

NRBA

ADMINISTRATIVE MANUAL



Revised October 2012

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SECTION ONE – FOUNDATIONS

PREFACE

"For God is not a God of disorder but of peace.... Everything should be done in a fitting and orderly way" (1 Corinthians 14:33, 40).

The purpose of the Administrative Manual is to provide policies and administrative procedures for teams and committees of the New River Baptist Association. The Administrative Manual, together with our Constitution and Bylaws, serves as a guideline to facilitate the accomplishment of what God has called us to do and how He has called us to do it. From time to time, the Administrative Manual may need to be amended. Article IX of the Constitution contains the amendment procedure.

OUR MATRIX

Connecting Churches, Changing the World.

OUR VISION STATEMENT

We envision the churches of the New River Baptist Association connected to infuse the Gospel of Jesus Christ into every aspect of our geographical region and beyond.

OUR MISSION STATEMENT

The mission of the New River Baptist Association is to connect Great Commission churches to change the world with the Gospel of Jesus Christ.

OUR CORE VALUES

1. **Biblical Faithfulness** – *trusting* the faithfulness of Scripture, its truth and authority for faith, practice and life.
2. **Connecting Churches** – *communicating* with churches and *mobilizing* them for missions and ministry.
3. **Impacting Military** – *engaging* military and their families for Christ.
4. **Equipping for Discipleship** – *assisting* churches in making disciples.
5. **Strengthening Families** – *empowering* churches to build God-honoring home lives.
6. **Evangelizing the Lost** – *proclaiming* the Gospel of Jesus Christ in word and deed.

OUR GOALS

1. To facilitate communication and connection with and among member churches.
2. To promote the launch of new churches.
3. To assist member churches to train and develop leaders.
4. To inspire and facilitate mission/ministry to the communities served by member churches.
5. To evangelize the lost.
6. To pursue military personnel and their families with the love of Christ.
7. To promote family ministry in member churches.
8. To provide resources for churches to carry out their mission.
9. To exercise good stewardship of and maintain accountability for all resources entrusted to the Association.

NRBA PLANNING PROCESS

January – Executive Committee appoints Nominating Committee. In subsequent months, the Nominating Committee makes contacts, compiles names, and proposes Committee and Team members for the next calendar year, to be presented to the Association at the July meeting. Associational Messengers elect members at the July meeting.

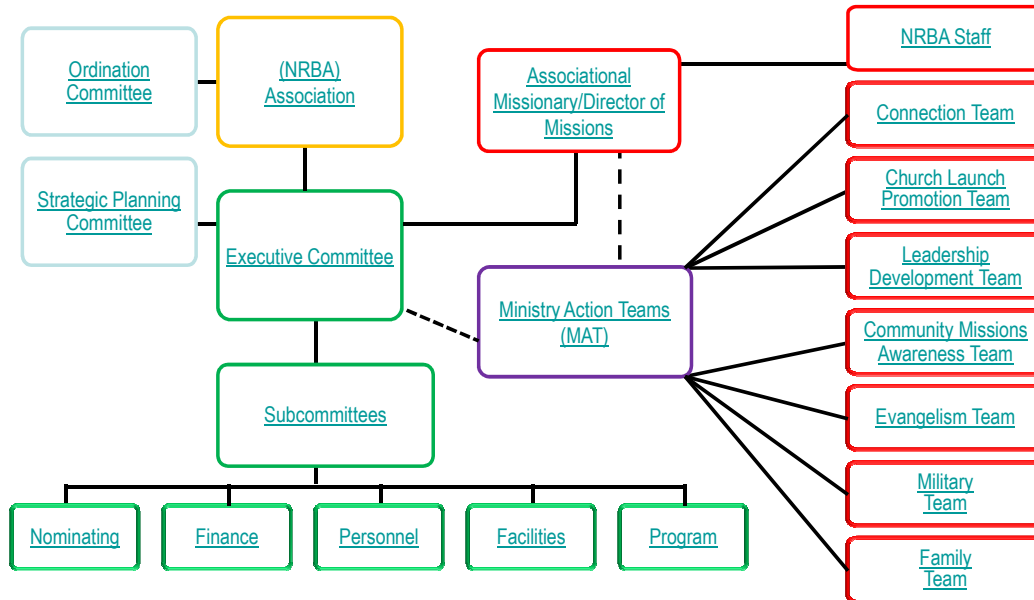
April – Teams meet to discuss ministry events and budget needs for next calendar year.

May/June – Associational Staff continues planning and administration.

July – Teams meet to confirm ministry events and budget requirements. Associational Messengers approve Committee and Team members. Associational Staff completes administration and budget proposals. Finance Committee finalizes budget proposals. Executive Committee reviews ministry events and budget. Associational Messengers receive ministry events and budget for review.

October – Associational Messengers meet for final discussion of ministry events and budget and vote on them.

New River Baptist Association Organizational Chart



WHY COMMITTEES AND TEAMS?

Both *planning* and *action* are needed in any properly functioning Association. In order to do this effectively, the NRBA uses *both* committees (planners) and teams (implementers). Our goal at the NRBA is to strike a proper balance between the two groups. Committees and teams are not designed to be in competition but to be complementary.

"From whom the whole body, joined and knit together by what every joint supplies, according to the effective working by which every part does its share, causes growth of the body for the edifying of itself in love" (Eph. 4:16).

"There are diversities of gifts, but the same Spirit. There are differences of ministries, but the same Lord. And there are diversities of activities, but it is the same God who works all in all. But the manifestation of the Spirit is given to each one for the profit of all" (1 Cor. 12:4-7).

"Yet I considered it necessary to send to you Epaphroditus, my brother, fellow worker, and fellow soldier, but your messenger and the one who ministered to my need;" (Eph. 2:25).

