

# CALVARY BAPTIST CHURCH OF DENVER POLICIES & PROCEDURES

March 2019

## Introduction

Calvary Baptist Church (CBC) of Denver operates under BYLAWS that are adopted by a majority of members at a meeting where a quorum is present (60 active members). Nothing in the Policy & Procedures Manual may conflict with BYLAWS that are in effect.

The purpose of this document is to assist staff and lay leaders in the performance of their roles by giving them an easy-to-read reference for current policies of the church and general procedures that the Council has agreed should be followed.

Sections about the church Treasurer role and Finance Committee were written by Cindy Ponikvar, church Treasurer. Sections about Resource Management were written by Ken DeHate, Chair of the Resource Management Committee.

We hope that this manual gives useful guidance to all who use it.

The Policy & Procedures 2018 Writing Team:

Barbara Carter

Nancy Hoffmaster

Kathy Kron

Jon Mikesell

Norma Wick

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## Document Revisions

Date	Change
1/2019	<p>Accountant capitalized throughout document.</p> <p>Church Council Policies &amp; Procedures:</p> <ul style="list-style-type: none"> <li>• Added Chair of Stewardship Committee &amp; Chair of Nominating Committee to members of Council</li> <li>• Changed At-Large members from Ten to Eight</li> <li>• Added Stewardship to Standing Committees</li> <li>• Added bullet to Nominating Committee for Stewardship Committee</li> <li>• Added Stewardship to list of elected positions on annual Leadership Ballot</li> </ul> <p>Council Officer Procedures, Co-Moderator:</p> <ul style="list-style-type: none"> <li>• Added Stewardship and Resource Management to list of CBC Standing Committees.</li> </ul> <p>Memorial Funds Policy Statements #1:</p> <ul style="list-style-type: none"> <li>• Deleted (as of January 2019)</li> </ul> <p>Nominating Committee Policy Statements #3:</p> <ul style="list-style-type: none"> <li>• Added Resource Management Chair and Stewardship Chair and members</li> </ul> <p>Staff Relations Policy Statements:</p> <ul style="list-style-type: none"> <li>• Added #4</li> </ul> <p>BRC Policy Statements:</p> <ul style="list-style-type: none"> <li>• Added bullet for Chair of Stewardship Committee</li> </ul> <p>Resource Management Committee:</p> <ul style="list-style-type: none"> <li>• Deleted stewardship from 4<sup>th</sup> line</li> <li>• Under Property-Grounds Coordinator #2 &amp; Property Building Coordinator #2, added "...and <b>leads</b> the committee..."</li> <li>• Deleted stewardship coordinator section</li> </ul> <p>Stewardship Committee:</p> <ul style="list-style-type: none"> <li>• Added new section for Stewardship along with policies and procedures.</li> </ul> <p>Financial Request Form:</p> <ul style="list-style-type: none"> <li>• Deleted Stewardship Development from Resource Management</li> <li>• Added Stewardship category and line item of Stewardship Development</li> </ul>
2/2019	<p>Corrected problem with Appendix lettering; moved Financial Request Form to Appendix D</p> <p>Added new Financial Request Form</p> <p>Disbursements/Reimbursements:</p> <ul style="list-style-type: none"> <li>• Amended Procedures #4, #5, #6</li> </ul> <p>Church Council Officer Procedures, Treasurer:</p> <ul style="list-style-type: none"> <li>• Amended #3</li> </ul>
3/2019	<p>Changes to "BYLAW" reference formatting throughout document.</p> <p>Administrative Policies &amp; Procedures: Procedures: Disbursement of Funds:</p> <ul style="list-style-type: none"> <li>• Deleted #11, duplication of Nominating Committee worksheet that is actually Appendix C.</li> </ul> <p>Procedures: Nominating Committee:</p> <ul style="list-style-type: none"> <li>• Reference to Appendix corrected from "D" to "C"</li> </ul>

# Administrative Policies & Procedures

## Fundraising

### Policy Statements

1. Any church group (church school class, ABW, Youth, etc.) must have proposed fundraising activities approved by at least one member of the pastoral staff.
2. Groups must be under Calvary sponsorship.
3. The purpose for which the funds are being raised must align with the mission of Calvary.
4. Fundraising activities may not conflict with special offerings or the stewardship campaign.
5. No fundraising may be conducted nor signs for fundraising displayed in worship areas (narthex, sanctuary, chapel) without prior approval.

