

Interfaith Mission Service

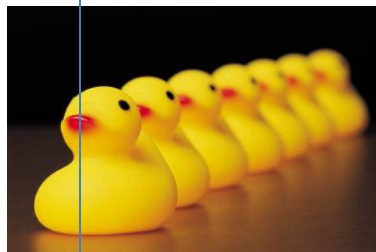
Operations Plan - 2017



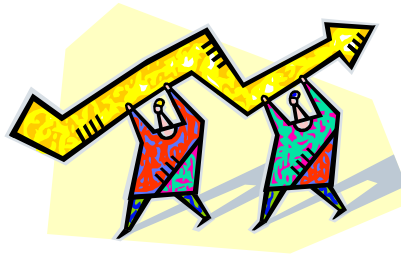
Note: Not finished; want something that says:

*We have a direction

- Our ducks are lined up
- We collaborate
- We bare fruit
- We Grow



Note: See note on next page in the Revisions & Modifications table.



Member Congregations of the Interfaith Mission Service

The Power of **We**

Revisions and Modifications

The Operations Plan is a living document meaning that changes may be needed as operational modifications are made to implement the provisions of the Articles of Incorporation (constitution), by-laws and plans (strategic and annual) approved by the Leadership Council (LC).

The Operations Plan is prepared and managed by the Governance Standing Committee with inputs for the other organizational elements. It is reviewed and recommended to the LC by the LC Executive Committee.

Revision	Date	Modification
Rev 1	1/20/11	Modifications to the Enterprise Calendar and date on the title page
Rev 2	5/12/11	Added point 5 to the Introduction paragraph addressing cooperating
Rev 3	7/19/11	The lead paragraph was the same as for Strategic Planning. This was replaced with a correct paragraph. The by-laws do not prescribe how nominations for official positions will be developed. This function was added to the Governance Committee.
Rev 4	8/21/15	This revision is a new baseline version of the Operations Plan. Due to an update of MS Office some of the graphics did not transfer. The missing graphics are being retrieved.
Note	8/20/17	There are many updates to made to this document because of modifications to our organization and associated terminology. Also, when upgrading my computer operating system many of the infographs, particularly Section 4, did not transfer. However, the information to be used in our Management Training event tomorrow is adequate to meet the objectives in Session I.

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Executive Summary

As stated in the Introduction and depicted in the document tree, our Operations Plan has a key role in defining how our cooperative is governed.

The document is intended to be a “living document” in that it should be reviewed during the annual planning phase. Thus, approval of the plan, by the Leadership Council (LC), includes a commitment by the LC chair to ensure that an annual review is conducted.

An objective of our reorganization, in 2009, was to place the “owners” – the member congregations - of our cooperative in a more direct role for planning and implementing the ministries needed to “Build a Beloved Community” – our vision.

A Leadership Council was formed, populated by representatives of the member congregations. The LC elects a board of directors from its ranks and has five standing committees with distinct responsibilities.

Our mission statement is prescribed by the Articles of Incorporation (Constitution) and the by-laws. Where pursuit of our mission will take us is expressed in our vision statement adopted by the Leadership Council in a retreat circa 2007.

To advance our vision each of our congregations participate in a continuum of outreach ministries (from direct service through systemic transformation). Four ministry areas (see page TBD) have specific ministries to address the segments of the continuum These are:

- Direct Service Ministry Area (DSMA) – (a word about each)
- Social Justice Ministry Area (SJMA) –
- Race & Culture Ministry Area (RCMA) -
- Faith & Spirituality Ministry Area (FSMA) -

Our Operations Plan explains the role of each organizational element, how they work together to accomplish our mission and vision and the processes used to fulfill the responsibilities.

Key Points:

1. In the Introduction we make the point that emphasis must be placed on promoting collaboration among the faith traditions and for training. The first is necessary for a couple of reasons.
 - The faith community must witness that, at the deepest level, their values are common
 - On a practical level individual action by congregations is inadequate to effect the changes that are needed to approach a beloved community

The second emphasis concerning training is brought about by the reorganization and the accompanying paradigm shift.

2. The paradigm shift, just mentioned, results from establishing the Leadership Council and its relationship with the Board of Directors. That relationship and corresponding responsibilities are defined as follows.
- The Leadership Council elects the Board of Directors
 - The Leadership Council is responsible for setting the direction of and nurturing the cooperative. The council accomplishes this by a) approving the five year strategic plan, developed by the Strategic Planning Committee, b) approving the annual plan and supporting budget, developed by the Support Services Committee, c) raising the needed resources via the Resource Development Committee, d) nurturing the cooperative via the Membership Committee and approving the governing policies developed by the Governance Committee.
 - With this configuration the Leadership Council has only a few operational decisions to make e.g. approval of the strategic and annual plans, supporting budget and elect organization element leaders. Thus, this body can devote its energy to expanding the cooperative and nurturing relationships among the members (owners).
 - The Board of Directors is responsible for developing the processes and tools for increasing the member congregations capability and capacity to engage our community in the ministry areas of direct service and systemic transformation to improve our social justice policies and achieve harmony in our diverse community. They receive the strategic goals for the year from the Leadership Council and proceed to generate an annual plan that is provide to the Support Services Committee for integrations with other inputs. Upon approval of the plan the board is responsible hiring and managing staff needed to conduct the business of the Interfaith Mission Service.

A successful non-profit enterprise is less dependent on paid staff and more dependent on working board of directors and committee leaders than for profit enterprises. With that in mind each committee leader and members of the board of directors is selected in part for their capability to oversee a functional element.

The Standing Committee leaders, Chair/Vice Chair of the board, Executive Director and the Chair/Vice Chair of the LC compose the Executive Committee. Their primary objective is to ensure coordination and smooth operation of our cooperative enterprise.

3. In Section 1 we have included the maxims that we deduced from Peter Drucker's "Managing the Non-Profit Organization". We have been using them as guidance for a continuous process improvement (CPI) thrust. In Section 4, Processes and Tools, we have documented some of the processes being instituted in our operation. These processes and tools will be further developed in future updates.

Introduction

We have three documents that transform our constitution (Articles of Incorporation), and by-laws into a living enterprise. These documents are our Strategic Plan, Annual Plan and this Operations Plan.

Our Strategic Plan sets our long range goals (five years) and top level strategies.

Our Annual Plan transforms the next year strategic goals into ministries for the next year.

Our Operations Plan explains how our organization works to implement the strategic and annual plans. It is a living document in that it is reviewed at the beginning of the year at a leadership training event.

In addition it provides a perspective depicting areas of our enterprise development where special emphasis needs to be placed. In that regard the following are special emphasis areas.

- Promoting the value of collaboration – Last year, during our reflection of our history, in preparation for designing our future, the value of working together was very evident. In a era of an ever fragmenting faith community the necessity of discovering common theology and values to sustain collaborative efforts is self evident. Yet even those “connectional faith traditions” are experiencing deterioration of their ability to act collectively.

To continue our ability to challenge and equip our membership for “Building a Beloved Community” we must and will put greater emphasis on collaboration among our community’s faith traditions. Some of the means are:

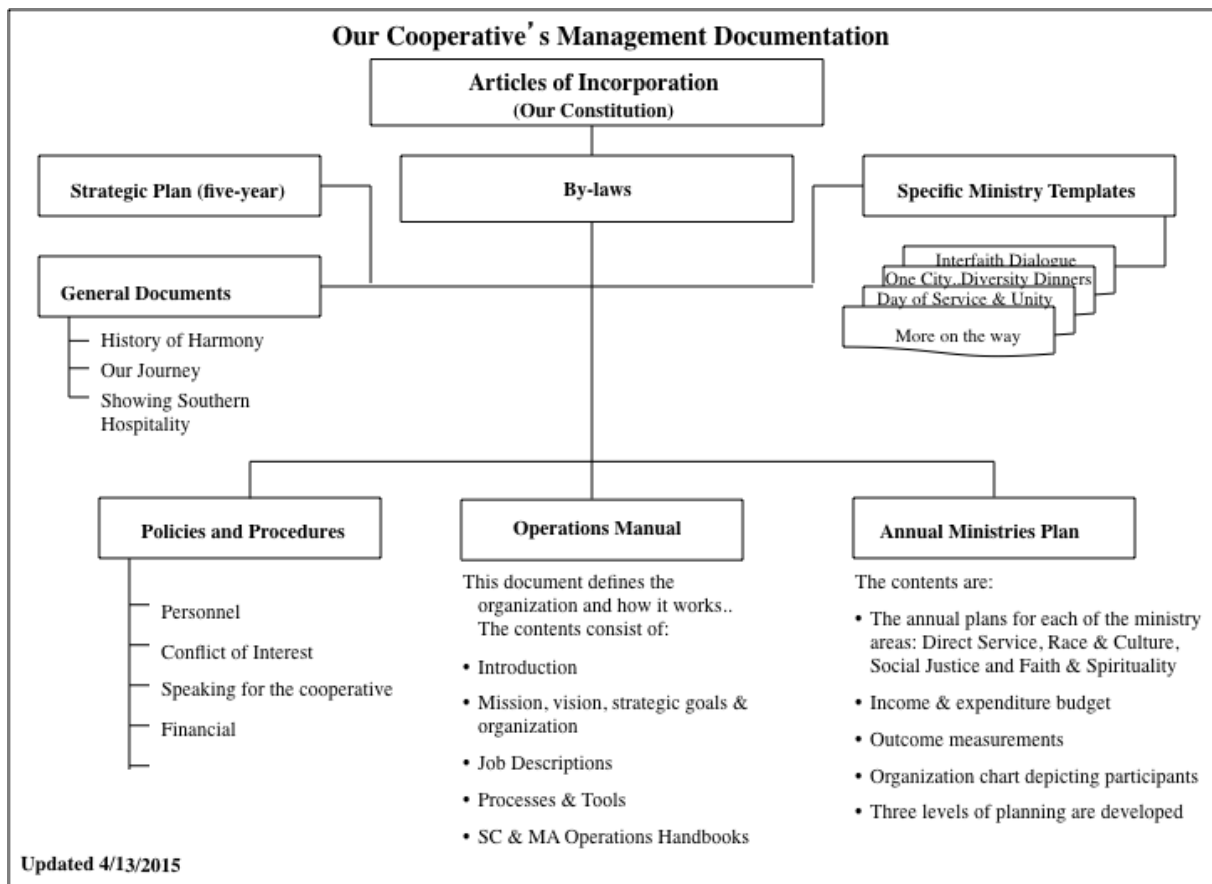
1. In 2010 we inaugurated the slogan “The Power of We”. That will continue to be used whenever applicable.
2. Implementation of our reorganization that places our member congregations in a planning and doing role will be aggressively pursued.
3. In 2010, we submitted a proposal to the Advocacy for Social Justice Ministry Team of the United Methodist North AL Conference to become their agent, in this area, for conducting their mission in the North AL Conference. The proposal was accepted and in 2014 we developed templates for organizing and conducting ministries such as Interfaith Dialogue, Day of Service and Unity, Hometown Pilgrimage and One City Diversity Dinners. These documents will be added to the Daybreak in Alabama resources now our website for other communities to use. Following our Exploring Faith Intersections conference, our first Biennial Regional Conference, there is a renewed interest in developing a regional network of interfaith enterprises
4. Being a cooperative there are ministries that are planned jointly and conducted on an annual basis.
5. As with all plans, emergencies arise and the member congregations respond in a variety of ways. However, it is still the cooperative that is responding based on years developing networked relationships. Therefore, we need to adopt a perspective that all outreach activities of the member congregations are the cooperative’s ministry and all cooperative ministries are the members outreach ministries.

- Train, Train, Train – With the reorganization came new organizational components with new people and new responsibilities. This document is a step toward better definition of organizational operation and the responsibilities of the leaders. The Governance Committee is incorporating in their review of our Management Manual new policies, procedures and a training program to ensure better understanding by all participants of the benefits and operation of our cooperative

These emphasis areas are used to influence the design and robustness of the ministries depicted in our annual plan.

The following figure is our documentation tree use to present the controlling document and their precedence. The preparers of our Operations Plan drew upon our experience since 1969 and best practices presented in workshops e.g. the United Way workshop in 2007. The materials of this workshop are available electronically from the Interfaith Mission Service office.

A point almost always emphasized by consultants is that the mission comes first. The mission should have a long range vision and all planning works back from that mission and vision.



Section 1.0 addresses this opinion by discussing our Mission, Vision, Strategies and Organization. Accountability planning is emphasized; meaning that all of the specific ministry plans must demonstrate that they support our mission, vision and long range strategies.

Section 2.0 defines the responsibilities of each of the organizational elements

Section 3.0 defines the job descriptions of the leaders of each of the elements

Section 4.0, is a description of the processes used by the leaders to fulfill their responsibilities.

Section 5.0, the Appendix, contains copies of some of the fundamental documents, forms, etc. although many of them are accessible via our website.

Section 1.0

Mission, Vision, Strategies, Organization

Some years ago we distilled these maxims from a book by Peter Drucker “Managing a non-Profit”. We have used these as guidelines to institute best practices in our operation.

The Mission Comes First

“...the mission is always long range. It needs short-range efforts and very often short-range results. -- So we start always with the long range, and then we feed back and say, What do we do *today*?”

From Mission to Performance

“Strategy converts a non-profit institution’s mission and objectives into performance.”

- “Begins with knowing the market-who the customer is, who the customer should be, who the customer might be.”

- “Strategy to improve all the time and to innovate.”

- “Strategy to develop a donor constituency.”

Managing for Performance

“One needs to define performance for each of the non-profit’s key areas.”

People and Relationships

“The non-profit board also plays a very different role from the company board. It is more active and, at the same time, more of a resource.....”