A **committee** is a type of small deliberative assembly that is intended to remain subordinate to another, larger deliberative assembly (the Association). When a committee is subordinate to

another committee, it may be designated as a *subcommittee*. They primarily function as *planners*. Committees serve several different functions:

- **Governance:** in organizations considered too large for all the members to participate in decisions affecting the organization as a whole, a committee (i.e., Executive Committee) is given the power to make decisions, spend money, or take actions. Some or all such powers may be limited or effectively unlimited. Our Articles of Incorporation, Constitution and Bylaws define the limitations of various committees and teams.
- **Coordination:** individuals from different parts of an organization (i.e., Strategic Planning Committee) might meet regularly to discuss developments in their areas, review projects that cut across organizational boundaries, talk about future options, etc. Where there is a large committee (i.e., Executive Committee), it is common to have smaller committees with more specialized functions (subcommittees). In our Association, we currently have five subcommittees: Nominating, Finance, Personnel, Facilities, and Programs.
- **Research and recommendations:** committees are often formed to do research and make recommendations on a potential or planned project or change. For example, a Visioning Committee was formed to help craft the future of the Association. It was composed of several people to review options and make recommendations to the Executive Committee. Such committees are typically dissolved after issuing recommendations (often in the form of a final report).

A *team* is a small group of people who share the common purpose of carrying out one specific ministry. They primarily function as *implementers*. Though all are unified around that ministry, the team members have varied spiritual gifts and complementary skills. Thus, they are interdependent. At the leading of the Holy Spirit, they form the action plans for the goal and objectives of the team. They form a solid consensus around these goals—and they hold themselves mutually accountable in the process of reaching them.

The small number – *keeps them flexible*, complementary skills – *give them ability to produce results* and shared goals – *sets their purpose and direction*.

SECTION TWO – COMMITTEES

EXECUTIVE COMMITTEE PROFILE

Purpose: The Executive Committee shall serve as the Board of Directors of the Association and as the arbiter for all official matters presented to the Association.

General: The Executive Committee shall consist of no fewer than fifteen (15) members and no more than twenty-one (21) members and shall include the Moderator, Vice-Moderator, all Ministry Action Team Leaders, plus seven (7) to eleven (11) members at large. The Committee shall have only that authority expressly authorized by the Association to administer real or personal property, to install or remove officers or staff, to amend official documents, and to bind the Association to contracts. Sub-committees composed of members of the Executive Committee shall conduct the business of the Executive Committee under its authority.

Time Commitment: Executive Committee members shall be elected at the July Quarterly Meeting and take office at the close of the Annual Meeting in October. The Executive Committee shall meet at least quarterly and sub-committees shall meet as needed. The Committee is expected to meet the deadlines for actions as specified in the Constitution of the Association.

Qualification of Committee Members: The Executive Committee shall be composed of members in good standing of the churches affiliated with the New River Baptist Association and should be chosen for their broad understanding of associational work including financial and personnel management.

Duties and Responsibilities of Committee Members:

- Initiate and recommend policies and procedures not otherwise stated
- Be responsible for strategic and annual planning and presentation of annual missions and ministries and annual budget to the Association for approval
- Correlate the ministries, activities, and emphases of the Ministry Action Teams of the Association
- Relate to the state and national denominational Conventions and all other external organizations on behalf of the Association regarding special interests

Indicators of Effectiveness:

- Actions required by the Constitution are completed as specified
- Associational Staff and Ministry Action Teams relate well with each other, with churches, with the community, and with the Executive Committee and function effectively and efficiently

NOMINATING SUBCOMMITTEE PROFILE

Purpose: The Nominating Subcommittee shall nominate individuals from the Association to serve in the following capacities – Members of the Executive Committee, officers of the Association, members of all standing committees, and all team members.

General: In January of each year, the Executive Committee shall appoint a Nominating Committee consisting of the Chairperson of the Executive Committee plus the team leader from each Ministry Action Team. To broaden the selection perspective beyond that of the Executive Committee alone, one at-large member not currently serving on the Executive Committee shall also be appointed to the Committee.

Time Commitment: Members of the Nominating Committee should begin to meet as soon as possible after appointment and set a schedule of activities and meetings to ensure nominees for all required positions are secured for nomination at the July Associational meeting.

Qualification of Committee Members: Committee members should possess a thorough understanding of the purpose and work of the Association as well as the purposes and functions of all standing committees and teams.

Duties and Responsibilities of Committee Members:

- Meet in committee as well as work independently
- Research, recruit, enlist, and nominate members for all standing committees and ministry action teams.

Indicators of Effectiveness:

- Positions on standing committees and ministry action teams filled
- Nominations ready for presentation to the Executive Committee and the Association at the July meetings

FINANCE SUBCOMMITTEE PROFILE

Purpose: The Finance Subcommittee shall be responsible for recommendations to the Executive Committee regarding all financial matters of the Association.

General: The Finance Subcommittee shall be comprised of no less than four (4) members of the Executive Committee.

Time Commitment: Members of the Finance Subcommittee should meet in committee with regularity and be individually available as needed for consultation regarding Associational financial matters. Meet as required to ensure budget deadlines are met.

Qualification of Committee Members: Members of the Finance Subcommittee should have a thorough understanding of the purpose and work of the Association and have demonstrated experience in dealing with the financial matters at the local church or Associational level.