### Procedures: Fundraising

- Submit any fundraising proposal to a member of the pastoral staff for approval prior to commencing any activity.

## Staff Credit Cards

### Policy Statements

1. Credit cards are issued to specific staff members.
2. Use of credit cards is reviewed periodically to ensure that provisions herein are followed and that there remains a benefit for staff and the church as a whole.

### Procedures: Staff Credit Cards

1. In the rare event that a personal expense is charged, the staff member is responsible for reimbursing the church for any personal item before the credit card bill is paid by Calvary Baptist Church (CBC).
2. Credit card receipts must be presented in time to enable prompt payment of billing statement and to avoid past due payment penalties.  
  
Receipts should be annotated with the appropriate account number/area to be charged.
3. Credit limits established for each card in CBC's agreement with the bank should not be exceeded absent a process to increase limits under certain circumstances.

## Disbursements/Reimbursements

### Policy Statements

1. The church Accountant prepares, and issues checks for direct disbursements.
2. Accounting records are maintained through the church accounting system.
3. Members seeking office reimbursements must coordinate with the Administrative & Operations Coordinator.
4. In compliance with the latest regulations issued by the United States Internal Revenue Service, Calvary reaffirms its intention to reimburse all staff ministers and other employees for expenses incurred in the exercise of their professional duties.
5. Calvary has adopted an “accountable reimbursement plan.”

By IRS definition, an “accountable reimbursement plan” is a plan, adopted by the church, which reimburses employees for those business expenses that are properly substantiated (amount, date, location, and business purpose), and that requires employees to return excess advances to the church.

- The church reimburses employees for the exact amount of business expenses.
- Covered business expenses include (but are not limited to) automobile expense at a rate per mile not to exceed the maximum mileage rate allowed by IRS; other travel and entertainment; books and subscriptions; telephone; fees and dues to professional organizations and gifts required by professional responsibilities.
- Expenses must be documented (amount, date, location, and business purpose) in a manner and form acceptable to the church Accountant.
- Excess advances (payments to the employee in excess of total documented covered business expenses) must be returned to the church in a timely manner.
- Reimbursements of covered expenses are not reported by the church as taxable income on an employee’s W-2 form.
- Expenses must be documented within 60 days after being paid or incurred, and any excess allowance must be returned to the church within 120 days after the expenses are paid or incurred. Otherwise, the church must indicate the amount in question as part of the employee’s income and report it on the appropriate IRS form at year’s end.

### Procedures: Disbursement of Funds

1. All requests for reimbursement from individuals and new vendors require a voucher form and authorized signature.

If money is budgeted, vouchers for ongoing bills from vendors are not required.

*Authorization for Transfer of Funds*

*Staff Expense Reimbursements*

*Reimbursements for Vendor  
Payment/ Funds Transfer/  
Class Withdrawals*

If it is not clear who authorized the purchase or phone order, payment is withheld until authentication and documentation are received.

2. Two signatures are required on all checks. [See the Treasurer section for details.](#)
3. Monthly reports for all disbursements are given to staff and the Council.
4. The Council has designated four officers as authorized signatories to transfer invested funds, as approved by the Finance Committee or for cash management under the supervision of the Finance Committee.
5. The designated signatories for transferring funds are the Co-Moderators, Secretary, and the Treasurer.
6. For written transactions of invested funds, any two of the four signatories are required.
7. Telephone or electronic transfers may be made by one authorized signatory with written pre-approval by a second authorized signatory.
8. Reimbursement is limited to amounts included in the church budget.
9. Approved amounts are confirmed to each eligible staff person following budget adoption.
10. Reimbursement requests for Vendor Payment/ Funds Transfer/Class Withdrawals or volunteers who have prior approval for church expenses, must be done by completing an Expense Report form located in the office. See [Appendix D, Financial Request Form.](#)
11. Completed forms must be given to the church Accountant.

