist Church

201 Dixie Trail
Raleigh, NC 27607



LAY LEADERSHIP IMPLEMENTATION PLAN

September 15, 2013

Prepared by the Lay Leadership Implementation Team

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INTRODUCTION

TASK

MOTION APPROVED BY THE CHURCH - *That five representatives from the diaconate (appointed by the chair of deacons) and four representatives of the Leadership Team (appointed by the chair of the Leadership Team) serve as the Lay Leadership Implementation Task Force with consultation to the lay leadership sub team of the IST. This group will bring specific implementation recommendations to the church for consideration and vote;*

LLIT TEAM MEMBERS

Stephen Edwards, *Co-Chair*
Kenn Gardner, *Co-Chair*

A.G. Bullard	Ben Cochran	Derek Graham	Wilson Laney
Michael Murray	Jane Revak	Curtis Weaver	

Ex-Officio
Taylor Freeman Tom Revak

IST Resource
Tripp Ake Betty Neal Buck Goode Beverly Spencer
Layne Smith

GOALS

To develop a governing structure for Forest Hills Baptist Church that:

1. Is relevant for the 21st Century.
2. Does not constrain creativity and passion for ministry.
3. Allows decision-making at lowest levels within designated scopes and/or thresholds.
4. Is nimble.
5. Requires fewer leaders, allowing for more hands for ministry service.
6. Is based on accountability.
7. Promotes transparency in the decision-making process.

ASSUMPTIONS / CONSENSUS

1. Who May Lead

With members baptized on profession of faith and lay leadership elected without age, race, gender, or ethnic bias, we are a diverse and multicultural Community of Faith who are called to be the presence of Christ in a lost and hurting world and who are called to be His instrument of Grace to one another and to this world.

2. Incorporation

- a. Is a parallel track.
- b. New structure must work either way.

3. Leadership Team / Diaconate:

- a. Dissolve Leadership Team.
- b. Diaconate becomes governing body.

4. Ministry Council:

- a. Dissolve current (4) Ministry Councils.
- b. Create (3) Ministry Councils: Seek, Serve, and Share.
- c. Resource Plan

5. Standing Committees:

- a. Finance
- b. Counting Committee assigned to Finance as a Sub Committee.
- c. Property
- d. Personnel
- e. Nominating
- f. Rules of Procedure