Duties and Responsibilities of Committee Members:

- Prepare an annual budget for the Association
- Regularly monitor the financial profile of the Association to ensure its solvency and responsible stewardship
- Develop plans and proposals for how the Association can increase its revenue in keeping with the Association's perspective of Christian stewardship

Indicators of Effectiveness:

- The annual budget is prepared for presentation to the Executive Committee in advance of the Associational July meeting
- The Association maintains a solid financial profile on a monthly basis
- Individuals and member churches of the Association are presented with ideas of how they can be encouraged to increase their giving for the work of the Association

PERSONNEL SUBCOMMITTEE PROFILE

Purpose: The Personnel Subcommittee shall be responsible for recommendations to the Executive Committee regarding all matters pertaining to the staff positions of the Association and the persons who fill them. Staff positions shall include both paid and unpaid positions but shall not include the Associational Missionary/Director of Missions position or those positions on committees and teams tended to by the Nominating Committee.

General: The Personnel Subcommittee shall be comprised of no less than four (4) members of the Executive Committee. Members of the Committee shall elect a Chairperson.

Time Commitment: Members of the Personnel Subcommittee will meet in committee as needed for deliberation regarding Associational personnel matters.

Qualification of Committee Members: Members of the Personnel Subcommittee should have a thorough understanding of the purpose and work of the Association and should have demonstrated experience in dealing with personnel matters.

Duties and Responsibilities of Committee Members: In conjunction with the Associational Missionary/Director of Missions:

- Prepare position descriptions for the Association's staff positions
- Recommend salary and compensation details to the Finance Committee for staff positions being newly established
- Determine needs and means for advertising for positions needing to be filled
- Consider all applications for advertised positions, meet with candidates as needed, and make recommendations to the Executive Committee regarding suitable candidates
- Deliberate, when needed, regarding all adverse personnel matters which may arise in the normal conduct of Associational business
- Make recommendations to any special committees that may be established for the purpose of revising the Association's Employee Handbook

Indicators of Effectiveness:

- Recommendations to the Executive Committee regarding position descriptions and the filling of vacated positions are presented in a timely manner
- Adverse matters arising in the normal conduct of Associational business are deliberated and sufficiently resolved in a timely manner

FACILITIES SUBCOMMITTEE PROFILE

Purpose: The Facilities Subcommittee shall be responsible for recommendations to the Associational Missionary/Director of Missions or Executive Committee, as applicable, regarding all matters pertaining to Associational buildings and grounds.

General: The Facilities Subcommittee shall be comprised of no less than four (4) members of the Executive Committee. Members of the Committee shall elect a Chairperson.

Time Commitment: Members of the Facilities Subcommittee should meet in committee or be available as needed for consultation regarding Associational facilities matters.

Qualification of Committee Members: Members of the Facilities Subcommittee should have demonstrated experience in dealing with facilities matters at the local church level.

Duties and Responsibilities of Committee Members:

- Conduct a review, in the spring of each year at a time to be determined by the subcommittee chairperson, of all Association buildings and grounds and make recommendations to the Associational Missionary/Director of Missions or Executive Committee, as applicable, regarding maintenance
- Meet as needed to deliberate facilities matters

Indicators of Effectiveness:

- Annual facilities reviews are conducted and recommendations regarding maintenance issues are presented, as applicable, in a timely manner
- Normal maintenance issues are deliberated as needed and resolved in a timely manner

PROGRAM SUBCOMMITTEE PROFILE

Purpose: The Program Subcommittee shall be responsible for recommendations to the Executive Committee regarding the agenda for all Quarterly Associational Meetings.

General: The Program Subcommittee shall be comprised of no less than four (4) members of the Executive Committee.

Time Commitment: Members of the Program Subcommittee will meet in committee in advance of each quarterly meeting.

Qualification of Committee Members: Members of the Program Subcommittee should have a thorough understanding of the purpose and work of the Association.

Duties and Responsibilities of Committee Members: In conjunction with the Associational Missionary/Director of Missions and the ministerial staff of the Association:

- Prepare an agenda for each Quarterly Associational Meeting to be recommended to the Executive Committee at its quarterly meeting
- Agree on such matters as theme, scripture, missions and ministry emphases, guest presenters, keynote speaker, and the schedule of events for each meeting

Indicators of Effectiveness:

- Recommendations regarding agenda for Associational Quarterly Meetings are prepared in advance and ready for presentation to the Executive Committee at its quarterly meeting
- Individuals on the agenda for the quarterly meetings are contacted in a timely manner to allow adequate preparation

STRATEGIC PLANNING COMMITTEE PROFILE

Purpose: The Strategic Planning Committee recommends goals and objectives to the Association. Concurrent with these actions, the Strategic Planning Committee will review and evaluate existing goals and objectives and make strategic recommendations concerning Associational goals, structure, staffing, facilities, and budgeting.

General: The Strategic Planning Committee shall be composed of seven (7) members of the Association along with the Associational Missionary/Director of Missions. Committee members shall elect a Committee Chairperson. The Committee is accountable to the Executive Committee and must report to the Executive Committee at its quarterly meetings or upon request of the Executive Committee.

Time Commitment: Strategic Planning Committee members shall be elected at the July Quarterly Meeting and take office at the close of the Annual Meeting in October. The Committee shall meet at least monthly and as needed. The Committee is expected to assist the Executive Committee in meeting its deadlines for actions as specified in the Constitution of the Association.

Qualification of Committee Members: Members should be chosen for their broad understanding of associational work including the ministries of local churches, the purpose of an association of churches, and the structure, staffing, facilities, and budgeting requirements of an association of churches.