**Key Card**

**Policy Statements: Key Card**

1. Key Cards are used for church entry.
2. Key Cards are given out by the Administrative & Operations Coordinator to members and others who must have them for work at Calvary.

**Procedures: Key Card**

1. A key card may be obtained from the Administrative & Operations Coordinator.
2. If the key needs to be replaced, there is a fee of \$10.00.

**Policy Statements**

**Calvary Equipment & Office  
Supplies**

- Members of Calvary, with permission, may borrow office supplies, use the office copier, and Calvary equipment for church use.

### **Procedures: Equipment & Office Supplies**

- To borrow office supplies, use the office copier and other Calvary equipment for church use, ask permission from the Administrative & Operations Coordinator.

## **Room Reservations**

### **Policy Statements**

- Space for room reservations are made on a first come first serve basis.

### **Procedures: Room Reservations**

- Anyone wishing to make Calvary room reservations may do so by talking with the Administrative & Operations Coordinator.

## **Kitchen Use**

### **Policy Statements**

- Church members can use the church kitchen with permission.

### **Procedures: Kitchen Use**

1. If church members plan to use the church kitchen, check with the Administrative & Operations Coordinator for availability.
2. Contact the church hostess if you or a group need help in the kitchen.
3. Follow all posted directions in the kitchen.

## **Sanctuary Flowers**

### **Policy Statements**

- Flowers for the sanctuary are arranged with the Administrative & Operations Coordinator.

### **Procedures: Sanctuary Flowers**

1. Payment for purchased flowers is made to the church through the Administrative & Operations Coordinator.
2. If the donor of flowers wishes to pay a tribute to an individual or occasion in the Order of Worship, the tribute wording must be sent to the Pastor of Communications by Monday before the Sunday when flowers are on the chancel.

## **Signage and Postings**

### **Policy Statements**

- Placement of signs and postings must be approved.

### **Procedures: Signage**

- The Administrative and Operations Coordinator must approve the placement of all signs and postings prior to implementation.
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# Communications Policies & Procedures

## Communications Policy Statements

These policies apply to anyone representing Calvary Baptist Church in Denver, Colorado, whether they be pastoral staff, lay leadership, or a member of the congregation.

1. All pastoral staff maintains the ability to edit the main website and newsletter, but the Pastor of Communications retains the right to be the main point of contact for all communication decisions and requests.
2. Calvary Baptist Church limits the use of its publications and marketing materials to the purpose of promoting the mission of the church. Church members or outside persons may not use church communications to promote their personal or business agenda without explicit permission of Pastor of Communications and pastoral staff.
3. The staff member in charge of youth ministry is responsible for managing communications to youth and youth families.
4. Any mass communication using the church name without the permission and knowledge of the Pastor of Communications is not allowed.
5. Pastor of Communications serves as the Editor of all publications. Pastoral staff may also edit. They retain the right to edit, change or remove materials that they deem inappropriate or unnecessary.
6. Inappropriate materials, as deemed by the Editor, will not be published.
7. Calvary Baptist Church does not use its communications tools to endorse any political candidate or agenda.
8. These policies do not apply to private communications between church members, lay leaders, and pastors.
9. Anyone posting on Calvary Baptist's social media as Calvary is only allowed to do so after being authorized by the Pastor of Communications. Any inappropriate posts on Calvary's pages will be immediately deleted. Pastoral staff is allowed to post as they see fit.
10. Church committees must communicate with the church office regarding all meetings, events, and programs.
11. Special marketing support for events or programs requires at least one month's lead time.
12. The Pastor of Communication supports communications for committee programs with brainstorming, strategic planning, and publicity.
13. Committees and Ministry Teams, working with the Pastor of Communication, should review and update their website pages, related programs, and photos at least once a year.