As a result we have been continually improving our planning process - strategic and tactical. Managing for performance is currently an area of concentration . Preparing this Operations Manual is a step in that direction plus we are instituting a formal Outcomes Measurement Process. See the Section 4.0 Processes and Tools

Keeping our mission and our vision for that mission ever before the cooperative’s leaders is imperative. Thus, our planning tools require explicit descriptions of the connection of detail planning with the mission and vision statements and the strategic goals contained in the strategic plan. These are stated below.

From our by-laws:

Article One – Identification and Purpose

The name of the organization is the Interfaith Mission Service, Inc. It is a multi-faith organization whose member congregations seek to grow and maximize their capacity to meet human needs, promote religious, racial and cultural harmony and participate in the public square to improve our community.

Vision Statement: To become globally recognized leaders in building beloved community

Characterization of Beloved Community

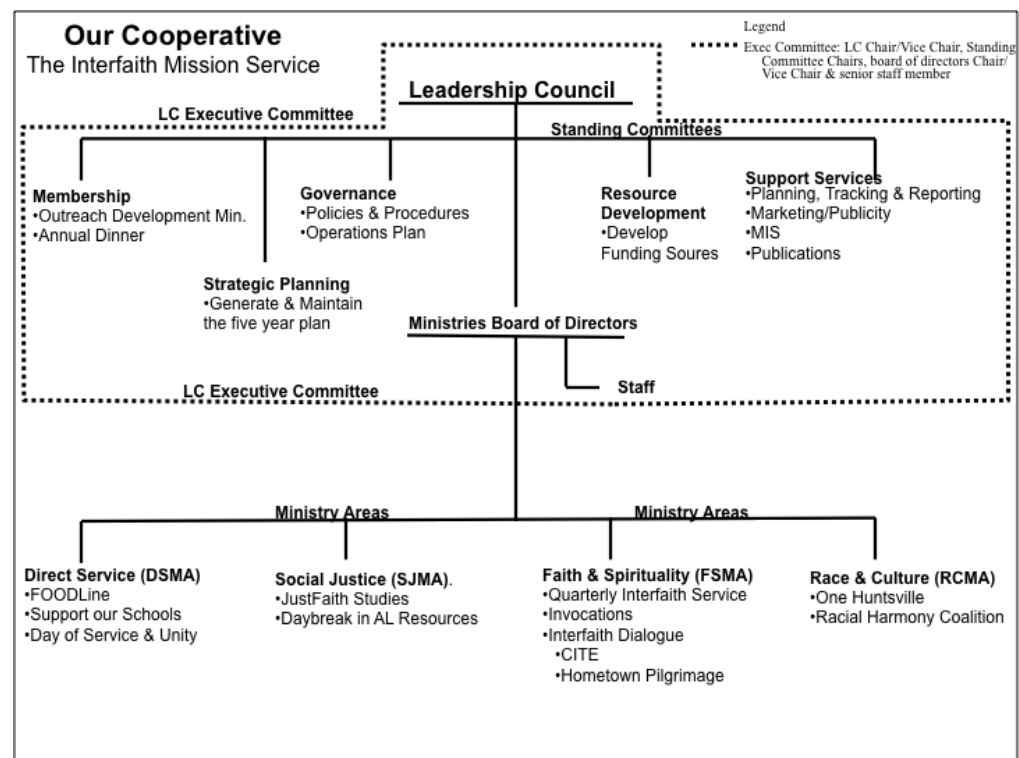
1. Poverty, hunger, and homelessness are not tolerated because international standards of human decency do not allow it
2. Racism and all forms of discrimination, bigotry and prejudice are replaced by an all-inclusive spirit of sisterhood and brotherhood.

3. Disputes will be resolved by peaceful conflict-resolution and reconciliation of adversaries, instead of force.
4. Alleviation of economic inequity and the achievement of economic justice

From our Strategic Plan Strategies:

1. Continue pursuing an understanding of the common teachings and values of the participating faith traditions
2. Continue pursuing an understanding of community needs and defining service learning opportunities for our members
3. Using our coordinating/support congregations become a “teaching center”

Our organization is designed to ensure that the member congregations are in control of the direction of the cooperative – in its strategic (long range) and tactical activities. This Operations Manual will provide the specifics.



Section 2.0

Purpose and Responsibilities of the Organizational Elements

2.1 Leadership Council (LC) Background and Responsibilities

Insert a table that maps a membership organizational model to a typical Board of directors model

In 2009 the interfaith cooperative had been serving its members and the general community for forty years. That milestone was an opportunity to take stock of the experience that has been accumulated organizationally and in ministry development. Some weaknesses that were identified were:

- Relationship with the member congregations – The board of directors was a self-perpetuating body that elected its members. In previous years it had been elected by the member congregations.
- Long range strategic planning based on community needs and member interest was not being performed
- Planning and management processes were not well developed and institutionalized

The result was a reorganization to counter the weaknesses and better align the operation of the cooperative with the purpose and objectives stated in the Articles of Incorporation.

The resultant organization is traditional in that the member congregations formed a membership council (Leadership Council) with representative(s) from each member congregation. (See the By-laws in the Appendix)

In addition to the board of directors four standing committees were formed to fulfill the Leadership Council's responsibility. In a 2014 board action the Support Services Ministry Area was became a standing committee. One of the tasks of the Support Services is to prepare the annual plan and supporting budget for the LC. Thus, the organizational elements reporting to the LC are:

- Executive Committee
- Membership Standing Committee
- Strategic Planning Standing Committee
- Governance Standing Committee
- Resource Development Standing Committee
- Support Services Standing Committee

The benefits derived by this arrangement are quite obvious.

- The member congregations directly responsible for the planning the work and working the plan. Implementation of the plan is accomplished by the member congregations performing a lead role on a segment of the annual plan (e.g. Daybreak in Alabama Resources) with other congregations supporting. See Section 4.0 Processes and Tools
- Better planning in that the annual planning process is guided by a long range plan the synthesizes the community needs with the faith communities interest, capability and capacity.
- Since the LC has responsibility for strategic matters and not detail operation it can spend its energy on building relationship within the faith community and raising the necessary revenue.

This organizational architecture ensures that the member congregations (and other members authorized by the by-laws) are directly involved in operation of our cooperative enterprise. Through the standing committees and board of directors, the Leadership Council (LC) has the basic functions of:

- Developing a five year strategic plan
- Electing a board of directors to develop and implement the annual plans
- Approve the annual plans with accompanying budgets
- Raise the revenue needed to operate the cooperative

2.1.a Leadership Council (LC) Executive Committee

The composition of the executive committee is Chair & Vice Chair of the LC, Chairs of the standing committees and the Chair & Vice Chair of the board of directors. The responsibilities of the LC Executive Committee are:

1. Facilitate coordination of the cooperatives functional elements.
2. Prepare the LC agenda and coordinate the development of the materials needed to ensure an effective LC meeting
3. Disposition planning variances between LC meetings

2.1.1 Membership Standing Committee

A properly functioning membership cultivation team is vital to successful accomplishment of our cooperative's mission and vision statements. To execute this responsibility a Membership Standing Committee has been created. Its responsibility is to recruit and nurture members as prescribed by the by-laws. The by-laws have provisioned for five classes of members; see Article II, Interfaith Mission Service By-laws, March 2009. The following major functions apply to those classes.

1. General
 - a. Maintaining a prioritized (from least likely to most likely) potential member list to be used to contact new members Provide presentation requirements to the Support Services Ministry Area to enable them to develop presentations for potential and existing member congregations
 - b. Provide presentation requirements to the Support Services Ministry Area to enable them to develop presentations for potential and existing member congregations
 - c. Review and update application forms when necessary

- d. Work with the strategic committee to devise a member input survey and follow up with the members to ensure they take advantage of the opportunity to have an input. Help analyze the results.
 - e. Work with the office to define the information needed to populate the management information system MIS.
 - f. Coordinate with the Strategic Planning and Support Systems Standing Committees during their planning cycles to ensure that they are involved at the proper times.
2. Congregations
- a. Using the planning roadmap tool (see Section 4.0 Processes) devise a plan whereby members of the committee are responsible for contacting potential member congregations and maintaining contact with existing congregations
 - b. Meet with the representatives of the member congregations to determine their desires for their outreach ministries e.g. what ministries do they have, what ministries would they like to have, do they have a long range plan for their outreach ministries.
 - c. Develop a model of a robust outreach program that can be used to evaluate the programs of member congregations.
 - d. Find out the major events the member congregations would like to see publicized on the cooperative's web site.
 - e. Coordinate with the Strategic Planning and Support Systems Standing Committees during their planning cycles to ensure that the

The Membership Committee is a committee of the Leadership Council and reports to the Leadership Council Chair. The leader of the Membership Committee is a member of the LC Executive Committee.

2.1.2 Strategic Planning Standing Committee

The Strategic Planning Committee is the standing committee that has the responsibility for developing and maintaining the cooperative's five - year strategic plan. A properly functioning Strategic Planning Committee is vital to successful accomplishment of the cooperative's mission and vision statements.

The major functions are:

1. Section 4.0 Processes and Tools depicts the process for generating and updating the strategic and annual plans of the cooperative. The strategic plan will be updated annually and be presented to the Leadership Council for approval in the November meeting. This schedule is mandated by the annual planning cycle that must begin in April to have a plan available for the member congregations to use in their planning cycles.
2. Develop a briefing(s) that will help member congregations understand the needs of the community and their priorities.
3. There are two standard deliverables.
 - a. An updated five year strategic plan prepared per the process described in paragraph 4.1

- b. Briefing depicting the prioritized needs of the community that is provided to the member congregations for use in planning their outreach ministries.

The Strategic Planning Committee is a committee of the Leadership Council and reports to the Leadership Council Chair. The leader of the Strategic Planning Committee is a member of the LC Executive Committee.

2.1.3 Governance Standing Committee

The Governance Committee is the standing committee that has the responsibility for developing and maintaining governance policies and procedures, nominations to meet by-law requirements, ensuring via training and policies that all leaders of the cooperative are meeting performance and best practice expectations and maintaining the Operations Plan.

1. Develop and maintain the Operations Plan.
2. Ensure that the governing documents address all requirements and best practices needed by a non-profit enterprise
3. Develop and conduct training events to ensure all of the key leadership understand the Articles of Incorporation, by-laws, strategic plan, annual plan and other policies used to achieve the cooperative's mission and vision.
4. Conduct or cause the conduction of audits and assessments needed to obtain the highest quality of management performance.
5. Draft a function and responsibility progression plan to develop the leaders of the cooperative.
6. Ensure that, prior to accepting a leader role in the cooperative's operation, all persons understand the responsibilities and are prepared to make the commitment. An aid to this task is to ensure that there are clear and detailed job descriptions for all of the leadership positions.
7. Ensure that the leadership council and board regularly engages in self-assessment and evaluations.
8. Assist the LC and board in periodically updating and clarifying the primary areas of focus for the board, and help shape the board's agenda for the next year or two, based on the strategic plan.
9. Lead in assessing the needs related to board composition, determining the knowledge, attributes, skills, abilities, influence, and access to resources the LC and board will need to consider to accomplish future work of the board.

10. Perform the nominating functions needed to meet by-law requirements. In addition and perhaps more important is to employ a process that matches qualifications with each service learning opportunity (SLO). Board Source materials have identified Seven Sins of Boardmanship that also apply to all of the organizational element leadership SLOs in our cooperative.

Seven Sins of Boardmanship

- Acceptance without commitment.
- Membership without attendance.
- Affiliation without dedication.
- Meetings without participation.
- Decisions without integrity.
- Involvement without advocacy.
- Association without giving.

11. Prepare letters to the leaders of the organizational elements to provide them with the necessary documents needed to fulfill their responsibilities.

The Governance Committee is a committee of the Leadership Council and reports to the Leadership Council Chair. The leader of the Governance Committee is a member of the LC Executive Committee.

2.1.4 Resource Development Standing Committee

The Resource Development Committee is the standing committee that has the responsibility for developing the financial resources needed by the cooperative. A properly functioning Resource Development Committee is vital to successful accomplishment of the cooperative's mission and vision statements.

The major functions are:

1. Develop a plan for raising the revenue needed to fulfill the planned ministries of the cooperative. The plan developed by the Resource Development Committee will be an input to the Support Services Ministry Area as they develop the annual plan.
2. The Resource Development Plan will include, but not limited to, the following income streams.
 - Member congregation investments
 - Member congregation judicatory investments
 - Individual member investments
 - Investments by businesses
 - Investments by foundations
 - Investments by government agencies
 - Fundraisers
3. Determining the financial investments of the member congregations, their judicatories and individual members will be delegated to the Membership Committee as they are

- the primary interface with the member congregations and manage the individual membership program
- 4. Conduct a search of foundations and government agencies to identify potential financial investment sources
- 5. The committee will maintain a listing of easy to conduct fundraisers that member congregations might use to raise funds for their outreach ministries.
- 6. The main focus of the annual dinner is the faith community celebrating cooperatively building a beloved community. In addition it is a major fundraiser. However, the committee will develop at least one other major fundraiser that involves all of the member congregations.

The Resource Development Committee is a committee of the Leadership Council and reports to the Leadership Council Chair. The leader of the Resource Development Committee is a member of the LC Executive Committee.

2.1.5 Support Services Standing Committee

Specific ministries focusing on improving the quality of our planning, marketing and management practices are assigned to this category or ministry area.

The desired operating concept is for a member congregation to be a Coordinating Congregation working with other congregation as Support Congregations. The responsibilities of a coordinating congregation are defined in a Coordinating Congregation Description (CCD) document. See the Section 4.0.

The board members having oversight for the Support Services Ministry Area (SSMA) will help identify and recruit the coordinating and support congregations.

Specifically, the responsibility of the SSMA is to provide support to the board of directors and leadership council in the following areas.