Duties and Responsibilities of Committee Members:

- Think strategically about a period of three (3) to five (5) years into the future regarding the work and functions of the Association and recommend to the Executive Committee adjustments to the vision and mission of the Association as needed
- Develop and recommend to the Executive Committee goals and objectives for how the Association can fulfill its vision and accomplish its mission
- Review and evaluate existing goals and objectives and make strategic recommendations to the Executive Committee concerning how the Association may need to adjust its goals, structure, staffing, facilities, and budget to accomplish its mission

Indicators of Effectiveness:

- Actions required of the Executive Committee by the Constitution have received appropriate attention and recommendations from the Strategic Planning Committee and those actions are completed as specified
- The Executive Committee adopts the recommendations of the Strategic Planning Committee as presented or amended

ORDINATION COMMITTEE PROFILE

Purpose: The Ordination Committee shall assist any Southern Baptist church that has taken formal action requesting the committee's services in examination of a candidate for the Christian ministry.

General: The Ordination Committee shall be composed of five (5) ordained ministers of the Association.

Time Commitment: Ordination Committee members shall be nominated by the Nominating Committee and elected at the July Quarterly Meeting and take office at the close of the Annual Meeting in October. The Committee shall convene as needed for consideration of ministry candidates.

Qualification of Committee Members: Members shall be ordained ministers in good standing in the Association and willing to consider for ordination those candidates who may be formally recommended by a Southern Baptist church.

Duties and Responsibilities of Committee Members:

As part of the Committee as a whole,

- Act in an advisory capacity for churches and ministerial candidates seeking assistance
- Appropriately examine a candidate for ordination and upon completion of the examination, cast a vote for the recommendation to the church regarding the fitness of the candidate for ordination
- Provide assistance to a requesting church in planning and carrying out the ordination service

Indicators of Effectiveness:

- The requesting church feels that its request was met with integrity
- The candidate feels that the Committee conducted the examination with integrity

SECTION THREE – MINISTRY ACTION TEAMS

MINISTRY ACTION TEAM LEADERS: GUIDELINES AND INSIGHT FOR TEAM SELECTION

Ministry team selection is sort of like the old *Mission: Impossible* show when the team leader of the Impossible Mission Force would go through his notebook and select people with the abilities needed to accomplish that particular mission, tossing the photos of the selected people onto the coffee table.

“Successful teams are those that bring together leaders driven by compatible visions.”-George Barna

Look for people who share a passion for the area of ministry carried out by the Ministry Team. You are looking for those who have a *calling* to do ministry in your team’s area.

Don’t pick people just like yourself. It will feel more comfortable, but it will fail to provide the necessary array of skills and the variety of ideas your team will need to fulfill its purpose. Instead of selecting team members on the basis of like personality, staff to your weaknesses.

Blend idea people with implementers. We tend to overvalue idea people. That leads to brainstorming groups with little follow through. Monitor your mix of *dreamers* and *doers* closely. Look at the purpose of your team. What spiritual gifts will your team need to achieve its objectives?

If you select people with a deep passion for this ministry, you can build around their gifts and skills.

Blend These Four Leadership Styles into Your Team:

Visionary Leaders: Excel at communicating the vision, motivators, rally people around the cause, good decision makers (instinctively), don’t shrink from the tough calls, make things happen (now!). Hate details, short attention span. Are great with a group, but sometimes are not especially warm with people one on one.

Analytical Leaders: Detailed oriented, unemotionally evaluate the facts and come to a logical conclusion, detect blockages, ask the hard questions, creative, efficient, content to remain in the background. Can be too complex, over-prepare, more loyal to the vision than to people.

Relational Leaders: People persons, are the life of the party, leave everyone feeling loved, heard, and understood, love to organize people around a common cause, work their relational network, build coalitions. Hate paperwork, neglect details, and ignore anything on paper, such as action plans.

Faithful Leaders: Keep on plugging, stable, predictable, low-key, make things run smoothly, managers, sometimes invisible. Dislike conflict, will sometimes give in too easily to avoid conflict, can lean toward maintaining and improving what exists instead of showing innovation.

Why? Because there are...

Four steps in implementing a God-given vision:

1. **Articulating the desired outcome.** What is it that God wants to see happen? Explain it in such a way that people share the vision.
2. **Identifying the roadblocks.** This will require analyzing the situation and forming a plan to overcome them.
3. **Enlisting the right workers.**
4. **Doing the work of the ministry.**

Most every worker will be talented in one of these four areas, but no one will be strong in all four. People tend to do what comes naturally to them, and will avoid what doesn't. Thus, to carry out an effective ministry, you have to have people who are gifted for each step of the process.

Enlistment

1. Tell each person why he or she was chosen for the team.
2. Talk about needs not programs.
For example, ask a potential team member to assist in "finding ways to minister to the needs of young parents." Don't ask them to start a specific program. This leaves room for many ministries to spring forth from one need. It also says that we value their input and really consider them part of the team.
3. Give the person a copy of the Ministry Action Team Profile.
Go over it with the person, explaining that it provides the basic purpose of the team, but that the team will plan its own work within those boundaries.
4. Give them time to pray over it and the right to say no.
5. Set a date when you will re-contact them for an answer.

Your Role as Team Leader

1. To be a team member first, carrying your full share of the workload.
2. To be the champion of the team vision. Help the team keep its focus on the vision, protecting the vision from fizzling out, being ignored, or being carried out half-heartedly.
3. To be the chief servant on the team. Successfully serving your team means helping them succeed.
4. To facilitate communication among team members.
5. To keep the team on task: dreaming, planning, and measuring results.

"A team without goals and plans is a social club" (George Barna)

“Churches [and Associations] need dreams with details and deadlines!” (Stan Toler and Larry Gilbert)

In order to facilitate the ministries of the Association, and in accordance with our goals, the following ministry action teams shall be organized: **Connection, Church Launch Promotion, Leadership Development, Community Missions Awareness, Evangelism, Military and Family**. These teams are organized around a goal and subsequent objectives for the purpose aiding the churches in the Association in accomplishing ministry.