*Social Media*

*Committee Communication*

*Marketing*

*Website updates*

## **Procedures: Communications**

*E-News (Electronic Newsletter)*

1. E-News is sent out via Mailchimp once a week on Friday mornings.
2. E-News submissions should be sent via email and need to be sent the Monday prior (four days ahead of time) to publication.
3. The Pastor of Communications reserves the right to deny publication of submissions if deemed inappropriate or inaccurate.

*Order of Worship*

4. Worship order and participants are decided on Monday by pastoral staff.
5. Submissions for announcements must be submitted in writing/email to the church office by noon on Tuesday.
6. Pastor of Communications contacts participants and edits/adds changes.
7. Order of Worship (OOW) is printed on Thursdays.

*Prayer List*

8. A new prayer list is updated and printed for outside the office on Monday. Additions to the prayer list can be submitted in email, via a pastor, or the website.
9. Prayer list in the OOW is left up to the discretion of the pastor of communications or office staff.

*Announcement Slideshow*

10. Submissions for the slideshow must be specifically submitted to the Pastor of Communications (i.e., not all e-news items are made into slides automatically).

*Committee Communication*

11. Committees must communicate with the church office about all meetings, events, programs, or anything else requiring set up.  
Information must include:
  - Date, time, place
  - Specific set up needs, including table and chair set up, audio or visual requirements, and childcare needs.
12. The church office must also be notified about off-site events.

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## **Church Council Policies & Procedures**

<b>Council</b>	<b><u>Policy Statements</u></b>
<i>Council Authority</i>	<ol style="list-style-type: none"><li>1. The name of the board of directors of the Calvary Baptist Church of Denver is the Council. (Authorization: BYLAWS, Article 8).</li><li>2. The Council has the authority and responsibilities granted to trustees and boards of directors under Colorado nonprofit corporation law.</li></ol>
<i>Who can vote?</i>	<ol style="list-style-type: none"><li>3. The voting members of the Council are: (BYLAWS, Section 8.2)<ul style="list-style-type: none"><li>▪ Co-Moderators</li><li>▪ Secretary</li><li>▪ Treasurer</li><li>▪ Chair of Resource Management Committee</li></ul></li></ol>

- Chair of Staff Relations Committee
  - Chair of Stewardship Committee
  - Chair of Nominating Committee
  - Eight At-Large members
- Note: Senior Pastor is a non-voting member.
- Qualifications*
4. All Council members must be: (BYLAWS, SECTION 8.2)
    - Members of the congregation
    - Participants in the church's programs and worship services
    - Supporters of the church financially (givers of record)
    - Providers of service without remuneration, other than the Senior Pastor.
    - Council members cannot serve more than four consecutive years in the same position without an intervening year out of office or unless filling an unexpired term.
- Duties*
5. The Council oversees all standing committees: Resource Management, Finance, Stewardship, Nominating, and Staff Relations.
    - The Council recruits Nominating Committee Chair and members, and the Staff Relations Committee Chair and members.
    - The Nominating Committee nominates the Chair and members of the Resource Management Committee.
    - The Nominating Committee nominates members for the Finance Committee.
    - The congregation elects Resource Management, Finance, Stewardship, Nominating, and Staff Relations Committee members and Chairs as part of the annual Leadership Ballot.
  6. The Council must review and recommend to the congregation a budget for consideration at the annual meeting.
  7. Independent reviews of CBC financials must occur at least every three years.
  8. Council members are expected to attend all meetings. (See [Procedures: Council: Procedure #7.](#))
- Officers*
9. Church Council Officers are: (BYLAWS, Section 4.1)
    - Co-Moderators
    - Secretary
    - Treasurer
- Executive Committee*
10. Executive Committee is:
    - Senior Pastor
    - Co-Moderators
    - Treasurer
    - Others deemed necessary