1. Planning, Tracking and Reporting - Generate the annual plan and supporting budget using inputs from the strategic plan and ministry areas. Provide the annual plan to the board of directors for submittal to the LC for approval. Status the progress of annual plan implementation and provide support where needed. Prepare the annual report depicting the accomplishments of the year
2. Marketing/Publicity - Provide marketing and publicity materials to be used by all elements of the cooperative.
3. Management Information Systems - Design and maintain a web based management information system to archive historical information, capture planning and results information, archive publicity materials, and generate reports. Train the staff and volunteers to use the system.
4. Publications – Prepare documents for publication. This entails editing and formatting documents to ensure conformance with approved standards e.g. cover design, layout, etc.

The Support Services Committee is a committee of the Leadership Council and reports to the Leadership Council Chair. The leader of the Support Services Committee is a member of the LC Executive Committee

2.1.6 Board of Directors

The board of directors is elected from the membership of the Leadership Council (LC). Thus, the Chair of the Board of Directors reports to the Chair of the LC.

The by-laws allow for the capability to staff the board with outside the LC to obtain needed skills and connections.

The major functions of the board of directors are:

1. Collaborating with the Membership and Strategic Planning Committees the board of directors develop processes and tools to empower the member congregations to grow their capability and capacity to engage the general community with a continuum of ministries of direct service and systemic transformation.
2. The Ministry Areas (MA) (described below) shall organize specific ministries to leverage the above capability to meet the needs of our community. Once organized the board of directors shall seek to enlist a congregation to become the Coordinating Congregation for sustained operation of the ministry.
3. Collaborating with the Support Services Committee the board of directors shall provide input to the annual plan. The process for activity is presented in Section 4.
4. The board of directors shall track the progress during the implementation of the annual plan and provide reports in accordance with the processes presented in Section 4.
5. The chair/vice chair of the board of directors shall ensure that two members of the board are assigned as co-managers of each of the MAs. Upon a vacancy the Chair/Vice Chair shall identify a candidate for election by the LC at the next LC meeting.
6. The board of directors shall hire and supervise staff members on behalf of the LC. Coordination with the LC Executive Committee shall be done prior to hiring and/or termination actions.
5. To facilitate close collaboration among the functioning elements the board of directors shall have representatives from the MAs on the Strategic Planning, Governance and Resource Development SCs

The board of directors reports to the Leadership Council Chair. The Chair/Vice Chair of the Board of Directors are members of the LC Executive Committee.

2.1.6.1 Direct Services Ministry Area (DSMA)

Specific ministries that provide a direct service such as food, shelter, clothing, medical attention, etc are assigned to this category or ministry area.

The desired operating concept is for a member congregation to be a Coordinating Congregation working with other congregation as Support Congregations. The responsibilities of a coordinating congregation are defined in a Coordinating Congregation Description (CCD) document. See the Section 4.0.

The board members (referred to as ministry area managers) having oversight for the Direct Services Ministry Area (DSMA) will help identify and recruit the coordinating and support congregations.

Collaborating with the Membership Committee the DSMA shall compile a profile of the direct service ministries of our member congregations. Using this information as assessment of where further collaboration among the congregations is possible. The information shall also be used to compare with the United Ways survey of community needs to identify opportunities for our members to engage.

See the 2015 annual plan for the specific ministries currently in the DSMA

2.1.6.2 Race & Culture Ministry Area (RCMA)

Specific ministries focusing on improving the status of race relations within the faith community and general community are assigned to this category or ministry area.

The desired operating concept is for a member congregation to be a Coordinating Congregation working with other congregation as Support Congregations. The responsibilities of a coordinating congregation are defined in a Coordinating Congregation Description (CCD) document. See the Section 4.0.

The board members (referred to as ministry area managers) having oversight for the Race & Culture Ministry Area (DSMA) will help identify and recruit the coordinating and support congregations.

Collaborating with the Membership Committee the RCMA shall compile a profile of the race and culture ministries of our member congregations. Using this information as assessment of where further collaboration among the congregations is possible.

See the 2015 annual plan for the specific ministries in the RCMA

2.1.6.3 Social Justice Ministry Area (SJMA)

Specific ministries focusing on improving the quality of social justice are assigned to this category or ministry area.

The desired operating concept is for a member congregation to be a Coordinating Congregation working with other congregation as Support Congregations. The responsibilities of a coordinating congregation are defined in a Coordinating Congregation Description (CCD) document. See the Section 4.0.

The board members (referred to as ministry area managers) having oversight for the Social Justice Ministry Area (SJMA) will help identify and recruit the coordinating and support congregations.

Collaborating with the Membership Committee the SJMA shall compile a profile of the direct service ministries of our member congregations. Using this information as assessment of where further collaboration among the congregations is possible.

See the 2015 annual plan for the specific ministries in the SJMA

2.1.6.4 Faith & Spirituality Ministry Area (FSMA)

Specific ministries focusing on improving our understanding and respect for all of the religious traditions in our community are assigned to this category or ministry area.

The desired operating concept is for a member congregation to be a Coordinating Congregation working with other congregation as Support Congregations. The responsibilities of a coordinating congregation are defined in a Coordinating Congregation Description (CCD) document. See the Section 4.0.

The board members (referred to as ministry area managers) having oversight for the Interfaith Cooperation Ministry Area (ICMA) will help identify and recruit the coordinating and support congregations.

Section 3.0

Leaders Job Descriptions

Need to insert the information in the Leaders Orientation Document

Congregational Representative (CR) Job Description Updated, 10/18/17

3.1 Congregational Representative (CR)

The Interfaith Mission Service organizational model is that of an organization of organizations. Its vision, mission, values and governance are determined by the member (owner) congregations. The organ used to carry out these responsibilities is a Leadership Council populated by representatives of the member congregations.

Organizationally this is known as a membership model or cooperative. It contrasts with the self-perpetuating model that elects its own board of directors.

As such, being a CR includes leadership and representation. Leadership in the form of information concerning the needs of our community; direct service and systemic, demographic projections, proposed advocacy for transformation, etc. Representation in the form of current outreach engagements, and interest and capacity for outreach growth.

The CRs are named to the Leadership Council by the member congregation and are their congregation's connecting link with our cooperative.

All CRs are expected to accept a service learning opportunity (SLO) provided by one of the standing committees or ministry areas.

More specific responsibilities are to represent their congregation by:

1. Providing information about their congregation e.g. ministries, congregation leaders, interests, etc. Some of this is accomplished via the membership application form. During the course of the year other information may be needed to accomplish the mission of the cooperative.
2. Each of the ministry areas have specific ministries designed to help our owner congregations grow their outreach capability and capacity. The CRs are to publicize these opportunities within their congregations and in many cases establish small group studies, conversational sessions, presentations, etc.
3. Generating and implementing the ministries, mentioned above, create many service learning opportunities (SLO). The CR is depended upon to communicate these SLOs

within their congregation. It is through this process that our congregations will increase their capability and capacity for engaging our community.

4. A major function of the LC is to provide future direction for our cooperative. Input from our owner congregations is vital for this task as well as input from the community and established ministry areas. An event to collect and compile information for updating the Strategic Plan occurs in the spring. The CRs are expected to represent their congregation's views.

3.2 Leadership Council Chair Job Description

Although the LC Chair is responsible for all of the functions of our cooperative a typical arrangement for the division of labor between the chair and vice chair is sometimes referred to as “outside and inside” functions. In our case the “outside functions” are being our spokesperson, presenting our cooperative to the community in general, cultivating our members and seeking new members etc. The “inside functions” entail sustaining the infrastructure. In general this is the concept to be employed in 2014.

The chairperson of the Leadership Council (LC) is elected from the members of the LC. Using the above concept the areas of focus for the LC chair are.

1. Working with the Membership Standing Committee will concentrate on our congregation and individual member base.
2. Represent or delegate a representative to community organizations and/or initiatives such as compassionate and inclusive community initiatives, Chamber of Commerce, International Service Council, etc. These provide SLOs also.
3. Sends a letter to the leaders of the standing committees that appoints them to the standing committee leadership position. See sample letter in the Appendix
4. Leads an annual leaders orientation and training event. A required feature of that event is to review and update the Strategic Plan, Annual Plan and Operating Plan,
5. Chairs the LC and Executive Committee
6. Conduct performance reviews with the direct report leaders to ascertain areas to improve effectiveness
7. **Propose mod; CRV: Conduct a monthly annual plan status review to define and disposition variances.**

3.3 Leadership Council Vice Chair Job Description

Although the LC Chair is responsible for all of the functions of our cooperative a typical arrangement for the division of labor between the chair and vice chair is sometimes referred to as “outside and inside” functions. In our case the “outside functions” are being our spokesperson, presenting our cooperative to the community in general, cultivating our members and seeking new members etc. The “inside functions” entail sustaining the infrastructure. In general this is the concept to be employed in 2014.

The vice chairperson of the Leadership Council (LC) is elected from the members of the LC. Using the above concept the areas of focus for the LC vice chair are.

1. The vice chair of the LC is the spokesperson for the cooperative in the absence of the Executive Director and the LC Chair
2. Working with the members of the executive committee and staff the vice chair will prepare, for the LC chair's approval, the agendas for LC and executive committee meetings.
3. Working with the members of the executive committee and staff the vice chair will support the LC chair in the preparation and conduction of the ministry performance reviews.

3.4 Leadership Council Secretary

Leadership Council Secretary Job Description (TBS)

3.5 Membership Standing Committee Leader Job Description

Our by-laws state that our cooperative is “a multi-faith organization whose members seek to grow and maximize their capacity to meet human needs, promote religious, racial and cultural harmony and participate in the public square to improve our community.”

Our desired operating concept is for member congregations to “Plan the work and work the plan”. In our context this phrase means that the member congregations will have a major input to the strategic plan that drives the annual plan and their representatives will approve the annual plan. To implement the annual plan the member congregations will take responsibility for major segments.

When this operating concept is implemented a member congregation would be the Coordinating Congregation and other congregations could be Support Congregations. To put this operating concept in place it generally starts with an individual that is willing to enlist the participation of his/her congregation.

In general the duties of the Membership SC are to ensure that the responsibilities defined in Paragraph 2.1.1 are implemented.

More specifically and in the vein of guidance;

1. The Membership SC Chair should establish a steering team (7-9 persons) to lead the committee. All CRs are expected to perform the role of being the link between their congregation and the cooperatives ministries, the steering team should consist of CRs and others if needed. The CRs not on membership steering team should be involved with the work of the SCs and MAs.

2. The Chair shall be very familiar with all of the processes explained in Section 4 and will ensure that all members of his/her team are equally familiar. Of particular importance are the planning and reporting processes. Adequate and timely planning plus committed leadership are the keys to the success of our cooperative. Reporting performance establishes the creditability for financial support.
3. By August of each year contact each member congregation and arrange to explain the succeeding years ministry plan and supporting budget. The application for membership renewal will be presented at that time.
4. Work with the Strategic Planning Committee to determine when the member congregations will be asked for inputs to the strategic plan. Provide an input to the composition of the survey to be conducted. Follow up with the member congregations to encourage their participation in the survey.
5. As stated in our by-laws, the purpose of the cooperative is to help member congregations increase their capability and capacity to conduct outreach ministries to the community. As an aid to that purpose, generate a description of a model outreach ministry that can be used by congregations to evaluate their outreach ministries.
6. When contacting member and potential member congregations collect the names and contact information of their key personnel. The key personnel positions are identified in the existing management information system (MIS) database.
7. The MIS contains participation information relative to the ministries of the cooperative. The leader will organize the committee to provide the needed information to the ministry area leaders.
8. Visiting teams for members and potential members
9. Scheduling for MA ministries (work with)
10. The leader will ensure that at least two special topic luncheons (or other gatherings) are organized for clergy and key personnel. The topics may address policy matters on which the Leadership Council solicits advise, the ministry areas, special events, etc.
11. The leader will ensure that a list of potential member congregations are maintained. The list will be prioritized from least likely to most likely to join.
12. The leader will ensure that requirements for presentation materials are provided to the Support Services Ministry Team for development.
13. The leader will recruit a member congregation to accept responsibility for implementing the functions of Membership Committee. When that occurs the leader will take the lead to develop Coordinating Congregation Description (CCD) using the format of those already in existence.

3.6 Strategic Planning Standing Committee Leader Job Description

Our by-laws state that our cooperative is “a multi-faith organization whose members seek to grow and maximize their capacity to meet human needs, promote religious, racial and cultural harmony and participate in the public square to improve our community.”

Our desired operating concept is for member congregations to “Plan the work and work the plan”. In our context this phrase means that the member congregations will have a major input to the strategic plan that drives the annual plan and their representatives will approve the annual plan. To implement the annual plan the member congregations will take responsibility for major segments.

When this operating concept is implemented a member congregation would be the Coordinating Congregation and other congregations could be Support Congregations. To put this operating concept in place it generally starts with an individual that is willing to enlist the participation of his/her congregation.

In general the duties of the Strategic Planning SC Leader are to ensure that the responsibilities defined in Paragraph 2.1.1 are implemented.

More specifically they entail:

1. The Strategic Planning SC Chair should establish a steering team (7-9 persons) to lead the committee. All CRs are expected to perform the role of being the link between their congregation and the cooperatives ministries, the steering team should consist of CRs and others if needed.
2. The Chair shall be very familiar with all of the processes explained in Section 4 and will ensure that all members of his/her team are equally familiar. Of particular importance are the planning and reporting processes. Adequate and timely planning plus committed leadership are the keys to the success of our cooperative. Reporting performance establishes the creditability for financial support.
3. In 2014 there is planned a Power of We meeting on the first Thursday of each month (unless change because of a holiday or some other circumstance). All standing committees and ministry areas will attend. Breakout sessions will provide for individual ministry business. The Strategic Planning chair is responsible for ensuring their members are notified and attend.
4. A master plan for all of the activities of our cooperative. The chair is responsible for maintaining the Strategic Planning section.