6. Teams

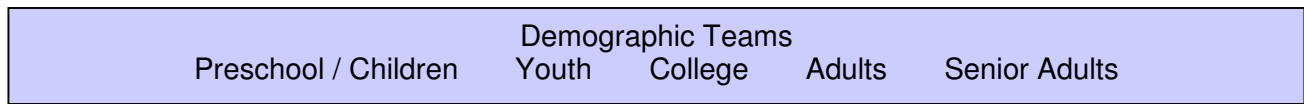
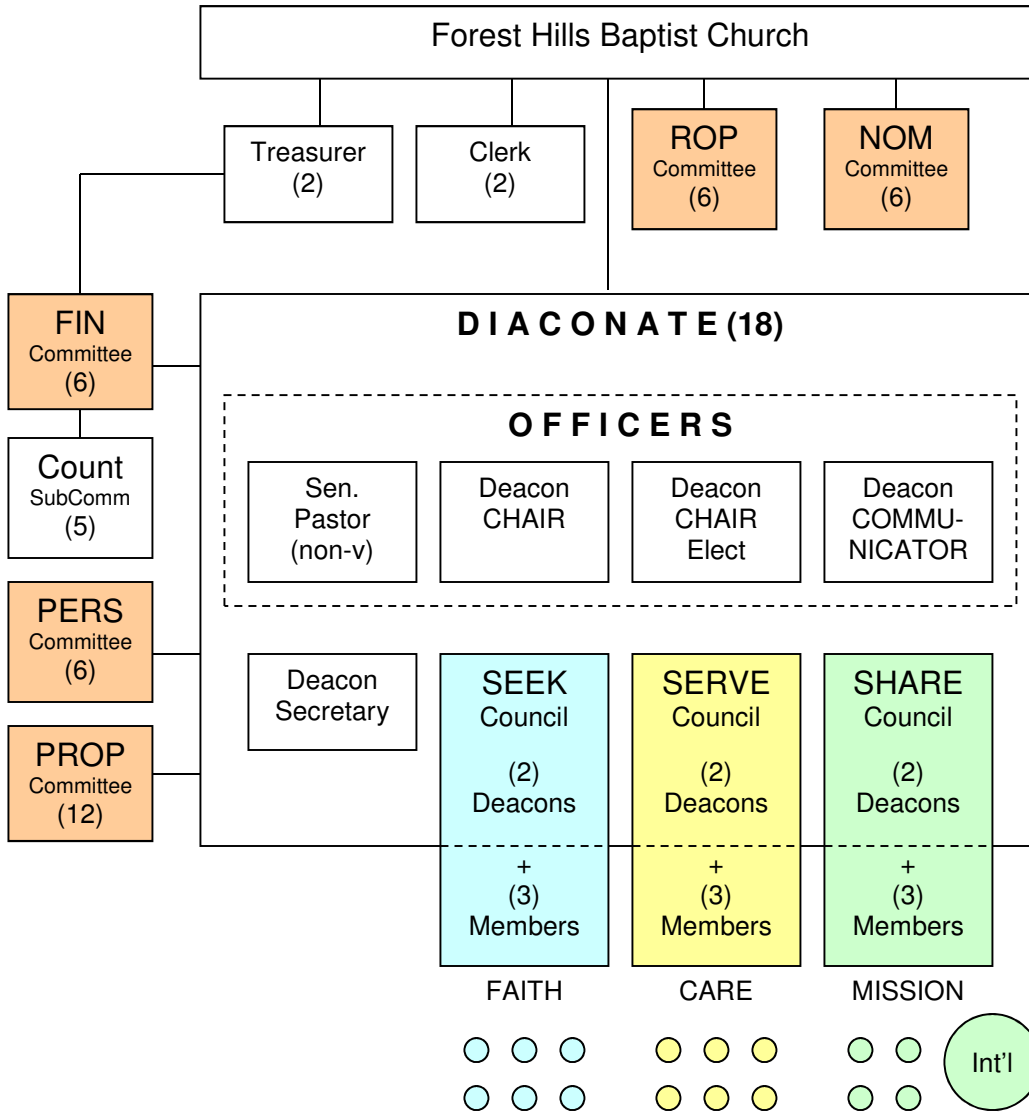
- a. Defined as active, passionate, multi-member collaborations.
- b. Chaired by FHBC member.
- c. Team membership is open to non-FHBC members.

7. The organizational model proposed by the IST and approved by church vote in November 2012 is the starting point.

8. All current committee members and Deacons will continue to serve out the remainder of their terms for continuity.

9. This new lay leadership organizational structure takes effect January 1, 2014.

CHART: Proposed Organizational Structure



ALL LEVELS
Two-way flow of information necessary to foster transparency and trust in decision-making process.

COUNCIL
Issues & decisions at Team and / or Council level are referred to Diaconate thru Officers for Review and Approval
If and Only If:
- Outside impact
- Set a Precedent
- New Policy
- Exceed Resource Plan
- Exceed scope of delegated authority

TEAM
Issues & decisions related thereto are referred by Team(s) to corresponding Council for Review & Approval
If and Only If:
- Outside impact
- Set a Precedent
- New Policy
- Exceed Resource Plan
- Exceed scope of delegated authority

CHURCH CONGREGATION

Meetings: Church Conferences. Every other month beginning in January.
special called business meetings, as needed.

Moderator: Chair of Deacons

Functions:

1. Plan Approvals
 - a. Ministry Plans
 - b. Resource Plan
2. Receives Reports from:
 - a. Church Clerk
 - b. Church Treasurer
 - c. Ministry Councils
 - d. Standing Committees
 - i. Finance
 - ii. Property
 - iii. Personnel
 - iv. Nominating
 - v. Rules of Procedure
3. Creates and dissolves Ad Hoc Committees. (e.g., IST, LLIT, Incorporation)
 - i. Approves recommendations.
4. Approves increases to existing resource plan and mid-year fund transfers between Councils and/or Committees greater than \$20,000.
5. Votes on recommendations from Nominating Committee to fill Ministry Council and Committee vacancies.
6. Nominates and votes on Deacon Candidates as outlined in the Deacon Nomination Process.
7. Votes on Ministerial positions as recommended by the Personnel committee or a Search Team.