## **Procedures: Council**

- Meetings*
1. One week prior to Council meetings, the Executive Committee plans key topics, presentations, and business for each meeting.
  2. Co-Moderators must be notified of agenda items at or before the Executive *Committee meeting*. If last minute needs arise, let a Moderator know so the agenda can be adjusted.
  3. One of the Co-Moderators sends the meeting agenda to Council members via email prior to the Council meeting.
  4. The Council must meet to organize within one month after the annual meeting. After the organizational meeting, the Council meets at least six times a year.
- Attendance*
5. A quorum must be present to hold an official Council meeting.
  6. A majority of Council members, plus one, constitutes a quorum.
  7. Each Council member should attend all meetings but may have up to three excused absences or two unexcused absences before Co-Moderators recommend action.
    - a. Council members unable to attend a Council meeting should notify a Co-Moderator as soon as possible.
    - b. A member may be removed from Council by a two-thirds vote of the Council.
    - c. The Council Secretary places handouts of meeting materials in mailboxes of absent Council members.
- Motions*
8. Motions: Written motions are helpful, but not required.
    - a. Motions coming from a committee should begin with the statement:  
*Upon recommendation of the (name of) Committee, I move . . .*
    - b. Committee motions do not require a second; motions coming from the floor do require a second.
- Budget Process*
9. The Budget Reconciliation Committee must present a balanced operating budget with a recommendation for approval to a Council meeting prior to the Council presenting it to the Congregation at the January congregational meeting.
- Leadership Ballot*
10. At least two weeks before the Annual Meeting, Council must approve the ballot for church leadership for the coming year. (BYLAWS, Section 9.6.2.2)
    - Council provides nominees for church officers (Co-Moderators, Secretary, Treasurer) plus Chairs and committee members of the Staff Relations Committee and the Nominating Committee.
- Policy & Procedure Annual Review*
11. Council asks committees to review and update their respective sections of the Policies and Procedures manual annually.
    - a. Committees submit proposed changes to Council Secretary for distribution prior to Council meetings.
    - b. Approved changes are distributed to Council members and are available to anyone the revision impacts.
    - c. The Policy and Procedure manual is available online and updated as needed.

12. Early December is the deadline for church officers and committee Chairs on the Council to submit annual reports to the Administrative & Operations Coordinator or Pastor of Communications for inclusion in the Annual Report.

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## Church Council Officer Procedures

### *Co-Moderator*

A Co-Moderator presides over the following meetings and performs the respective duties as listed below:

#### **Annual Meeting:**

- a. Prepares the agenda for the annual meeting, which must be held in January of each year.
- b. Determines that the required quorum of 60 active members is present.
- c. Ensures the following primary business **MUST** occur:
  1. Adoption of the budget
  2. Presentation of written Annual Report
  3. Election of officers and leadership teams
  4. Report on the most recent financial independent review.

*Note: Revision of the BYLAWS (notice to congregation required) and any other church business MAY be conducted at the annual meeting.*

#### **Business Meetings:**

- a. Presides over all congregational meetings at which business is to be conducted as set forth in the BYLAWS. Examples include: calling the Senior Pastor, approval to borrow money, revision of by-laws.
- b. Ensures sixty active members are present for a quorum.

#### **Council Meetings:**

- Prepares the agenda for and presides over regular Council meetings.

The agenda may include review of Council and congregational meeting minutes, financial reports, staff reports, ministry reports and discussion/action on other business items.

#### **All CBC Standing Committees:**

- Serves as ex-officio member of all standing committees (i.e., Finance, Stewardship, Nominating, Resource Management, and Staff Relations). As such, he/she should learn the work of all committees and build a good working relationship between them and Council members.