3.7 Governance Standing Committee Leader Job Description

Our by-laws state that our cooperative is “a multi-faith organization whose members seek to grow and maximize their capacity to meet human needs, promote religious, racial and cultural harmony and participate in the public square to improve our community.”

Our desired operating concept is for member congregations to “Plan the work and work the plan”. In our context this phrase means that the member congregations will have a major input to

the strategic plan that drives the annual plan and their representatives will approve the annual plan. To implement the annual plan the member congregations will take responsibility for major segments.

When this operating concept is implemented a member congregation would be the Coordinating Congregation and other congregations could be Support Congregations. To put this operating concept in place it generally starts with an individual that is willing to enlist the participation of his/her congregation.

3.8 Resource Development Standing Committee Leader Job Description

Our by-laws state that our cooperative is “a multi-faith organization whose members seek to grow and maximize their capacity to meet human needs, promote religious, racial and cultural harmony and participate in the public square to improve our community.”

Our desired operating concept is for member congregations to “Plan the work and work the plan”. In our context this phrase means that the member congregations will have a major input to the strategic plan that drives the annual plan and their representatives will approve the annual plan. To implement the annual plan the member congregations will take responsibility for major segments.

When this operating concept is implemented a member congregation would be the Coordinating Congregation and other congregations could be Support Congregations. To put this operating concept in place it generally starts with an individual that is willing to enlist the participation of his/her congregation.

3.9 Support Services Standing Committee Leader Responsibilities

Our by-laws state that our cooperative is “a multi-faith organization whose members seek to grow and maximize their capacity to meet human needs, promote religious, racial and cultural harmony and participate in the public square to improve our community.”

Our desired operating concept is for member congregations to “Plan the work and work the plan”. In our context this phrase means that the member congregations will have a major input to the strategic plan that drives the annual plan and their representatives will approve the annual plan. To implement the annual plan the member congregations will take responsibility for major segments.

When this operating concept is implemented a member congregation would be the Coordinating Congregation and other congregations could be Support Congregations. To put this operating concept in place it generally starts with an individual that is willing to enlist the participation of his/her congregation.

3.10 Board of Directors Chair Job Description

There is a difference in responsibilities of a board of directors between and non-profit and for-profit organization. This is expressed in the maxim taken from Peter Drucker's book on how to manage a non-profit.

One of our maxims from Drucker's book

People and Relationships

"The non-profit board also plays a very different role from the company board. It is more active and, at the same time, more of a resource....."

The significant difference is in the level of involvement required and time commitment. Achieving excellence for the operation of a non-profit requires that the board of directors contribute beyond policy making and are a major contributor to the labor and financial resources.

Our by-laws state that our cooperative is "a multi-faith organization whose members seek to grow and maximize their capacity to meet human needs, promote religious, racial and cultural harmony and participate in the public square to improve our community."

Our desired operating concept is for member congregations to "Plan the work and work the plan". In our context this phrase means that the member congregations will have a major input to the strategic plan that drives the annual plan and their representatives will approve the annual plan. To implement the annual plan the member congregations will take responsibility for major segments.

When this operating concept is implemented a member congregation would be the Coordinating Congregation and other congregations could be Support Congregations. To put this operating concept in place it generally starts with an individual that is willing to enlist the participation of his/her congregation.

In general the duties of the Board of Directors Chair are to ensure that the responsibilities defined in Paragraph 2.1.5 are implemented.

More specifically and in the spirit of guidance the responsibilities of the board chair are to:

1. Ensure that all service learning opportunities within the board of directors are filled. The concept being pursued is that the ministry area (MA) managers will have a 5 – 7 member steering committee and each specific ministry within the MA will have a 7 – 9 member steering committee. The board chair will work with the Membership SC chair to fill the SLOs.
2. Become familiar with all of the processes described in Section 4 of this document. Generate others germane to best board practices.
3. Deliver deliverables; how to manuals, monthly reports, conversation
4. Execute master plan; changes need to be coordinated with the LC Exec Committee

3.10 Board of Directors Vice Chair Job Description

Although the Board of Directors Chair is responsible for all of the functions of our board a typical arrangement for the division of labor between the chair and vice chair is sometimes referred to as “outside and inside” functions. In our case the “outside functions” are being our spokesperson, presenting our cooperative to the community in general, cultivating our members and seeking new members etc. The “inside functions” entail sustaining the infrastructure. In general this is the concept to be employed in 2014.

Using the above concept the areas of focus for the board of directors vice chair are.

1. The vice chair of the LC is the spokesperson for the cooperative in the absence of the Executive Director and the LC Chair
2. Working with the members of the executive committee and staff the vice chair will prepare, for the LC chair’s approval, the agendas for LC and executive committee meetings.
3. Working with the members of the executive committee and staff the vice chair will support the LC chair in the preparation and conduction of the ministry performance reviews.

Our by-laws state that our cooperative is “a multi-faith organization whose members seek to grow and maximize their capacity to meet human needs, promote religious, racial and cultural harmony and participate in the public square to improve our community.”

Our desired operating concept is for member congregations to “Plan the work and work the plan”. In our context this phrase means that the member congregations will have a major input to the strategic plan that drives the annual plan and their representatives will approve the annual plan. To implement the annual plan the member congregations will take responsibility for major segments.

The Vice Chair is “second in command” for board operations. Therefore she/he has the same responsibilities as the Chair and will assume those duties upon unavailability of the Chair.

3.11 Board of Directors Secretary Job Description

Our by-laws state that our cooperative is “a multi-faith organization whose members seek to grow and maximize their capacity to meet human needs, promote religious, racial and cultural harmony and participate in the public square to improve our community.”

Our desired operating concept is for member congregations to “Plan the work and work the plan”. In our context this phrase means that the member congregations will have a major input to the strategic plan that drives the annual plan and their representatives will approve the annual plan. To implement the annual plan the member congregations will take responsibility for major segments.

When this operating concept is implemented a member congregation would be the Coordinating Congregation and other congregations could be Support Congregations. To put this operating concept in place it generally starts with an individual that is willing to enlist the participation of his/her congregation.

In general the duties of the Secretary are to ensure that the responsibilities defined in Paragraph TBD are implemented.

More specifically and in the spirit of guidance the responsibilities of the secretary are to:

1. Maintains records of the board and ensures effective management of organization's records
2. Manage minutes of board meetings
3. Ensure minutes are distributed to members shortly after each meeting
4. Is sufficiently familiar with legal documents (articles, by-laws, IRS letters, etc.) to note applicability during meetings

3.12 LC/EC Treasurer Job Description

Our by-laws state that our cooperative is “a multi-faith organization whose members seek to grow and maximize their capacity to meet human needs, promote religious, racial and cultural harmony and participate in the public square to improve our community.”

Our desired operating concept is for member congregations to “Plan the work and work the plan”. In our context this phrase means that the member congregations will have a major input to the strategic plan that drives the annual plan and their representatives will approve the annual plan. To implement the annual plan the member congregations will take responsibility for major segments.

When this operating concept is implemented a member congregation would be the Coordinating Congregation and other congregations could be Support Congregations. To put this operating concept in place it generally starts with an individual that is willing to enlist the participation of his/her congregation.

In general the duties of the Secretary are to ensure that the responsibilities defined in Paragraph 2.1.5 are implemented.

More specifically and in the spirit of guidance the responsibilities of the treasurer are to:

1. Manages finances of the organization
2. Administrates fiscal matters of the organization
3. Collaborates with the Support Services Committee in preparation of the annual budget.
4. Ensures development and board review of financial policies and procedures

3.13 Board of Directors – Direct Service Ministry Area (DSMA) Manager’s Job Description

Our by-laws state that our cooperative is “a multi-faith organization whose members seek to grow and maximize their capacity to meet human needs, promote religious, racial and cultural harmony and participate in the public square to improve our community.”

Our desired operating concept is for member congregations to “Plan the work and work the plan”. In our context this phrase means that the member congregations will have a major input to the strategic plan (see the planning process in Section 4) that drives the annual plan and their representatives will approve the annual plan. To implement the annual plan the member congregations will take responsibility for major segments.

When this operating concept is implemented a member congregation would be the Coordinating Congregation and other congregations could be Support Congregations. To put this operating concept in place it generally starts with an individual that is willing to enlist the participation of his/her congregation.

The modus operandi of the board is to name two members as co-managers for each MA. This concept was put in place for assurance that MA leadership would be available at all times. The MA managers shall ensure that all of their specific ministries are implementing their plans in accordance with their section of the annual plan. This is best accomplished by holding monthly meetings of the MA.

In general the duties of the DSMA managers are to ensure that the responsibilities defined in Paragraph 2.1.5 are implemented.

More specifically and in the spirit of guidance the responsibilities of the board chair are to:

1. Ensure that all service learning opportunities within the DSMA are filled. The concept being pursued is that the ministry area (MA) managers will have a 5 – 7 member steering committee and each specific ministry within the MA will have a 7 – 9 member steering committee. The MAs will work with the board chair and the Membership SC chair to fill the SLOs.
2. Ensure that all of the DSMA participants attend the Power of We sessions.
3. Coach the leaders of the specific ministries to ensure that all sessions are effective e.g. have agenda, have their plans available, etc.
4. Become familiar with all of the processes described in Section 4 of this document. Generate other processes needed to plan and implement the DSMA ministries.
5. Ensure that all deliverables are delivered per the annual plan master schedule. Changes to the master schedule must be approved by the LC Executive Committee.
6. Ensure that the reporting process depicted in Section 4 of this document is implemented.
7. Review and update their schedule of deliverables.
8. Search for a coordinating congregation (CC) and prepare a coordinating congregation agreement (CCA); see Appendix.

3.14 Board of Directors – Social Justice Ministry Area Managers Job Description

Our by-laws state that our cooperative is “a multi-faith organization whose members seek to grow and maximize their capacity to meet human needs, promote religious, racial and cultural harmony and participate in the public square to improve our community.”

Our desired operating concept is for member congregations to “Plan the work and work the plan”. In our context this phrase means that the member congregations will have a major input to the strategic plan (see the planning process in Section 4) that drives the annual plan and their representatives will approve the annual plan. To implement the annual plan the member congregations will take responsibility for major segments.

When this operating concept is implemented a member congregation would be the Coordinating Congregation and other congregations could be Support Congregations. To put this operating concept in place it generally starts with an individual that is willing to enlist the participation of his/her congregation.

The modus operandi of the board is to name two members as co-managers for each MA. This concept was put in place for assurance that MA leadership would be available at all times. The MA managers shall ensure that all of their specific ministries are implementing their plans in accordance with their section of the annual plan. This is best accomplished by holding monthly meetings of the MA.

In general the duties of the SJMA managers are to ensure that the responsibilities defined in Paragraph 2.1.5 are implemented.

More specifically and in the spirit of guidance the responsibilities of the board chair are to:

1. Ensure that all service learning opportunities within the DSMA are filled. The concept being pursued is that the ministry area (MA) managers will have a 5 – 7 member steering committee and each specific ministry within the MA will have a 7 – 9 member steering committee. The MAs will work with the board chair and the Membership SC chair to fill the SLOs.
2. Ensure that all of the DSMA participants attend the Power of We sessions.
3. Coach the leaders of the specific ministries to ensure that all sessions are effective e.g. have agenda, have their plans available, etc.
4. Become familiar with all of the processes described in Section 4 of this document. Generate other processes needed to plan and implement the DSMA ministries.
5. Ensure that all deliverables are delivered per the annual plan master schedule. Changes to the master schedule must be approved by the LC Executive Committee.
6. Ensure that the reporting process depicted in Section 4 of this document is implemented.
7. Review and update their schedule of deliverables.
8. Search for a coordinating congregation (CC) and prepare a coordinating congregation agreement (CCA); see Appendix.

3.15 Board of Directors – Race & Culture Ministry Area (RCMA) Managers Job Description

Our by-laws state that our cooperative is “a multi-faith organization whose members seek to grow and maximize their capacity to meet human needs, promote religious, racial and cultural harmony and participate in the public square to improve our community.”

Our desired operating concept is for member congregations to “Plan the work and work the plan”. In our context this phrase means that the member congregations will have a major input to the strategic plan (see the planning process in Section 4) that drives the annual plan and their representatives will approve the annual plan. To implement the annual plan the member congregations will take responsibility for major segments.

When this operating concept is implemented a member congregation would be the Coordinating Congregation and other congregations could be Support Congregations. To put this operating concept in place it generally starts with an individual that is willing to enlist the participation of his/her congregation.

The modus operandi of the board is to name two members as co-managers for each MA. This concept was put in place for assurance that MA leadership would be available at all times. The MA managers shall ensure that all of their specific ministries are implementing their plans in accordance with their section of the annual plan. This is best accomplished by holding monthly meetings of the MA.

In general the duties of the RCMA managers are to ensure that the responsibilities defined in Paragraph 2.1.5 are implemented.

More specifically and in the spirit of guidance the responsibilities of the board chair are to:

1. Ensure that all service learning opportunities within the DSMA are filled. The concept being pursued is that the ministry area (MA) managers will have a 5 – 7 member steering committee and each specific ministry within the MA will have a 7 – 9 member steering committee. The MAs will work with the board chair and the Membership SC chair to fill the SLOs.
2. Ensure that all of the DSMA participants attend the Power of We sessions.
3. Coach the leaders of the specific ministries to ensure that all sessions are effective e.g. have agenda, have their plans available, etc.
4. Become familiar with all of the processes described in Section 4 of this document. Generate other processes needed to plan and implement the DSMA ministries.
5. Ensure that all deliverables are delivered per the annual plan master schedule. Changes to the master schedule must be approved by the LC Executive Committee.
6. Ensure that the reporting process depicted in Section 4 of this document is implemented.
7. Review and update their schedule of deliverables.