TRUSTEES

Members: 3

Term: 3-yr rotating terms.

Elected By: Slate by Nominating Committee.
Approved at Church Conference

Note: Functions unchanged as documented in Rules of Procedure

CHURCH OFFICERS

Members: 4
Term: 1-year, January 1 through December 31.
Elected By: Slate offered by Nominating Committee
Approved at Church Conference

Leadership: Clerk and Associate Clerk
Treasurer and Associate Treasurer

Functions:

Clerk/Associate Clerk

- a. Attend all Church Conferences.
- b. Keep accurate record of all transactions.
- c. Prepare the Annual Association Letter.
- d. Notify all messengers to the Raleigh Baptist Convention, Baptist State Convention, and Southern Baptist Convention of their election.
- e. Shall supervise the issuing of letters as authorized by the church.
- f. Preserve all papers, valuable letters, and records that belong to the church.
- g. See that an accurate roll of the church membership is kept, with dates and methods of admission and dismissal, change of name, correct mailing addresses, and other pertinent information.

Treasurer / Associate Treasurer

- a. Receive, keep in a bank and disperse by check, upon proper authority, all money or things of value that are given to the church in coordination with the Church Administrator.
- b. Keep at all times an itemized account of all receipts and disbursements, and make regular reports to the church.
- c. Make regular reports to the church (which are to be preserved by the Church Clerk).
- d. Treasurer's books shall be audited at least annually under the direction of the Financial Management Committee and a report of the audit results presented to the church in a regularly scheduled business meeting.
- e. All books, records, and accounts under the oversight of the Treasurer shall be considered church property.
- f. Meet with Deacons, upon invitation.
- g. Ex-Officio member of the Financial Management Committee.

DIACONATE

Members: 18
Terms: 3-year staggered
Elected By: Refer to Deacon Nomination Process.

Officers:

- | | |
|-------------------------|---------------|
| - Chair | - Chair Elect |
| - Communication Officer | - Secretary |

Ex-Officio: Senior Pastor

Responsibility: The mission of the Diaconate is to provide governance and spiritual encouragement to the Congregation of Forest Hills Baptist Church, allowing this Community of Faith to passionately and effectively Seek, Serve, and Share our Lord and Savior Jesus Christ to bring all to experience His Love and Saving Grace.

Spiritual functions:

- a. Pursue a life of Godly living among their family and the church congregation by:
 - Regularly seeking God through prayer and Bible study and guiding others in following a similar pattern.
 - Setting an example in the discipline of giving to the church via personal time, talents, and financial resources.
- b. Provide care to the church congregation via visitation (or coordination thereof) for hospitalized and homebound church members.
- c. Encourage new Christians and/or prospective members via in-reach and outreach opportunities.
- d. Lead the church congregation during times of crisis via spiritual virtues that promote healing and reconciliation among the church membership and community,

Service functions:

- a. Coordinate receipt of Offerings & Tithes.
- b. Assist with Lord's Supper.
- c. Chair moderates Church Conferences.
- d. Participates with Pastor(s) in hospital and homebound visitation, new member and prospect encouragement, and in-reach ministry.
- e. Forms and/or dissolves Teams within the Diaconate.
- f. Forms and dissolves Ad Hoc Teams.
- g. Secretary to record meeting minutes, assign deacon rotations.
- h. Actively participates in council leadership.

Administrative functions:

- a. Reviews and reconciles Ministry, Resource and Stewardship Plans.
- b. Provides plan recommendations to Congregation for approval.
- c. Reviews Council and Committee reports.

- d. Review and adjust membership size of the Diaconate, Committees, and Councils with notification to the Nominating Committee and Church Congregation.
- e. Coordinate communication among Diaconate, Committees, Councils, Church staff and Congregation.

Financial functions:

Movement of funds between councils and/or committees within limits of existing resource plan as follows:

- (a) If less than \$20,000, approves and notifies Financial Management Committee and Church Congregation.
- (b) If greater than \$20,000, recommends to Church Congregation for approval.