**BYLAWS:**

- a. Upholds the BYLAWS as do all who serve as church leaders.
- b. Reviews the BYLAWS as needed, coordinating this review process, and appointing a BYLAWS review committee, if required.

*Note: Revision of the BYLAWS (notice to congregation required) MAY be conducted at the annual meeting.*

**Reports:**

- Must prepare a written annual report of the business conducted by the Council for presentation to the congregation at the annual meeting.

**Nominating and Staff Relations Standing Committees:**

- Coordinates the recruitment and nominating activity for these standing committees.
- The Council prepares the slate of proposed members for these committees.

*Secretary*

1. Keeps a record of all church proceedings, including Council meetings.
2. Prepares official correspondence.
3. Preserves all documents, papers and letters received during the calendar year, delivering them to the church office following the annual meeting or within ten days after leaving office.
4. Distributes copies of the Council meeting minutes to Council members; places copies on the Church kiosk; and posts on the bulletin board.

*Treasurer*

1. Serves as the custodian of church funds.
2. Understands and monitors accounting and reporting systems.
3. Organizes the weekly rotation of check signing by the Treasurer, Co-Moderators, Secretary, designated accounting office volunteers, and if needed, a designated staff member. Two signatures are required on each check.
4. A review of each transaction and supporting documents and approvals for the disbursement must be completed for each check.
5. Organizes the rotation of two Committee members, including the Treasurer, to collect offerings received from any congregational service wherein an offering is taken.
  - a. The members count only the paper and coin currency that is loose in the plates, recording results on a slip of paper.
  - b. Each counter signs the paper and puts it into the money bag along with all cash, envelopes, and checks from the offering plates.
  - c. The money bag is locked and placed in agreed upon location.
6. Provides complete access to all financial records to those conducting the independent financial review.

*Treasurer (continued)*

7. Confirms that the separation of accounting duties provides for good internal control.
8. Monitors financial operations of the church and church programs, including investments.
9. Reviews bank statements, bank reconciliations, and cash disbursements on a regular basis.
10. With the church Accountant, monitors compliance with tax authorities in order to maintain 501(c)(3) status.
11. Periodically reviews the church's bank relationships.
12. Oversees receipt and disbursement of all monies, in accordance with BYLAWS, Article 11.
  - Together with the Senior Pastor, oversees the work of all personnel in accounting and related fiscal management.
  - With advice from other members of the Finance Committee and within parameters set by the BYLAWSs and the Council, makes decisions on report format, the accounting system and fund management.
13. Reports regularly to Council and the congregation, providing a summary of the transactions of the funds held by the church and the status of those funds. (BYLAWS, Section 4.8)
  - Receives and reviews all reports produced by accounting personnel.
  - Reviews financial reports with the Finance Committee and the Council.
  - Provides financial reports and related information to the church congregation periodically.
  - Arranges for all financial related questions to be answered with transparency.
  - Ensures that appropriate corrections are made to financial statements, books, and records.
  - Provides fiscal management leadership in decisions and actions based on information in financial reports.

Examples: Monitoring cash flow, responding to concerns in pledges receivable and other income, and taking corrective action necessary to compare actual disbursements to budget.

  - Reviews a statement of all delinquent accounts payable, if any, at the close of the church year and reports to the Finance Committee.
  - Monitors cash flow to ensure the timely payment of obligations and the investment of available cash.
14. Chairs the Finance Committee, serving as a voting member of the Council.
  - Ensures that signatories for the Church's bank accounts and the Church's mutual fund accounts are current.
  - Contacts banks and/or mutual funds to update their records when signers are no longer in office.
  - Assists in preparing the annual budget for the operating fund.

- Assists with and supports the annual campaign to underwrite the budget for the operating fund.
  - Provides business and fiscal management leadership in making decisions and plans.
  - Provides cash flow information to the Finance Committee and the Council.
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# Standing Committee Policies & Procedures

## Standing Committees

### Policy Statement

- Chairs of standing committees may serve two terms as Chair in addition to the term or terms as committee members.