8. Search for a coordinating congregation (CC) and prepare a coordinating congregation agreement (CCA); see Appendix.

3.16 Board of Directors – Faith & Spirituality Ministry Managers (FSMA) Job Description

Our by-laws state that our cooperative is “a multi-faith organization whose members seek to grow and maximize their capacity to meet human needs, promote religious, racial and cultural harmony and participate in the public square to improve our community.”

Our desired operating concept is for member congregations to “Plan the work and work the plan”. In our context this phrase means that the member congregations will have a major input to the strategic plan (see the planning process in Section 4) that drives the annual plan and their representatives will approve the annual plan. To implement the annual plan the member congregations will take responsibility for major segments.

When this operating concept is implemented a member congregation would be the Coordinating Congregation and other congregations could be Support Congregations. To put this operating concept in place it generally starts with an individual that is willing to enlist the participation of his/her congregation.

The modus operandi of the board is to name two members as co-managers for each MA. This concept was put in place for assurance that MA leadership would be available at all times. The MA managers shall ensure that all of their specific ministries are implementing their plans in accordance with their section of the annual plan. This is best accomplished by holding monthly meetings of the MA.

In general the duties of the DSMA managers are to ensure that the responsibilities defined in Paragraph 2.1.5 are implemented.

More specifically and in the spirit of guidance the responsibilities of the board chair are to:

1. Ensure that all service learning opportunities within the FSMA are filled. The concept being pursued is that the ministry area (MA) managers will have a 5 – 7 member steering committee and each specific ministry within the MA will have a 7 – 9 member steering committee. The MAs will work with the board chair and the Membership SC chair to fill the SLOs.
2. Ensure that all of the DSMA participants attend the Power of We sessions.
3. Coach the leaders of the specific ministries to ensure that all sessions are effective e.g. have agenda, have their plans available, etc.
4. Become familiar with all of the processes described in Section 4 of this document. Generate other processes needed to plan and implement the DSMA ministries.
5. Ensure that all deliverables are delivered per the annual plan master schedule. Changes to the master schedule must be approved by the LC Executive Committee.
6. Ensure that the reporting process depicted in Section 4 of this document is implemented.

7. Review and update their schedule of deliverables.
8. Search for a coordinating congregation (CC) and prepare a coordinating congregation agreement (CCA); see Appendix.

3.17 Staff Job Descriptions

Currently, three part time employees constitute the paid staff.

3.17.1 Executive Director (ED)

Reporting Relationships – The ED reports to the Board of Directors Chair/Vice Chair and is the supervisor for the other paid employees. Additionally, the ED has a dotted line relationship with the LC Chair/Vice Chair for specified support.

Preamble:

The Interfaith Mission Service is a cooperative, coalition, collaborative of diverse congregations and individuals that are committed to the concept of working together to help each other grow their capability and capacity to engage our community through acts of service.

This being the mission of our cooperative its vision is to be a recognized faith centered builder of a beloved community that is characterized by;

- Poverty, hunger and homelessness are not tolerated
- All forms of discrimination are replaced by a spirit of sisterhood and brotherhood
- Disputes will be resolved by peaceful conflict-resolution
- Economic inequality will be replaced by economic justice

The “working together concept” is implemented via a planning process whereby the owners (congregations/individuals) convene a session(s) to assess the faith and general community needs. The results of this assessment is an input to the five year strategic plan which then guides the generation of an annual plan.

At this stage in the life of our cooperative the service ministries are arranged in four ministry areas; Direct Service, Social Justice, Race & Culture and Faith and Spirituality. Each of these ministry areas have specific ministries under their care and nurture.

The envisioned operating concept is to implement a distributed ministry approach - the execution of the specific ministries would be distributed among the member congregations.

Current examples of this are:

- United Church is the Coordinating Congregation for FOODLine
- Faith Presbyterian is the Coordinating Congregation for Day of Service and Unity
- St. Joseph Catholic is the Coordinating Congregation for JustFaith
- Trinity UMC is the Coordinating Congregation for Daybreak in Alabama
- Trinity UMC is the Coordinating Congregation for Support Services

Major Responsibilities

1. Supervise provide guidance and establish priorities for the other paid staff.
2. Be the spokesperson for the Interfaith Mission Service in the absence of the LC Chair or Vice Chair.

3. Represent the Interfaith Mission Service to community agencies and members of the faith community.
- 4.

Specific Responsibilities

1. Conduct annual staff meeting to ensure that all staff members understand the governance policies, procedures, operational processes and sign certifications to that effect.
2. Meet with staff members to establish annual performance goal.
3. Conduct mid year and end of year staff performance reviews.
4. Provide staff input to the operations processes such as training programs, strategic and annual planning processes and events, etc.
5. Hold staff meetings as necessary to ensure coordination and best practice operations.
6. Aid the Membership Standing Committee to secure Coordinating Congregations for the applicable ministry teams.
8. Provide the Governance Standing Committee with training needs and suggested means for accomplishing the training.
9. Continuously be aware of ways and means for helping congregations grow their outreach capability and capacity. These tools will be described in a document being prepared by the Membership Standing Committee.
10. Provide a staff input to the annual budgeting process.

3.17.2 Director of Ministry Development (DMD) Job Description

Reporting Relationships – The DM reports to the ED

Preamble:

The Interfaith Mission Service is a cooperative, coalition, collaborative of diverse congregations and individuals that are committed to the concept of working together to help each other grow their capability and capacity to engage our community through acts of service.

This being the mission of our cooperative its vision is to be a recognized faith centered builder of a beloved community that is characterized by;

- Poverty, hunger and homelessness are not tolerated
- All forms of discrimination are replaced by a spirit of sisterhood and brotherhood
- Disputes will be resolved by peaceful conflict-resolution
- Economic inequality will be replaced by economic justice

The “working together concept” is implemented via a planning process whereby the owners (congregations/individuals) convene a session(s) to assess the faith and general community needs. The results of this assessment is an input to the five year strategic plan which then guides the generation of an annual plan.

At this stage in the life of our cooperative the service ministries are arranged in four ministry areas; Direct Service, Social Justice, Race & Culture and Faith and Spirituality. Each of these ministry areas have specific ministries under their care and nurture.

The envisioned operating concept is to implement a distributed ministry approach - the execution of the specific ministries would be distributed among the member congregations.

Current examples of this are:

- United Church is the Coordinating Congregation for FOODLine
- Faith Presbyterian is the Coordinating Congregation for Day of Service and Unity
- St. Joseph Catholic is the Coordinating Congregation for JustFaith
- Trinity UMC is the Coordinating Congregation for Daybreak in Alabama
- Trinity UMC is the Coordinating Congregation for Support Services

The role of the Director of Ministry Development is to support the ministry area leaders during the generation of the annual plan and implementation of its goals and activities;

Plan the Work/Work the Plan. The specifics of this role are expressed below.

Vision is to become a training center with the CCs being the trainers for those coming from outside Hsv. Need to be constantly refining the tool boxes.

Major Responsibilities

1. Provide guidance and support to the Ministry Area Managers, Specific Ministry Leaders to ensure that their responsibilities, as described in the Management Manual, are accomplished.
2. Work in harmony with the Executive Director to ensure that all operational activities are well coordinated.

Specific Responsibilities

1. Participate in the annual staff meeting to review and understand the governance policies, procedures, operational processes and sign certifications to that effect.
2. Meet with the Executive Director (ED) to establish the specific goals and their priority for the year.
3. Participate with the ED in a mid year and end of year performance review.
4. Collaborate with the ED to ensure that staff has a comprehensive training input to the training program being developed by the Governance Committee.
5. Ensure that all planning, tracking, evaluation and reporting are accomplished in a best practice manner and on schedule.
6. Working with the Membership Standing Committee and other sources, ensure the Ministry Area and specific ministry teams are staffed by volunteers from the congregations, individual members and/or the general public.
7. Aid the Membership Standing Committee to secure Coordinating Congregations for the applicable ministry teams.
8. Continuously be aware of ways and means for helping congregations grow their outreach capability and capacity. These tools will be described in document being prepared by the Membership Standing Committee.

9. Aid the Ministry Area Manager in preparing budget inputs during the annual planning process.
10. Ensure that educational and publication materials are up to date and any revisions are provided to the Support Services Standing Committee.

3.17.3 Director of Operations (DO)

Reporting Relationships – The DO reports to the ED

Preamble:

The Interfaith Mission Service is a cooperative, coalition, collaborative of diverse congregations and individuals that are committed to the concept of working together to help each other grow their capability and capacity to engage our community through acts of service.

This being the mission of our cooperative its vision is to be a recognized faith centered builder of a beloved community that is characterized by;

- Poverty, hunger and homelessness are not tolerated
- All forms of discrimination are replaced by a spirit of sisterhood and brotherhood
- Disputes will be resolved by peaceful conflict-resolution
- Economic inequality will be replaced by economic justice

The “working together concept” is implemented via a planning process whereby the owners (congregations/individuals) convene a session(s) to assess the faith and general community needs. The results of this assessment is an input to the five year strategic plan which then guides the generation of an annual plan.

At this stage in the life of our cooperative the service ministries are arranged in four ministry areas; Direct Service, Social Justice, Race & Culture and Faith and Spirituality. Each of these ministry areas have specific ministries under their care and nurture.

The envisioned operating concept is to implement a distributed ministry approach - the execution of the specific ministries would be distributed among the member congregations.

Current examples of this are:

- United Church is the Coordinating Congregation for FOODLine
- Faith Presbyterian is the Coordinating Congregation for Day of Service and Unity
- St. Joseph Catholic is the Coordinating Congregation for JustFaith
- Trinity UMC is the Coordinating Congregation for Daybreak in Alabama
- Trinity UMC is the Coordinating Congregation for Support Services

The role of the Director for Operations is analogous is a server in a communications network

Major Responsibilities

1. Must be conversant with how our cooperative functions and all policies, procedures and processes to the extent inquiries can be answered and/or directed to the answers.

2. Provides bookkeeping services

Specific Responsibilities

1. Participate in the annual staff meeting to review and understand the governance policies, procedures, operational processes and sign certifications to that effect.
2. Meet with the Executive Director (ED) to establish the specific goals and their priority for the year.
3. Participate with the ED in a mid year and end of year performance review.
4. Collaborate with the ED to ensure that staff has a comprehensive training input to the training program being developed by the Governance Committee.
5. Perform general office duties such as Voicemail & Email, ☐☐customer relations, directing telephone and other inquires to appropriate agencies or persons
6. Management Information Systems (MIS) – Our MIS is and will be in a state of continuous state of product improvement. Consequently, a the DO is responsible for creating, populating and maintaining our MIS to provide contact information and project management support.
7. Communications – Prepare electronic newsletter, maintain our website, manage registration for events, etc
8. Document production – produce documents generated by other elements of our cooperative. Preferably, drafts of the documents are provided to the DO.
9. Financial Management – Receive and log income, respond with “Thank you letter”, make entries into Quickbooks, maintain time card information and record time to appropriate allocation accounts, . prepare for and participate in annual audits, maintain appropriate information when serving as the fiscal agent for customers, prepare financial statements for board and LC meetings, prepare EOY reports for the Annual reports.

Section 4.0

Operational Processes

Incorporate our treatment of GP 1 in Para. 4.1

4.1 Strategic and Annual Planning

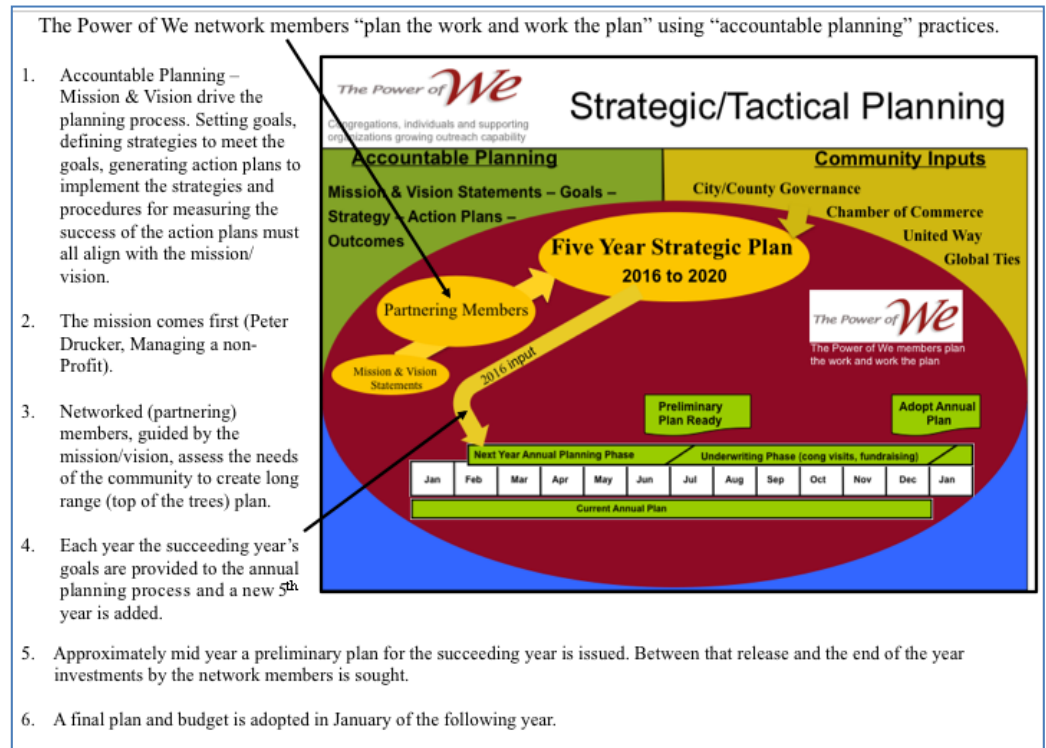
The figure on the right depicts our strategic and annual planning process. The term Accountable Planning is used to make the point that the detail planning should advance the mission and vision of the cooperative. The steps involved to execute the strategic and annual planning processes are:

Strategic Planning

- Step 1. In Feb/Mar the Strategic Planning Committee will notify the board of directors of the next year's strategic goals.
- Step 2. The committee will update the strategic plan using the guidance from, our governing documents, member congregations, community growth and needs assessments and community needs assessment, ministry areas/ministries, individual members and previous five year plan.
- Step 3. The new strategic plan will be presented to the LC for approval in their November meeting.