Ad Hoc Committees:

- Deacon Nomination Committee
- Senior Pastor Search Committee
- Pastor-in-the-Interim Search Committee

Standing Committees (Reporting to the Congregation and/or Diaconate)

FINANCIAL MANAGEMENT COMMITTEE

Members: 6
Term: 3-yr, staggered terms.
Elected By: Members and Chair nominated by Nominating Committee.
Approved at Church Conference.

Ex-Officio: Church Administrator; Treasurer, or in absence, Associate Treasurer
Meeting: Quarterly at a minimum.

Responsibility: Recommends budget sub-goals to the Diaconate; develops an investment and asset protection policy; recommends insurance related actions; and reviews end of year financial records.

Functions:

- a. Works with the Diaconate in process to develop Resource Plan (budget). Provides financial forecasts, historical and projected spending trends.
- b. Monitors Resource Plan once adopted, insure expenditures remain within budget limits, and make recommendations when requested.
- c. Approves all purchases for non-recurring services or supplies not approved by a Council or Committee greater than \$300.
- d. Ensures all invoices for approved services and supplies are paid by check. Review financial record periodically, directs annual audit of Treasurer's books. Report to Church Conference at 6-month and year-end.
- e. Make recommendations to church regarding alternative means of retiring debt, restructuring or refinancing that debt, and financing future capital improvements.
- f. Educate church membership on Estate Planning and stewardship.
- g. Oversee management of investments and disbursement of endowment funds.

Team Suggestions:

- Endowment
- Insurance
- Investment

COUNTING (Non-rotating) Financial Management Sub-committee

Members: 5 is preferred, but requires a minimum of 4
Term: 1-year, non-rotating.
Elected By: Members nominated by Nominating Committee
Approved at Church Conference.

Ex-Officio: None

Responsibility: For counting and verifying all monies received by the church, for deposit in the church bank account.

PROPERTY MANAGEMENT COMMITTEE

Members: 12
Term: 3-yr, staggered terms.
Elected By: Members and Chair nominated by Nominating Committee
Approved at Church Conference.

Ex-Officio: Director of Facilities
Meeting: Quarterly at a minimum.

Responsibility: Ensures the church property is cared for through established policies for use of facilities, maintenance of the missionary house, and ensuring church vehicles are reliable and safe.

Functions:

- a. Attends to the condition and state of repair and appearance of all church property and grounds.
- b. Spending limit \$5,000 without Diaconate approval unless emergency repairs and/or modifications are necessary to maintain the safety and integrity of the church property.
- c. Establish policies and fees for the use of the church's facilities and equipment.
- d. Reviews policies and fees annually.
- e. Establish policies relative to use of church vehicles, maintain vehicles in good repair and provide a secure regular servicing, providing training and testing of drivers, approve licensed drivers and see that a list of approved drivers is posted in the church office. Act on requests for usage.
- f. Coordinate the occupancy of the Missionary House. Check and clean the residence between occupancies, check all appliances and building functions.

Team Suggestions:

- Building & Grounds
- Facilities Use
- Missionary House
- Transportation
- Security
- Communications Technology

PERSONNEL COMMITTEE

Members: 6
Term: 3-year, staggered terms.
Elected By: - Members and Chair nominated by Nominating Committee
- Approved at Church Conference.

Ex-Officio: Senior Pastor

Meetings: Quarterly at a minimum.

Responsibility: Recommends to the church individuals to fill pastoral staff positions; studies and updates church policies that pertain to all employed personnel; collects annual performance evaluations and evaluates the Senior Pastor's performance; studies and recommends salary and benefits packages for the staff; and encourages and supports all church staff personnel.

Functions:

- a. Recruit, interview, and recommend all staff personnel, except Senior Pastor.
- b. Delegate recruitment, interview, and selection process as appropriate.
- c. Collects annual performance evaluations from supervisors of each employee.
- d. Develops and maintains Employee Handbook.
- e. Prepare, study and update position descriptions, organizational charts, and church policies that pertain to all employed personnel.
- f. Coordinate the evaluation of all staff personal growth, development, and performance each year.
- g. Shall study and recommend salary and benefit packages for staff and recommend appropriate changes to the Diaconate and Financial Management Committee each year for Resource Plan development.
- h. Work with the Diaconate, and recommend to the church at-large, a candidate to serve as Interim Pastor when the Senior Pastor position is vacant.