## Finance

### Policy Statements

*Who is on the committee?*

1. The Finance Committee is comprised of the church Treasurer, who chairs the committee, and two to four at-large members.

The Senior Pastor and church Accountant are ex-officio members.

*Responsibilities*

2. The committee is responsible for reviewing Calvary's financial records.
3. The CBC Finance Committee oversees management of the Endowment and associated investments.

### Procedures: Finance Committee

1. Meets regularly, usually monthly, and conducts a rigorous review of Calvary's financial records from the previous reporting period.
2. Publishes a quarterly report to the congregation showing Calvary's financial position for the preceding period.
3. Administers and distributes all property received into and maintained in the Calvary Endowment Trust and, as such, acts as trustee of the trust (see [Appendix A](#), Calvary Endowment Trust, for trust details and trustee responsibilities).
4. Furnishes investment discretion in managing the portion of the Endowment Trust available for investment to allocate assets among equities, fixed income securities, and cash equivalents.  
  
Monitors funds to ensure compliance with investment objectives, risk tolerance, goals, and endowment guidelines (see [Appendix B](#), Investment Policy Statement).
5. Adjusts and makes recommendations for adjustments to the operating budget during the year.  
  
For changes less than \$10,000, the Finance Committee adjusts on its own authority, giving notice to the Council. For changes greater than \$10,000, the Finance Committee makes a recommendation for Council approval. In both cases, the totals in revenue and disbursements must remain unchanged. If changes between committees and/or salaries are involved and the total exceeds \$10,000, notice of these changes must be posted.
6. Studies monthly reports of revenue and disbursements and, should the committee judge corrective budget adjustments are needed to avoid a year-end deficit, makes

recommendations to the committee that has a potential funding deficiency for appropriate action and then to the Council for approval.

7. Provides, at least annually, a summary report of the transactions of other funds held by the church, including the status of those funds.
  - Ensures responsible administration of all other funds (i.e., Endowment Fund, temporarily restricted and permanently restricted funds) in accordance with purposes and restrictions. (BYLAWS, Section 7.1; BYLAWS, Article 11)

*Classes of Funds  
(Gifts, Bequests)*

**Policy Statements**

Calvary has three classes of funds:

1. Unrestricted funds are assets, gifts, offerings, bequests, and program revenues that are available for operations. All contributions are considered unrestricted unless specifically restricted by the donor.
2. Temporarily restricted funds include accounts with donor-imposed restrictions. These funds are disbursed in accordance with the conditions specified by the donor.
3. Permanently restricted funds include accounts that have a permanent donor-imposed restriction requiring that the funds be held permanently but permitting the church to spend the earnings derived therefrom, in accordance with BYLAWS, Sections 11.2 and 11.4.

**Procedures: Unrestricted Bequest/Gift of \$1,000 or More**

*Unrestricted Bequest/Gift of \$1,000  
or More*

1. Fifty percent of all unrestricted bequests/gifts of \$1,000 or more are deposited into the Resource Management Building Repairs/Maintenance Fund.
2. The Senior Pastor, acting with the church Accountant, informs the church Treasurer and the Finance Committee of all unrestricted bequests/gifts and makes recommendations on the use of the remaining 50 percent. The church Treasurer submits the recommendations of the Senior Pastor for approval at the next scheduled Council meeting. The Council may then designate the gift in the manner it deems appropriate.
3. If any area of ministry identifies a large building repair or replacement project, it should be presented to Resource Management Committee for approval. The Chair of Resource Management may also bring to Staff his/her recommendation for a large building repair or replacement. In either case, requests for building repair or replacement purchases are discussed with the church Accountant to ensure that proper funds are available for use. When possible, items may be budgeted for repair in the future. If an item is an emergency and not within the annual budget, then the Accountant will help Staff and Resource Management Committee understand the financial situation. A capital campaign to raise the

required monies may be necessary, or it may become necessary to take out a bank loan.