Annual Planning

- Step 1. In Feb/Mar the Board of Directors will receive the inputs from the Strategic Planning Committee for the next year's annual plan. These inputs will be provided to the Support Services Ministries Area (SSMA) and the planning for the succeeding years annual plan will begin.
- Step 2. The SSMA issues a call for inputs from the other four ministry areas; Direct Service, Race & Culture, Social Justice and Faith & Spirituality.



The planning inputs are provided to the SSMA by using the planning roadmap tool – see appendix. The roadmap tool ensures that the detail plans of the ministries in the ministry areas are designed to advance the mission and vision of our cooperative and adhere to the strategic goals.

The roadmaps are hosted on Google Docs and can be accessed by all of the persons needed to collaborate in the planning of the ministry. Once the documents are ready they are imported to the MIS database. From the database any report imaginable can be developed.

- Step 3. Upon receiving the inputs the SSMA prepares the annual plan and submits the plan to the Board of Directors by Jun/July. The board of directors reviews and comments on the plan. Upon updating by the SSMA the board of directors submits the plan to the LC for approval no later than the August meeting.
- Step 4. In parallel with this planning schedule the Membership Committee plans the ways and means that they will present the plan to the member congregations and individuals. This schedule is necessary to get the information to the member congregations in time for their planning cycle. The member congregations use different fiscal calendars, but the majority use a Jan 1 to Dec 31 cycle

4.2 Coordinating Congregation

The Congregation Coordination Document (CCD) is a tool to give structure to the activities in which a congregation may take a lead role. The steps

- Step 1. To begin, the cooperative's Chief Administrative Officer (CAO) will coordinate the CCD preparation process. Most probably the member of the board of directors responsible for the appropriate ministry area will draft a preliminary CCD.
- Step 2. He/she will work with the coordinating congregation point of contact (POC) to finalize the CCD.
- Step 3. The coordinating congregation POC will gain his/her congregations commitment to execute the responsibilities depicted in the CCD.

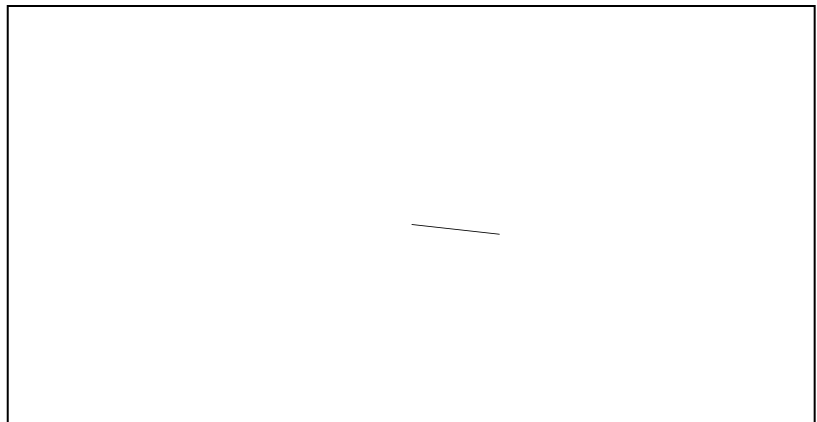
4.3 MIS

Our management information system is affectionately known as **IRIS**

- **I**nterfaith Mission Service
- **R**esource
- **I**nformation
- **S**ystem.

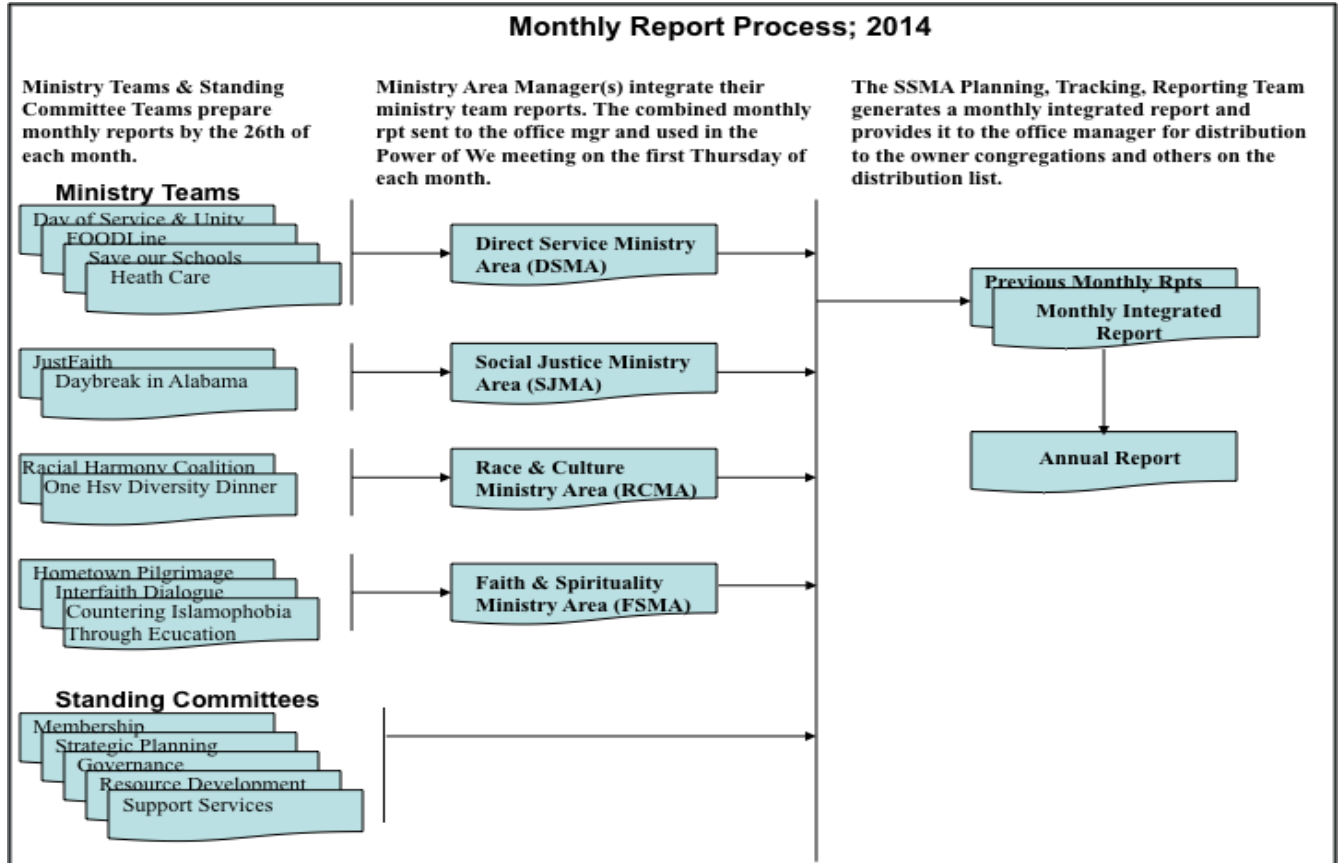
Figure XX is a notional schematic of the system. The LAN (local area network)

connects the office computers, printers and database with the internet represented by the cloud. The three clients connected to the cloud represent remote users. The remote users input their information via defined tools hosted on Google Docs. The information when ready is imported



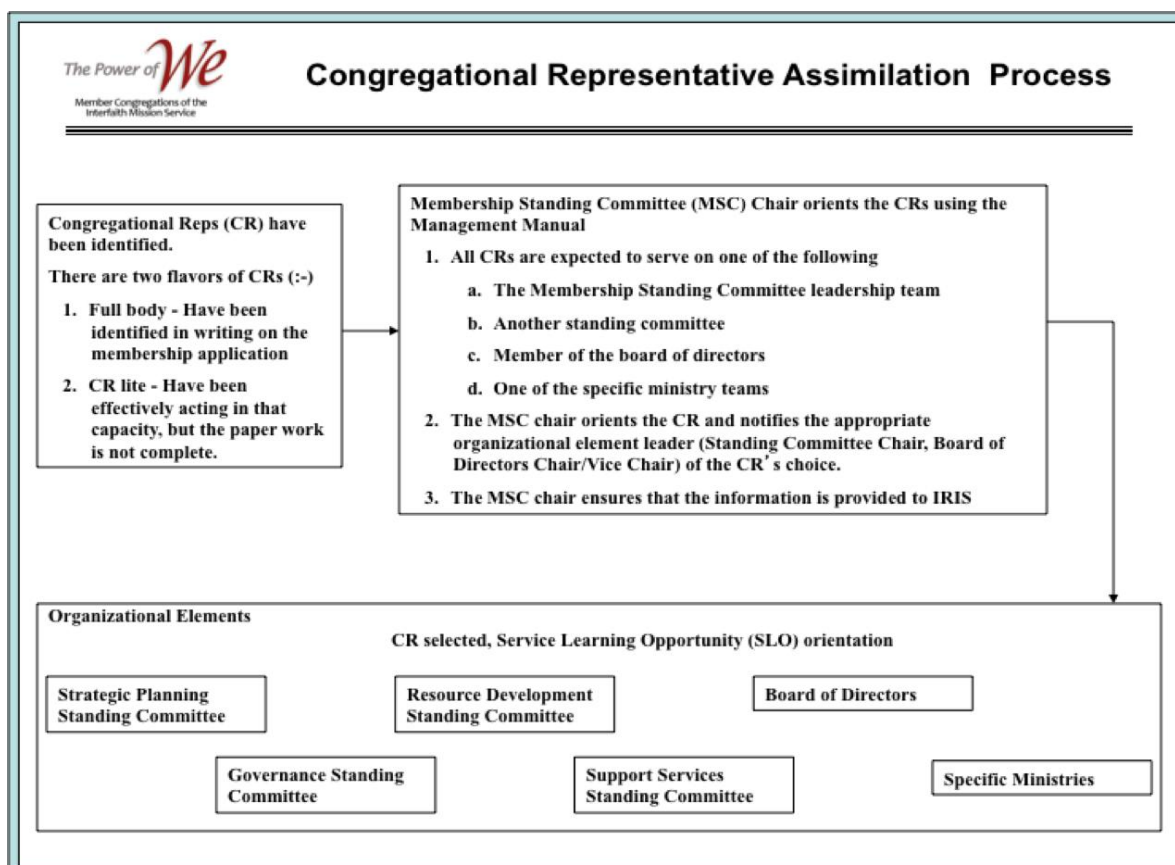
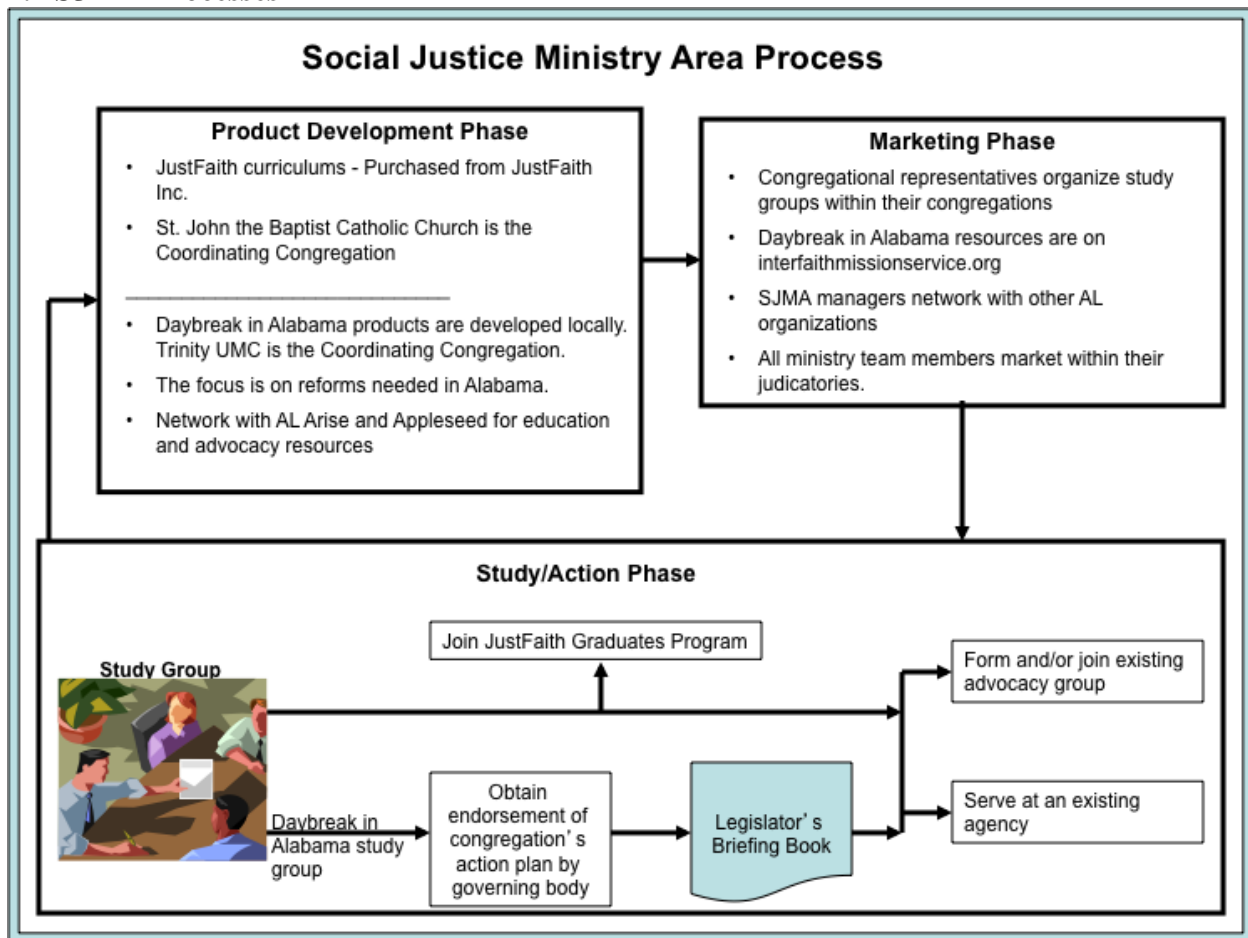
from Google Docs to the FileMaker database. By using the database the achieved information can be exported into a variety of reports.