Team Suggestions:

- Benefits
- Performance Evaluation
- Staff Support

NOMINATING COMMITTEE

Members: 6
Term: 3-year, staggered terms. Beginning April 1.
Elected By: - Members and Chair nominated by Diaconate.
- Approved at Church Conference.

Ex-Officio: None

Responsibility: Finds people called by God to fill the positions responsible for the governance, financial management and physical infrastructure of the church. (For approval at Church Conference.)

Functions:

- a. Financial Management
- b. Property
- c. Personnel
- d. Rule of Procedure
- e. Church Clerk and Associate Clerk
- f. Church Treasurer and Associate Treasurer
- g. Church Trustees
- h. Ministry Council (Chairs, Vice Chairs and Resource Coordinators)
- i. Counting Committee
- j. Council and Committee vacancies as they occur

RULES OF PROCEDURE COMMITTEE

Members: 6
Term: 3-year, staggered terms.
Elected By: - Members and Chair nominated by Nominating Committee
- Approved at Church Conference.

Ex-Officio: None

Meeting: Twice per year minimum.

Responsibility: Revises the Rules of Procedures to reflect how FHBC functions as an organization under existing structure.

Functions:

- a. Continuously study, receive recommendations, and propose changes in the Rules of Procedures.
- b. Shall present all proposed changes for approval by the church in conference.
- c. Shall assure that copies, both electronic and paper, are maintained in the Church Office and Church Library.

MINISTRY COUNCILS

SEEK / SERVE / SHARE

Subject and Accountable To:

- Diaconate
- Congregation

Leadership: Chair, Vice Chair, Resource Coordinator, 2 Deacons (all FHBC members)

Elected By: Chair/Vice Chair/Resource Coordinator
Nominated by Nominating Committee & Approved at Church Conference.
Deacon members – selected by Diaconate

Term: Chair – 1 year min; 3 year max
Vice Chair – 1 year min; 3 year max
Resource Coordinator – 1 year min; unlimited max

General Council Responsibilities:

(Within respective Council mission)

- a. Provide leadership and coordination of Council mission.
- b. Develop new ministry Teams consistent with Council mission where gaps are determined
- c. Authorize, modify, or disband ministry Teams as needed.
- d. Recruit, mentor and affirm leaders of their ministry Teams.
- e. Develop and adjust Ministry and Resource Plans for the council's mission in conjunction with the ministry team leaders of their council.
- f. Review and report outcomes of the Council activities to the Diaconate and church on a regular basis.

Financial Limitations:

1. Authorizes movement of funds between Teams within the limits of the council's approved resource plan.
2. Reviews Team spending to ensure spending is in alignment with the approved resource plan.
3. Movement of funds between councils requires Diaconate approval and notification to the Financial Management Committee and Church Congregation.

SEEK

IST/Mission Statement: Seeking hope, peace, and God's will through Bible study, prayer, and worship.

Key Words: Spiritual Formation, Worship, Music

Responsibilities:

- a. Foster spiritual formation thru Bible Study as well as education on prayer and other spiritual disciplines.*
 - b. Support worship services (including music, flowers/decoration, Lord's supper, Baptism, Welcoming, Ushering, Sound/Visuals)*
 - c. Praise God through the use of music.*
-

Ministry Teams: (Suggested alignment of ministry teams)

Spiritual Formation

- Sunday School
- New Member training (new)
- Prayer
- Small Group Communication team

Worship

- Traditional Worship
- Contemporary Worship
- PA/Sound/TV
- Visuals
- Ordinance Team (Lord's Supper and Baptism) (combined to single team)
- Ushers / Greeters
- Flowers / Decoration of Worship spaces
- Offering Collection

Music

- All choirs (Children's, Youth, Adult, Cornerstone, Intergenerational)
- Praise Team (Youth, Adult)
- Handbells (Youth, Adult)

SERVE

*IST/Mission Statement: Working together with a servant mind set to serve our Lord,
His Church, our community, and those in need.*

Key Words: Our Church, Our Community

Responsibilities:

- a. Our Church: Serve God by serving and taking care of those that are a part of our church family.*
 - b. Our Community: Serve God by serving and providing help to those in our community.*
-

Ministry Teams: (Suggested alignment of ministry teams)