In July of each year, the Nominating Committee will put forth for nomination the members of each Ministry Action Team at the quarterly Associational meeting. Upon approval, these members shall become members-elect, taking office at the close of the Annual Association Meeting in October; however, these members-elect shall plan the ministries and budget for the upcoming year in conjunction with those who are already serving. Each Ministry Action Team shall elect a Team Leader. Teams shall meet at least quarterly.

CONNECTION MINISTRY ACTION TEAM PROFILE

Goal: To facilitate communication and connection with and among member churches.

Objectives:

- **Enable the Associational Missionary/Director of Missions and ministry staff to regularly and frequently connect with key church leaders.**
- **Extensively utilize social networking technologies.**
- **Enhance Associational website capabilities for interacting and sharing information.**
- **Encourage networking along lines of similarities (e.g., philosophical, theological, ecclesiological, geographical, programmatic).**
- **Empower Associational Messengers to fulfill their role as liaison between NRBA and the local church.**

General: The Connection Ministry Action Team shall consist of nine (9) persons. The Connection MAT is responsible for identifying and creating required and appropriate ministries to aid in the accomplishment of Goal 1 and its objectives.

Time Commitment: Plan and coordinate strategic plan for creating and facilitating communication and connection with and among member churches. Attend Connection MAT meetings for planning and coordination. The Team should meet at least quarterly. Further time commitments will be based on the priorities set by the Team Leader.

Qualification of Team Members: Team members shall be chosen on the basis of their Christian maturity, active participation in their churches and proven leadership ability. They shall have an adequate understanding of the mission of the New River Baptist Association, be involved in helping achieve that mission, and have a passionate desire to promote the communication and connection among Southern Baptist churches.

Members shall have a clear understanding of the Gospel and be committed to the Great Commission. They shall be sensitive to spiritual and human needs and be actively engaged in ministry in their respective churches.

They shall have a general understanding of available resources which will be helpful in implementing the ministry and shall seek to become better equipped as Christian servants. Specifically, some members of this team should also have an understanding of social networking technologies and website capabilities.

Duties and Responsibilities of Team Members:

- Be actively involved in intercessory prayer for the pastors, churches and the Association.
- Team members shall be responsible for developing and implementing strategies that will facilitate improved communication and connection with and among member churches.
- Meet regularly to implement the objectives of Goal 1 for the Association.
- Develop ministry tasks to facilitate the accomplishment of each objective.
- Report progress to the Executive Committee and the Associational Missionary/Director of Missions.
- Submit a brief written report for the Book of Reports by September 30 of each year.
- Recommend a budget and submit calendar dates by July 1 for the following year.

The Team may choose to add objectives as they see a need. The Executive Committee in consultation with the Associational Missionary/Director of Missions will be responsible for evaluating the effectiveness of the team.

Indicators of Effectiveness:

- Associational Missionary/Director of Missions and staff meet regularly with key leaders of member churches.
- The use of social networking tools among member churches and the Association itself is increased and more effective.
- Associational website is receiving increased usage due to enhanced content and awareness among member churches.
- Churches are networking based on similarities.
- Messengers are effectively fulfilling their liaison role as indicated by increased awareness and participation of member churches in the ministries of the Association and with other member churches.

CHURCH LAUNCH PROMOTION MINISTRY ACTION TEAM PROFILE

Goal: To promote the launch of new churches.

Objectives:

- **Establish that the Associational Missionary has primary responsibility for identification of needs, availability of resources, and motivation for local church involvement.**
- **Educate regarding most effective and innovative Church Planting models and principles.**
- **Support the launch of new churches by project/event rather than by operating budget.**
- **Provide demographic/data/information support.**
- **Philosophical foundations: accept “affinity,” “niche,” and “people group” church starts; accept “house church” as a model for church starts; accept geographical areas/subdivisions/apartment complexes as locations for church starts.**

General: The Church Launch Promotion Ministry Action Team shall consist of three (3) persons and the Associational Missionary/Director of Missions. The Church Launch Promotion MAT is responsible for identifying and creating required and appropriate ministries to aid in the accomplishment of Goal 2 and its objectives.

Time Commitment: Design and coordinate strategic plan for promoting the launch of new churches within the Association. Attend Church Launch Promotion MAT meetings for planning and coordination. The Team should meet at least quarterly. Further time commitments will be based on the priorities set by the Team Leader.

Qualification of Team Members: Team members shall be chosen on the basis of their Christian maturity, active participation in their churches and proven leadership ability. They shall have an adequate understanding of the mission of the New River Baptist Association, be involved in helping achieve that mission, and have a passionate desire to promote the launch of new Southern Baptist churches in the Associational area.

Members shall have a clear understanding of the Gospel and be committed to the Great Commission. They shall be sensitive to spiritual and human needs and be actively engaged in ministry in their respective churches.

They shall have a general understanding of available resources which will be helpful in implementing the ministry and shall seek to become better equipped as Christian servants. Specifically, some members of this team should have an understanding of church planting models and principles and a working knowledge of demographics.

Duties and Responsibilities of Team Members:

- Be actively involved in intercessory prayer for the pastors, churches and the Association.
- Team members shall be responsible for promoting the launch of new Southern Baptist churches in the Associational area.
- Meet regularly to implement the objectives of Goal 2 for the Association.
- Develop ministry tasks to facilitate the accomplishment of each objective.
- Report progress to the Executive Committee and the Associational Missionary/Director of Missions.
- Submit a brief written report for the Book of Reports by September 30 of each year.
- Recommend a budget and submit calendar dates by July 1 for the following year.

The Team may choose to add objectives as they see a need. The Executive Committee in consultation with the Associational Missionary/Director of Missions will be responsible for evaluating the effectiveness of the team.