4.4 Budget Development TBS

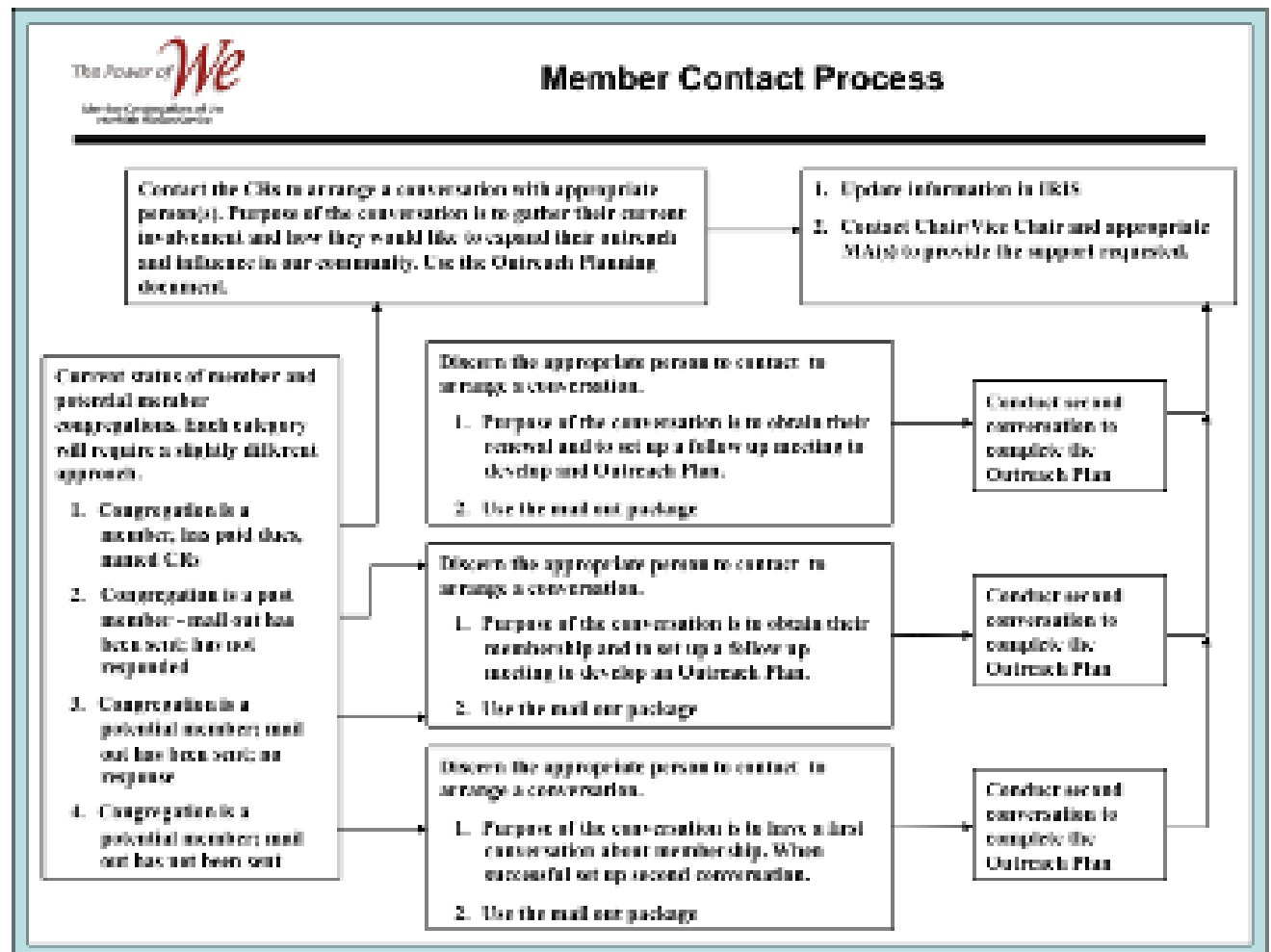


4.6 Generating Daybreak in Alabama Study Guides

4.7 SJMA Processes



4.8 Membership Standing Committee Processes



Study Guide Diagrammed

← Segment 1 - Naming → ← Segment 2 - Framing →

Module 1

Topic Description

Why is the topic part of the conversation in the Public Square?

Module 2

Faith Statement

Arguments supporting the faith community's involvement in the conversation.

Module 3

Major Ideas

A discussion of the major opinions in the Public Square organized as approaches

Module 4

Issue Map

A summary of the ideas and what supporters and critics say.

Segment 3 - Deliberation



Segment 4 - Formulation

Prepare an action plan for congregational endorsement

4.8 Governance Standing Committee Processes

4.8.1 Training Process – Training is one of the two emphases addressed in the Operations Plan Introduction. It is a fundamental to all successful enterprises and must not be left to “on the job training” (OJT) exclusively.

Objective – To have all persons having a leadership role in the operation of the interfaith cooperative be properly skilled for the task.

Training Description – This process build on the results of the nomination process. That is that person in the leadership role has an understanding or the role they have accepted and has made the proper commitment.

There are two levels of training content; a general leadership training applicable to the operation of the enterprise and practical level applicable to the specifics of the leadership role.

Delivery of the training is designed to facilitate the two levels.

General Level – (Org. Architecture, Mission, Vision, Maxims, Planning, Outcome Measures) lecture and practical exercises

Practical Level – (CR, Standing Committees, Board of Director) lecture and practical exercises

4.8.2 Nominating Process

Appendix

ARTICLES OF INCORPORATION

.Interfaith Mission Service

To the Honorable Asford Todd, Judge of Probate in and for the county of Madison, state of Alabama

The undersigned, Charles Vedane, Maurice Belrose, Claude Baldwin, M.B. Eisenstat, Kenneth Stephens and Mrs. Ed Rush, each of whom is of full age, desire to become a body corporate under the provision of the 'Alabama Non-Profit Corporation Act , Title 10, Section 203-263, Code of Alabama' 1940 (Recompiled 1958), and for the purpose herein stated, do hereby file with Your Honor; as Judge of said Court, this our Articles of Incorporation, and we do hereby declare, set forth and certify as follows:

Article I - Name

The name of this organization shall be Interfaith Mission Service, Incorporated.

Article II – Duration

The period of time for which said Corporation is organized is unlimited or perpetual.

Article III - Objectives and Purpose

The objective of the Interfaith Mission Service is to create an organization which is interdenominational and interfaith in nature and without regard for race, creed or national origin.

The purpose of this organization is to represent the affiliated religious community in areas of service to the Greater Huntsville Community; to demonstrate to all concerned parties that social concerns emanate from religious understanding and maturity; and to conduct programs which promote interfaith understanding.

These purposes will be achieved by:

Conducting training sessions and workshops designed to aid the local congregations in understanding their roles in the various religious areas such as social action, interdenominational cooperation, worship, education, etc.

Initiating projects of service which manifest concern for and are in the interest of the community always with the objective of working with and augmenting existing community activities if possible.

Coordinating and uniting with existing projects which are sponsored by the religious community.

Being the agency through which the religious community financially supports projects initiated and/or sponsored by the Interfaith Mission Service.

Participating with other agencies of the community where the participation of the religious institutions is desirable and needed.

No part of the net earnings of the corporation shall inure to the benefit of, or be distributable to its members, directors, officers, or other private persons, except that the corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions and furtherance of the purposes set forth in this Article. No substantial part of the activities of the corporation shall be carrying on of propaganda, or otherwise attempting to influence legislation, and the corporation shall not participate in, or intervene in (including the publishing or distribution of statements) any political campaign on behalf of any candidate for public office. Notwithstanding any other provision of these articles, the corporation shall not carry on any other activities not permitted to be carried on (a) by a corporation exempt from Federal Income tax under Section 501(c) (3) of the Internal Revenue Code of 1954 (or the corresponding provision of any future United States Internal revenue Law) or (b) by a corporation, contributions to which are deductible under Section 170 (c) (2) of the Internal Revenue Code of 1954 (or the corresponding provision of any future United States Internal Revenue Law).

Article IV _ Powers ;

The corporation shall have all powers of non-profit corporations as provided in the "Alabama non-Profit Corporation Act," including, but not limited to, the power to conduct fund-raising activities for the purposes set out above. The general powers of this non-profit corporation shall be:

- (1) To sue and to be sued by the corporate name.
- (2) To have and use a common seal, which it may alter at pleasure; if no common seal, then the signature of the name of the corporation, by any duly authorized officers, shall be legal and binding.
- (3) To receive property, real, personal or mixed, by purchase, gift, devise, or bequest, sell the same and apply the proceeds toward the promotion of the objects for which this non-profit organization is created, or hold any such property and apply the income and profits toward such objects.
- (4) To establish by-laws, and make all rules and regulations not inconsistent with the laws and constitution, deemed expedient for the management of corporate affairs. .
- (5) To appoint such subordinate officers and agents, in addition to the chairman, vice-chairman and secretary, or treasurer, as the business of the corporation may require. ,
- (6) To designate the name of the office and fix the compensation of the officers.
- (7) To borrow money to be used in payment of property bought by it, and for erecting buildings, making improvements, and for other purposes germane to the objects of its creation, and secure the repayment of the money thus borrowed by mortgage pledge or deed of trust, upon such property, real, personal, or mixed, as may be owned by it; and it may, in like manner, secure by mortgage, -pledge, or deed of trust, any existing indebtedness which it may have lawfully contracted.

Article V - Members

Membership in Interfaith Mission Service shall consist of organized religious congregations, with requirements as stated in the By-Laws.

Article VI - Officers and Directors

The names of the officers and directors chosen for the first year and until their successors are duly elected and qualified are as follow

<u>Name:</u>	<u>Office</u>
Charles R. Vedane	Chairman
Kenneth Stephens	Vice Chairman
Mrs. Ed Rush	Secretary
Maurice Belrose	Treasurer
Rabbi M. B. Eisenstat	Member at Large, Clergy
Claude Baldwin	Member at Large, Layman

Article VII - Registered Agent and Office

The name and post office of the registered agent and the location of the registered of the Corporation is Mrs. Ed Rush, 4010 Dunsmore, Huntsville, Alabama 35802.

Article VIII Incorporation

The names and post office addresses of the incorporators are as follows:

<u>Name</u>	<u>Address</u>
Charles R. Vedane	1001 Mira Vista Dr., Huntsville, Ala.
Maurice Belrose	10012 Allison Dr., Huntsville, Ala.
Claude Baldwin	3400 Whitesburg Dr., Buntsv111e' Ala.
Kenneth Stephens	415 Meadow View Dr., Huntsville, Ala.
Mrs. Ed Rush	4010 Dunsmore St., Huntsville, Ala. ;
Rabbi M. B. Eisenstat	10113 Nadina Dr.' Huntsville, Ala. ' "

Article IX – By Laws

The corporation as]~erein provided shall have power to adopt By-Laws for the regulation of its internal affairs and for all other purposes not ' inconsistent with the constitution and laws of the State of Alabama, and with these articles of Incorporation. The corporation may provide in its "" By_Laws the method for the amendment of its By-Laws

Article X - Dissolution

Upon the dissolution of the corporation, the Board of Directors shall, after paying or making provision for the payment of all of the liabilities of the corporation, dispose of all of the assets of the corporation exclusively for the purposes of the corporation in such manner, or to such organization or organizations organized and operated exclusively for charitable, educational, religious, or scientific purposes as shall at the time qualify as an exempt organization or organizations under Section 501 (c) (3) of the Internal Revenue Code of 1954 (or the corresponding provision of any future United States Internal Revenue Law), as the Board of Directors shall determine. Any of such assets not so disposed of shall be disposed of by the Circuit Court of the County in which the principal office of the corporation is then located, exclusively for such purposes, or to such organization or organizations, as said Court shall determine, which are organized and operated exclusively for such purposes.

Article XI - Management and Control

The management and control of this Corporation is hereby vested in the Board of Directors who are authorized to do and perform all acts incidental to the management of said corporation.

IN WITNESS WHERE OF we have herewith set our hands and seals on this the (eighth) day of (September) 1970.

Charles R. Vedane

Maurice Belrose

Rabbi M. B. Eisenstat

Kenneth Stephens

Mrs Ed Rush

Claude Baldwin

By-Laws
Interfaith Mission Service, Inc
Huntsville, Alabama
March 2009

Article One – Identification and Purpose The name of the organization is the Interfaith Mission Service, Inc. It is a multi-faith organization whose members seek to grow and maximize their capacity to meet human needs, promote religious, racial and cultural harmony and participate in the public square to improve our community.

The cooperative will implement this purpose by:

1. Developing the capability to assess and grow the outreach capacity of the member congregations.
2. Developing and maintaining an understanding of the needs of the community.
3. Initiating ministries where gaps in services exist always working cooperatively with existing community organizations when possible.