Our Church

Care Ministries

- Homebound (new)
- Hospital (new)

In Reach

- In Reach (new) (Deacon led)
- Women's Ministry (Career, Retreat)
- Children's and Families Ministry including (RAs/GAs/Mission Friends)
- Youth and Families Ministry
- Young Adults
- Adults 55+
- Benevolence
- Celebration of Life (Bereavement)

Connecting

- Hospitality (Wednesday evening & Church Conference meals)
- Gathering Place / Ministry Sharing
- Media Center (Library)
- Children's Essentials
- Connections Preschool
- Web site / social media

Our Community

- Habitat for Humanity
- WIHN (Wake Interfaith Hospitality Network)
- Local Refugee
- Children's Essentials
- Stop Hunger Now
- Scouts
- Pastoral Care Network
- Water Stations (Race for the Cure, City of Oaks)
- Community Garden

S H A R E

IST/Mission Statement: Sharing the good news of Jesus Christ here and throughout the world and teaching others to do the same.

Key Words: Community Outreach, International, Missions

Responsibilities:

- a. Support the sharing of the Gospel message in our community and throughout the world*
 - b. Work with our International Churches & Ministries in sharing Jesus with internationals in our community*
-

Ministry Teams: (Suggested alignment of ministry teams)

Community Outreach:

- Welcoming team
- Guest/Prospect visitation team
- College Student/Adult Leadership Team (CSALT)
- Alpha
- WMU
- RAs/GAs/Mission Friends
- Denominational Relationships

International:

- International Ministry / English Second Language (ESL)
- Chinese Church
- African Church
- Farsi Fellowship

Missions:

- Mission Trips
- Operation Christmas Child
- Missionary Support (e.g., Mark & Sara Williams)

T E A M S

Leadership: Team Lead, must be a FHBC member
Members: No set limit, Open to non-church members.
Term: Unlimited

Subject and Accountable To:

- Respective Ministry Council

General Team Responsibilities:

- a) Develop Ministry and Resource Plans for the Team.
- b) Carry out the team's ministry as specified in the Ministry Plan within the limits of the approved Resource Plan.
- c) Review and report outcomes to Council leadership on a regular basis.

DEACON NOMINATING PROCESS

August	<i>Pre-Nomination</i>	Spiritual / Prayer Focus Talents & Gifts
Last Sunday, Aug thru 2 nd Sunday, Sept	<i>Deacon Nomination Nomination Form</i>	By Congregation Forms returned to Church Office 10 Nominees - 3 Age Categories + At-Large - Signed by a FHBC member
By 3 rd Sunday, Sept.	<i>Sorting</i>	By Admin Staff Organize Nominees by number of nominations
By 4 th Sunday, Sept.	<i>Nominees Contacted</i>	By Deacon Nomination Committee - Starting with Nominees with the most nominations - Fill Age Group first, then At-Large cat. - Asked for maybe or yes. - Continue contacting until an ample number of maybe/yes is reached. (Approx. 3x)
1 st Week, Oct.	<i>Information Session For Nominees</i>	Diaconate 101 - Meet w/ Sen. Pastor + Deacon Nom. Comm - Overview, Expectations, and Needs
3 rd Week, Oct.	<i>Finalize Nominee Response</i>	
4 th Sunday, Oct.	<i>Slate of Candidates Announced</i>	
1 st Sunday, Nov	<i>Congregational Voting</i>	Age Group categories filled First, then At-Large

Definitions:

Deacon Nominee – any Forest Hills member nominated for the position of Deacon

Deacon Candidate – a Deacon Nominee who has been contacted by the Deacon Nomination Committee, has a clear understanding of the expectations of a Deacon and has agreed to be serve as a Deacon if elected by the Congregation.

DEACON OFFICER ELECTION PROCESS

2nd Sunday, Nov.	<i>Deacon Nomination Committee</i>	Prepares Slate of Officers
2 nd Sunday, Dec.	<i>Deacon Officer Elections</i>	By Diaconate, New Chair of Deacons begins filling Diaconate leadership positions
January 1	<i>New Deacons & Officers</i>	Service begins

2nd Sunday, January *Ordination Service*

Lay Leadership Implementation

Final Report – Approved September 15, 2013