Indicators of Effectiveness:

- Associational Missionary/Director of Missions actively identifies the need, availability of resources, and motivation for local church involvement for the promotion of new church launches.
- Team members understand current church planting models and inform member churches of them.
- The Associational support of new church launches is measured in projects and events rather than by budget.
- New church plants actively use demographics, data and information supplied by the Church Launch Promotion Ministry Action Team.
- The Church Launch Promotion Ministry Action Team promotes the launching of new churches that use affinity, niche, people group, house groups, geographical areas, subdivisions, and/or apartment complexes as their philosophical foundation.

LEADERSHIP DEVELOPMENT MINISTRY ACTION TEAM PROFILE

Goal: To assist member churches to train and develop leaders.

Objectives:

- Ascertain needs for and provide Association-wide leadership training opportunities for church ministries and programs (e.g., deacons, Sunday school, Vacation Bible School, WMU, Baptist Men, music, youth, clerks, staff, lay leaders, others).
- Ascertain needs for and provide tailored (church or individual) leadership training opportunities for church ministries and programs (e.g., deacons, Sunday school, Vacation Bible School, WMU, Baptist Men, music, youth, clerks, staff, lay leaders, others).
- Utilize technology to extend training delivery systems as feasible.
- Provide resources and/or links to resources for churches to conduct effective internal leadership development and/or to participate in external leadership development opportunities.

General: The Leadership Development Ministry Action Team shall consist of three (3) persons and the Leadership Development Director. The Leadership Development MAT is responsible for identifying and creating required and appropriate ministries to aid in the accomplishment of Goal 3 and its objectives.

Time Commitment: Assess the needs for leadership development training and provide opportunities for Association-wide, church or individuals as needed. Attend Leadership Development MAT meetings for planning and coordination. The Team should meet at least quarterly. Further time commitments will be based on the priorities set by the Team Leader.

Qualification of Team Members: Team members shall be chosen on the basis of their Christian maturity, active participation in their churches and proven leadership ability. They shall have an adequate understanding of the mission of the New River Baptist Association, be involved in helping achieve that mission, and have a passionate desire to assist member churches with the training and development of leaders.

Members shall have a clear understanding of the Gospel and be committed to the Great Commission. They shall be sensitive to spiritual and human needs and be actively engaged in ministry in their respective churches.

They shall have a general understanding of available resources which will be helpful in implementing the ministry, to include technological training delivery systems, and shall seek to become better equipped as Christian servants. Specifically, some members of this team should have an understanding of Christian leadership and the various programs and ministries that need leadership within the member churches.

Duties and Responsibilities of Team Members:

- Be actively involved in intercessory prayer for the pastors, churches and the Association.
- Team members shall be responsible for assisting member churches to train and develop leaders.
- Meet regularly to implement the objectives of Goal 3 for the Association.
- Develop ministry tasks to facilitate the accomplishment of each objective.
- Report progress to the Executive Committee and the Associational Missionary/Director of Missions.
- Submit a brief written report for the Book of Reports by September 30 of each year.
- Recommend a budget and submit calendar dates by July 1 for the following year.

The Team may choose to add objectives as they see a need. The Executive Committee in consultation with the Associational Missionary/Director of Missions will be responsible for evaluating the effectiveness of the team.

Indicators of Effectiveness:

- Association-wide leadership training opportunities are developed and implemented based on the needs of the Association.
- Member church and individual leadership training opportunities are developed and implemented based on the needs of the member churches.
- Technology is utilized, when feasible, to extend training delivery.
- Resources and/or links to resources are available for churches to conduct effective internal leadership development.
- Resources and/or links to resources are available for churches to receive effective external leadership development.

COMMUNITY MISSIONS AWARENESS MINISTRY ACTION TEAM PROFILE

Goal: To inspire and facilitate mission/ministry to the communities served by member churches.

Objectives:

- Educate and inform member churches about the value and importance of conducting community mission ministries.
- Assist member churches to identify needs for mission/ministry in their own communities.
- Connect churches with similar mission/ministry interests.

General: The Community Missions Awareness Ministry Action Team shall consist of two (2) persons and the Associational Missionary/Director of Missions. The Community Missions Awareness MAT is responsible for identifying and creating required and appropriate ministries to aid in the accomplishment of Goal 4 and its objectives.

Time Commitment: Assess the needs for community missions awareness training and provide opportunities for Association-wide, church or individuals as needed. Attend Community Missions Awareness MAT meetings for planning and coordination. The Team should meet at least quarterly. Further time commitments will be based on the priorities set by the Team Leader.

Qualification of Team Members: Team members shall be chosen on the basis of their Christian maturity, active participation in their churches and proven leadership ability. They shall have an adequate understanding of the mission of the New River Baptist Association, be involved in helping achieve that mission, and have a passionate desire to assist member churches with the training and development of leaders.

Members shall have a clear understanding of the Gospel and be committed to the Great Commission. They shall be sensitive to spiritual and human needs and be actively engaged in ministry in their respective churches.

They shall have a general understanding of available resources which will be helpful in implementing the ministry, and shall seek to become better equipped as Christian servants. Specifically, some members of this team should have an understanding of the mission/ministry opportunities of the communities served by member churches.

Duties and Responsibilities of Team Members:

- Be actively involved in intercessory prayer for the pastors, churches and the Association.
- Team members shall be responsible for inspiring and facilitating mission/ministry to the communities served by member churches.
- Meet regularly to implement the objectives of Goal 4 for the Association.
- Develop ministry tasks to facilitate the accomplishment of each objective.
- Report progress to the Executive Committee and the Associational Missionary/Director of Missions.
- Submit a brief written report for the Book of Reports by September 30 of each year.
- Recommend a budget and submit calendar dates by July 1 for the following year.