Article Two-Membership

Membership of the Interfaith Mission Service, Inc shall be in the following categories:

- A. Council Members – Organized religious congregations providing funding in an unrestricted manner in accordance with current dues guidelines will be designated as Council Members and will be entitled to seats on the Interfaith Mission Service Leadership Council as provide for in the current dues guidelines.
- B. Advisory Members – Organized religious congregations providing funding to specific Interfaith Mission Service programs with restrictions will be designated as Advisory Members. Advisory Members are allowed one advisory seat on the Leadership Council (without vote).
- C. Student/Youth Members – Students and young persons may join Interfaith Mission Service by paying dues in accordance with the current dues guidelines. Student/Youth members will collectively elect one member to the Leadership Council.
- D. Individual Members – Individuals may join Interfaith Mission Service by paying dues in accordance with the current dues guidelines. Individual members will collectively elect one member to the Leadership Council.
- E. Supporting Members – Organizations and individuals who provide financial support for Interfaith Mission Service but do not wish to participate in Interfaith Mission Service governance will be designated Supporting Members by payment of the minimum contribution (or more) as provided in the current dues guidelines.

Article Three – Governance

- A. Leadership Council

1. The Leadership Council will be comprised of members as provided for in Article Two of these Bylaws. Representatives appointed by Council Membership organizations will be appointed in writing to the Council and confirmed by the Council. These members shall have terms of two years and they may serve up to three consecutive terms or a total of six consecutive years.
2. Each member of the Council will have one vote with a majority required for the approval of any issue or motion.
3. Meetings of the Council will be open to all member organizations unless the Good Name or Character of any person or organization is being discussed.
4. Each Interfaith Mission Service project or on-going program will have one membership on the Council.
5. Duties of the Council are:
 - a. To elect a Council Chairperson who will preside over meetings and provide appropriate leadership for the accomplishment of the Council's duties including the appointment of the Nominating Committee at the appropriate time for election of Board members.
 - b. To elect a Council Vice Chairperson who will assist the Chairperson in execution of their duties and will preside in the absence of the Chairperson.
 - c. To elect a Secretary who will be responsible for ensuring proper minutes are taken of meetings and published to the Council members in a timely fashion.
 - d. To elect the Board of Directors of INTERFAITH MISSION SERVICE, as provided for in Article Three B.
 - e. Provide strategic planning and direction for the accomplishment of the Interfaith Mission Service mission and goals through approval of plans, programs and actions and the recommendation of budgets and policies to the board of directors.
 - f. Develop and implement plans for the on-going financial support for the organization and its programs.

B. Board of Directors

1. The Board of Directors is the legal owner of and governing body of Interfaith Mission Service programs and funds.
2. The Board of Directors will consist of seven members; the Chairperson, Vice Chairperson, Secretary, Treasurer, Lay Person member at Large, Clergy

Member at Large and a representative of the Huntsville Ministerial Association. The representative of the Huntsville Ministerial Association will be appointed by that body.

3. Directors will be elected by the Leadership Council of Interfaith Mission Service by majority vote. Election of directors will take place between October 1 and December 31st of each year with new directors taking their office on January 1st of the succeeding year. Vacancies on the board will be filled as they arise by a majority vote of the Council. All nominations to the Board will be furnished to the Council at least three days prior to the vote. Directors may not serve for more than six consecutive years.
4. Duties of the Board of Directors:
 - a. To select and employ an Executive Director.
 - b. To establish an annual plan and supporting budget for the operation of Interfaith Mission Service programs, oversee the expenditure of funds in execution of that budget, to safeguard funds and accounts of the organization and to ensure organizational compliance with appropriate laws and regulations to maintain 501(c)(3) non-profit corporation status
 - c. To oversee the operations of Interfaith Mission Service programs and special events.

C. Officers

The officers of Interfaith Mission Service will be as follows:

1. Chairperson of the Board-The Chairperson is responsible for presiding at all meetings and for providing appropriate leadership for the organization. The Chairperson has the authority to appoint special committees that may be required from time to time.
2. Vice Chairperson of the Board-The Vice Chairperson will serve in the absence of the Chairperson and in assistance to the Chairperson.
3. Secretary-The Secretary will ensure that proper minutes of meetings are taken and preserved and published to the members as soon as practical. The Secretary is also responsible for proper notice of meetings and execution of legal documents, as may be required.
4. Treasurer-The Treasurer will have charge of all funds and accounting of Interfaith Mission Service and for establishing policies and procedures to ensure proper accounting of those funds and monies. The Treasurer is responsible for submitting a budget to the board for approval in sufficient time as to execute the programs and plans of Interfaith Mission Service.

Article Four-Attendance and Procedure

- A. Persons participating as members of the Leadership Council who miss three consecutive meetings or miss more than 50% of the meetings without a substantial reason in any one year will be notified by the Secretary. This notification will be copied to the congregation with a request for a replacement member.

- B. Board members who miss three consecutive meetings or miss more than 50% of the meetings in any one year without substantial reason will be removed by the Chairperson and replaced as provided for under Article Three B. 3.
- C. The Leadership Council will meet at least four times each year with proper notice being given to each member prior to the meeting.
- D. The Board of Directors will meet at least quarterly with proper notice being given to each member prior to the meeting.
- E. Quorum for meetings of the Council is 20% of its members.
- F. Quorum for meeting of Board of Directors is 40% of its membership.
- G. Meeting attendance and voting by electronic means is acceptable for all meetings and business except any a vote to amend these By Laws.

Article Five-Amendment of By Laws

Proper amendment of Interfaith Service By Laws must be approved by a vote of 5 of the 7 Board Members at any meeting of the board after written notice has been given to each member of the proposed amendment at 15 days in advance of the meeting. Notice must be given by US mail or confirmed receipt email and must include the changes of the By Laws proposed.

Article Six-Conflict of Interest

- A. Interfaith Mission Service will not do business with any business owned or controlled by a member of the Board of Directors or Leadership Council unless the purchase or contract is negotiated on a bid basis with at least three firms having been solicited to validate a reasonable price.
- B. The Board of Directors will take whatever steps are necessary to insure that no part of the net income of the organization or its operations will inure to the benefit of any member of the Board of Directors, the Leadership Counsel or any other individual.

Article Seven- Dissolution

Upon the dissolution of the organization the Board of Directors will ensure that liabilities are paid or provided for from the assets of the organization and any remaining assets will transfer to such organization or organizations operated exclusively for charitable, educational or religious purposes qualified as a 501(c)(3) non-profit organization under the code of the Internal Revenue Service (or any successor provision of any future IRS code).

I certify that these By Laws were approved by the Board of Directors of the Interfaith Mission Service, Inc by proper vote on _____2009 at Huntsville, Alabama.

Chuck Vedane
President

Attest:
Secretary

The following information is “place holder” info. It will be edited and better organized for publication

1. SAMPLE APPOINTING LETTER

January 15, 2006

Mr. John Doe
Chief Operating Officer
Barley, Childs, & Falls
123 Main Street
Montgomery, AL 36111

Dear Mr. Doe:

Thank you so much for speaking with me Tuesday. I have enjoyed getting to know you these past two years as we have served Leadership Montgomery together. I am honored that the Board elected me as Chair for the 2006-2008 term and I look forward to serving each member. It will be hard to fill Jason's shoes but he has assured me he will be available for all my questions and for advice.

I am appointing you as Chairman of the Development Committee. This committee is one of only six standing committees of our board and as such has a very important role in ensuring adequate financial resources for the implementation of our mission. As I indicated in our conversation Tuesday, your volunteer fund development experience with the and the was the most important factor in my choice and will be very valuable to the LM this year. You were the most qualified candidate and I am especially grateful that you have agreed to provide this leadership to our organization.

Melissa has been appointed as Chairman of our Governance Committee. The Governance Committee will be sending you all of the information you need to get your committee's work started. Melissa is also available to you if you need any further resources or if you have any questions.

John, again I must thank you for your continuing support and time on behalf of the hundreds of volunteers serving the Commonwealth. It is the volunteer leaders like you that make it possible for us to improve outcomes for communities by providing meaningful opportunities to individuals in service to others.

Sincerely,

Jenny
Chairman of the Board
Leadership Montgomery
100 Union Street
Montgomery, AL 36111

From Board Training, Allison Black Cornelius, Trainer

Strategic Planning

“Planning surely has no peer as a vehicle for a board’s exercise of creative, foresightful leadership.” – Douglas C. Eadie.

Time period the plan should cover:

- Typically covers 3-5 years and similarly occurs at these time intervals.
- Can be shorter or longer and incorporated into the existing plan.
- Updated annually through operational, action and/or tactical plans.

What can prompt planning at any time outside the above framework:

- Goals and objectives from previous plan reached ahead of schedule.
- Significant change of leadership within board or CEO positions.
- Dramatic change in org’s financial situation due to unanticipated changes externally.
- Scandal.

Why should we engage in a strategic planning process?

“The most important work of any governing board is to create and re-create the reason for organizational existence. This is not simply the approval of a purpose statement. Nor is this a task done once and forgotten. It is a perpetual obligation, deserving of the majority of the board’s time and energy. It is far more important than any other board undertaking, including budgets, personnel issues, risk management, and even choice of CEO.” - - John Carver.

- Clarify the org’s mission to all stakeholders.
- Assess, reassess, and adjust programs.
- Reaffirm that the org is headed where it wants to go or should be going.
- Focus thinking outside the box.
- Develop framework within which to make difficult programmatic and financial choices.
- Address external uncertainties and change.
- Garner financial support.
- Build teamwork, communication, and expertise among board and staff.
- Measure org effectiveness by incorporating evaluation within the process.

When not to conduct strategic planning:

- Cost of time and financial resources will jeopardize financial stability of org.
- Leadership of the board or staff is not ready.
- Turmoil and conflict exists among board or between board and staff.
- There is significant change in leadership (unless this will help chart a new course).
- Process and plan will create unrealistic expectations.
- Org is in crisis.
- There is lack of org know-how regarding the process or a deficit of strategic thinking.
- The plan is unlikely to be implemented.

7. EVALUATION FORM

- This form is provided as a courtesy to the chairman of every committee.
- Our Board uses an evaluation process to get feedback from volunteers on their experience with our Board and our activities.
- Participation is voluntary and committee members are encouraged to provide their opinions or recommendations through this process.
- This form is sent electronically to all committee members.
- Committee members are instructed to provide confidential feedback only to the Governance Committee.
- The Governance Committee will share any feedback received with the appropriate committee chair.
- Information is always used to learn, not criticize.

Committee Evaluation	Well Done	Needs Improvement	Suggestions
I understood the purpose of this committee.			
I received ample notice of meetings and an agenda in advance of meetings.			
Members were encouraged and prepared to address issues at the committee meetings.			
Our committee had appropriate focus.			
The Board avoided micromanagement.			
A diversity of opinions was encouraged.			
The chair guided the meeting effectively and members participated appropriately.			
Next steps were identified and assigned.			
Attendance was monitored and managed.			
The meetings began and ended on time.			
The location of meetings was convenient.			
The number and length of meetings was appropriate to discharge our duty in this committee.			
I enjoyed my time with this committee.			
Minutes were kept and reports were sent to the board in advance of board meetings.			
I felt our work was valued by the board and our time was used wisely.			

The first step to effective recruitment of any volunteer, and especially a board volunteer, is:

1. identifying what the organization needs and
2. why the need is best filled by an unpaid human resource.

Once these two items are covered then you can begin brainstorming WHO?

The recruitment process includes:

- Developing a profile of the volunteers the organization needs.
- Developing a list of potential volunteers.
- Finding the right people to make the ask.
- Welcoming and orienting the volunteers.
- Providing education and support for the volunteers.
- Managing the volunteer program.
- Appreciating and recognizing volunteers.

This information was pulled from the workshop material and is here as a place holder to determine if we have it covered well enough.

- **Finance Committee Authority and Governance**

- The Chairperson of the Finance Committee is appointed by the Chairman of the Board. The Chairman of the Board delegates appointing authority to the Finance Committee Chair for the remaining members of his/her Finance committee.
- The Finance Committee is a standing (permanent) committee of the Board.
- The Finance Committee is an organizational committee meaning it is comprised of board members, staff of the AVMF, and non-board members. The Chairman of the Board and the Chief Staff Officer are ex-officio members as well.
- The Finance Committee has the authority of the Chairman of the Board to review the fiscal processes and outcomes of the AVMF and to work directly with the Chief Staff Officer or her designee to gain access to those records necessary to carry out this task. Contact with other members of the staff of the AVMF by members of the Finance Committee shall be done only through the Chief Staff Officer. Any requests to staff for work or documentation should be communicated by the committee chair to the Chief Staff Officer.
- Upon appointment, the Finance Committee Chair shall review the job description and outcome expectations of the committee. The Finance Committee Chair may make recommended and/or necessary changes to the job description and outcomes and submit them back to the Chairman of the Board through the Governance Committee. If the Chairman of the Board agrees with the changes, a final job description and outcomes list is adopted by the Chairman and given to the Development Committee Chair. The Chairman of the Board will then distribute the final formal job description of the Finance Committee to the board at large at the next meeting.
- The Chair of the Finance Committee should report back in writing to the Chairman of the Board within 60 days on the progress of the committee. The committee may use the

outcomes measurements as the reporting form to the Chairman or to the board. Minutes must be kept for all Finance Committee meetings, they are not required to be formal.

- All reporting should be in written form.
- Any items that will be reported to the Board of Directors as a whole must be received by the Chairman of the Board and the Chief Staff Officer no later than 21 days before the board meeting at which they are to be presented. Any policy, contracts, or other lengthy documents must be sent far enough in advance to allow staff adequate preparation time for copying and board members ample time to prepare and read them thoroughly; email transmittal is the preferred form for these types of documents.
- All items for board consideration must be marked with one of the following:
 - **I** – Information only; suggestions or changes still welcome.
 - **D** – Decision or vote required – discussion is complete; little or no new discussion; and final decision needed.

The Chair of the Finance Committee may call his or her own meetings between board meetings. A person other than the Finance Committee Chair should be designated to take notes/minutes during meetings. These minutes/notes should be included in all communications to the board.