The Team may choose to add objectives as they see a need. The Executive Committee in consultation with the Associational Missionary/Director of Missions will be responsible for evaluating the effectiveness of the team.

Indicators of Effectiveness:

- Member churches are educated on the value and importance of conducting community mission ministries.
- Member churches are assisted in identifying the needs for mission/ministry in their own communities.
- Churches are connected along the lines of similar mission/ministry interests.

EVANGELISM MINISTRY ACTION TEAM PROFILE

Goal: To evangelize the lost.

Objectives:

- **Educate and inform member churches about the scope of lostness within the Association area.**
- **Partner with member churches to develop and implement local evangelistic efforts.**
- **Facilitate communication among member churches regarding local evangelistic efforts in an effort to foster joint participation and mutual support.**
- **Provide resources and/or links to resources to conduct effective evangelism including the use of social media.**
- **Promote the plan of salvation.**

General: The Evangelism Ministry Action Team shall consist of four (4) persons. The Evangelism MAT is responsible for identifying and creating required and appropriate ministries to aid in the accomplishment of Goal 5 and its objectives.

Time Commitment: Assess the needs for evangelism training and provide opportunities for Association-wide, church or individuals as needed. Attend Evangelism MAT meetings for planning and coordination. The Team should meet at least quarterly. Further time commitments will be based on the priorities set by the Team Leader.

Qualification of Team Members: Team members shall be chosen on the basis of their Christian maturity, active participation in their churches and proven leadership ability. They shall have an adequate understanding of the mission of the New River Baptist Association, be involved in helping achieve that mission, and have a passionate desire to assist member churches with the training and development of leaders.

Members shall have a clear understanding of the Gospel and be committed to the Great Commission. They shall be sensitive to spiritual and human needs and be actively engaged in ministry in their respective churches.

They shall have a general understanding of available resources which will be helpful in implementing the ministry, and shall seek to become better equipped as Christian servants. Specifically, some members of this team should have an understanding of various evangelism strategies promoted by the Southern Baptist Convention and the Baptist State Convention of North Carolina.

Duties and Responsibilities of Team Members:

- Be actively involved in intercessory prayer for the pastors, churches and the Association.
- Team members shall be responsible for assisting member churches in their evangelistic efforts.
- Meet regularly to implement the objectives of Goal 5 for the Association.
- Develop ministry tasks to facilitate the accomplishment of each objective.
- Report progress to the Executive Committee and the Associational Missionary/Director of Missions.
- Submit a brief written report for the Book of Reports by September 30 of each year.
- Recommend a budget and submit calendar dates by July 1 for the following year.

The Team may choose to add objectives as they see a need. The Executive Committee in consultation with the Associational Missionary/Director of Missions will be responsible for evaluating the effectiveness of the team.

Indicators of Effectiveness:

- Member churches understand the scope of lostness within the Association and geographical area.
- The Evangelism MAT assists member churches in local evangelistic efforts.
- The Evangelism MAT facilitates communication among member churches regarding local evangelistic efforts in an effort to foster joint participation and mutual support.
- Resources and/or links to resources are available for churches to conduct effective evangelism.
- An increasing number of church members in the member churches are acquiring and growing in their skills to share the Gospel
- People are being exposed to the Gospel and are, over time, becoming Christians.

MILITARY MINISTRY ACTION TEAM PROFILE

Goal: To pursue military personnel and their families with the love of Christ.

Objectives:

- Encourage ministries of spiritual development and support for military members and their spouses.
- Encourage support programs for deployed personnel and for the families of deployed personnel.
- Partner with existing community/military services as appropriate (e.g., chaplains, USO, Key Wives, Family Readiness, Family Services).

General: The Military Ministry Action Team shall consist of six (6) persons. The Military MAT is responsible for identifying and creating required and appropriate ministries to aid in the accomplishment of Goal 6 and its objectives.

Time Commitment: Assess the needs for military ministry training and provide opportunities for Association-wide, church or individuals as needed. Attend Military MAT meetings for planning and coordination. The Team should meet at least quarterly. Further time commitments will be based on the priorities set by the Team Leader.

Qualification of Team Members: Team members shall be chosen on the basis of their Christian maturity, active participation in their churches and proven leadership ability. They shall have an adequate understanding of the mission of the New River Baptist Association, be involved in helping achieve that mission, and have a passionate desire to assist member churches with the training and development of leaders.

Members shall have a clear understanding of the Gospel and be committed to the Great Commission. They shall be sensitive to spiritual and human needs and be actively engaged in ministry in their respective churches.

They shall have a general understanding of available resources which will be helpful in implementing the ministry, and shall seek to become better equipped as Christian servants. Specifically, some members of this team should have an understanding of the unique needs of military members and their families, especially in regards to support services needed by these military members and their families.

Duties and Responsibilities of Team Members:

- Be actively involved in intercessory prayer for the pastors, churches and the Association.
- Team members shall be responsible for encouraging member churches to pursue military personnel and their families with the love of Christ.
- Meet regularly to implement the objectives of Goal 6 for the Association.
- Develop ministry tasks to facilitate the accomplishment of each objective.
- Report progress to the Executive Committee and the Associational Missionary/Director of Missions.
- Submit a brief written report for the Book of Reports by September 30 of each year
- Recommend a budget and submit calendar dates by July 1 for the following year

The Team may choose to add objectives as they see a need. The Executive Committee in consultation with the Associational Missionary/Director of Missions will be responsible for evaluating the effectiveness of the team.

Indicators of Effectiveness:

- Member churches understand the needs of the military and their families and are pursuing them with the love of Christ.
- The Military MAT assists member churches in implementing ministries of spiritual development and support for military members and their spouses.
- The Military MAT assists member churches in implementing support ministries for deployed military members and their families.
- The Association and member churches partner with existing community/military services as appropriate to accomplish this goal and objectives.

FAMILY MINISTRY ACTION TEAM PROFILE

Goal: To promote family ministry in member churches.

Objectives:

- **Emphasize the importance of family ministry within God’s Kingdom and local communities.**
- **Provide resources and/or links to resources to promote the spiritual development of the family unit.**
- **Facilitate the provision of a family counseling center in Jacksonville.**

General: The Family Ministry Action Team shall consist of five (5) persons. The Family MAT is responsible for identifying and creating required and appropriate ministries to aid in the accomplishment of Goal 7 and its objectives.

Time Commitment: Assess the needs for family ministry training and provide opportunities for Association-wide, church or individuals as needed. Attend Family MAT meetings for planning and coordination. The Team should meet at least quarterly. Further time commitments will be based on the priorities set by the Team Leader.

Qualification of Team Members: Team members shall be chosen on the basis of their Christian maturity, active participation in their churches and proven leadership ability. They shall have an adequate understanding of the mission of the New River Baptist Association, be involved in helping achieve that mission, and have a passionate desire to assist member churches with the training and development of leaders.

Members shall have a clear understanding of the Gospel and be committed to the Great Commission. They shall be sensitive to spiritual and human needs and be actively engaged in ministry in their respective churches.

They shall have a general understanding of available resources which will be helpful in implementing the ministry, and shall seek to become better equipped as Christian servants. Specifically, members of this team should have an understanding of the needs and challenges facing families.

Duties and Responsibilities of Team Members:

- Be actively involved in intercessory prayer for the pastors, churches and the Association.
- Team members shall be responsible for promoting family ministry in member churches.
- Meet regularly to implement the objectives of Goal 7 for the Association.
- Develop ministry tasks to facilitate the accomplishment of each objective.
- Report progress to the Executive Committee and the Associational Missionary/Director of Missions.
- Submit a brief written report for the Book of Reports by September 30 of each year
- Recommend a budget and submit calendar dates by July 1 for the following year

The Team may choose to add objectives as they see a need. The Executive Committee in consultation with the Associational Missionary/Director of Missions will be responsible for evaluating the effectiveness of the team.

Indicators of Effectiveness:

- Member churches understand the importance of family ministry overall and within the local community.
- The Family MAT assists member churches by providing resources and/or links to resources to promote the spiritual development of the family unit.
- The Family MAT facilitates the provision of a family counseling center in Jacksonville.

SECTION FOUR – BAPTIST EDUCATION CENTER

The Baptist Education Center (BEC) is a ministry of the New River Baptist Association and operates under a GS110-106 letter of compliance, a method of state licensing for a church sponsored child-care facility in North Carolina.

The Christian values and biblical teachings to which the Association is committed permeate the learning environment of the Baptist Education Center. Staff members are viewed as performing a ministry in the exercise of their responsibilities. As employees of the Association, they are expected to demonstrate, by word and deed, the principles of the Christian faith.

The ministry of the director and staff at BEC focuses on pre-school children, age 2 ½ through 4 (pre-K), who have been entrusted to their care as well as upon the children's parents or guardians who have given that trust. Older children, who are siblings of pre-school children in the program or family members of BEC staff, may also participate in an after-school program. In each language-rich classroom, the BEC staff provides a program designed to be individually and developmentally age appropriate. That is, the program is designed for the age group served and implemented with attention to the needs and differences of the individual children enrolled. Interactive experiences are provided to meet children's needs and to stimulate learning in all developmental areas.

Spiritual – to give each child spiritual guidance through daily Christian activities including weekly chapel.

Physical – to provide daily opportunities for indoor and outdoor activity so children can develop large and small muscles and express themselves freely and loudly.

Social – to guide each child in learning to relate to others, to perform self-help tasks, gaining independence and helping each child to develop a strong and healthy sense of self.

Intellectual – to develop positive feelings toward learning.

Educational – to implant age appropriate knowledge in keeping with a carefully selected Christian curriculum.

Emotional – to facilitate the development of self-control in children through the use of positive guidance techniques such as modeling and encouraging expected behavior redirecting children to a more acceptable activity, when needed, and setting clear limits. Children learn best in an environment that is safe, predictable, explorative, interactive (with both staff and peers), relevant, and integrated into the daily, real life experiences of each child.

BEC has its own director, who serves under the supervision of the Associational Missionary/Director of Missions, as well as educational and service staff who serve under the supervision of the BEC Director. Parent and staff handbooks guide the activities and expectations for all BEC operations.

Even though the Baptist Education Center is a ministry of the New River Baptist

Association, it must operate as a self-sustaining entity and the expenses of the Center must be borne by the families of the participating children. Every effort is made to keep the expenses to each family at a minimum.

SECTION FIVE – EMPLOYEE HANDBOOK

The New River Baptist Association employs personnel under an “at-will policy.” That is, employment with the New River Baptist Association is voluntarily entered into, and the employee is free to resign at-will at any time, with or without cause, unless otherwise specified in the position description. Similarly, the New River Baptist Association may terminate the employment relationship at-will at any time, with or without notice or cause, so long as there is no violation of applicable federal or state law.

Policies regarding employer-employee relations are set forth in the New River Baptist Association Employee Handbook.

Policies set forth in the Handbook are not intended to create a contract, nor are they to be construed as a contract or to constitute contractual obligations of any kind between the New River Baptist Association and any of its employees.

The provisions of the Handbook, except for its policy of employment-at-will, may be amended or cancelled at any time, in writing, but only at the sole discretion of and resulting from official action of the Executive Committee of the New River Baptist Association.