4. The church Accountant makes and keeps a record of all unrestricted bequests/gifts and Council designations regarding their use.

**Procedures: Unrestricted Bequest/Gift under \$1,000**

*Unrestricted Bequest/Gift under \$1,000*

1. Gifts under \$1,000 can be allocated to any existing fund at the discretion of the Senior Pastor.
2. The Senior Pastor, along with the church Accountant, informs the church Treasurer and the Finance Committee of all bequests under \$1,000 and their allocation. The church Treasurer informs the Council of the bequest and allocation.
3. The church Accountant creates and maintains a record of all unrestricted bequest/ gifts under \$1,000 and their use.

**Procedures: Temporarily Restricted and Permanently Restricted Bequest/Gift**

*Temporarily Restricted and Permanently Restricted Bequest/Gift*

1. The Senior Pastor, acting with the church Accountant, informs the church Treasurer and the Finance Committee of all bequests and gifts with restrictions designated by the donor. The church Treasurer informs the Council of the gift and restrictions.
2. The church Accountant creates and maintains all pertinent documentation related to the gift and its restricted use.

*Endowment Trust*

See [Appendix A](#), **Calvary Endowment Trust.**

*Memorial Funds*

**Policy Statements**

1. Memorial Funds is a sub-committee of the Finance Committee.
2. All monetary gifts received in the Memorial Funds must benefit the ministry of Calvary Baptist Church.
3. Memorial gifts are undesignated unless designated for a specific purpose. When possible, survivors of the deceased approve funds.
4. The Memorial Funds Chair is a member of the Finance Committee, nominated by the Nominating Committee at the suggestion of the Finance Committee. Term is the same as Finance Committee members.

**Procedures: Memorial Funds**

Committee:

1. Receives records from the Accountant of all monies given as Memorial Funds and provide an account of each expenditure to the Finance Committee.
2. Administers Memorial Funds and reports to Finance Committee.
3. Maintains records for all receipts and expenditures.

4. Promotes the use of Memorial Funds at various intervals and educates the congregation on their existence and use.
5. Oversees acknowledgement of all gifts.
6. Notifies survivors of the deceased of the receipt of all gifts.
7. Makes monthly reports to the Finance Committee and provides an annual report to the church.
8. Keeps Memorial Album updated and displays it by the library.

## **Nominating Committee Policy Statements**

1. Policy (BYLAWS, Section 9.6) The Nominating Committee consists of at least three active members nominated by the Co-Moderators and elected by the congregation at the January congregational meeting. The Chair is so designated when elected.
2. (BYLAWS, Section 8.2) Nominees for Council positions must be active members of Calvary, support the church financially, and serve in these positions without remuneration. No Council member may serve more than four consecutive years in the same position without an intervening year out of office or unless filling an unexpired term. Terms of office of Co-Moderators are in the BYLAWS, Section 4.2.1.
3. (BYLAWS, Section 9.3, 9.4, 9.7) The Nominating Committee nominates at-large Council members, Finance committee members, Resource Management Chair and committee members, and Stewardship Chair and committee members.

## **Procedures: Nominating Committee**

1. Committee meets in July or August to begin the process of finding nominees for positions to be elected at the January congregational meeting. (See [Appendix C, Nominating Committee Recruiting Worksheet](#).)
  - a. Nominating Committee Chair determines that Chairpersons of standing committees affirm that their committee members who are completing their first terms have served satisfactorily. If persons have served satisfactorily, the Nominating Committee contacts the members and asks them to serve a second term.
  - b. Committee members contact all persons currently in the middle of their two-year terms to verify that they plan to complete the current two-year term.
2. In September or October, the Nominating Committee meets to determine what positions will be vacant.
  - a. The Committee creates a list of eligible nominees for each vacant position.
  - b. The church Accountant must approve all potential Council nominees as givers of record before they are called and invited to serve.
  - c. Nominating Committee members call potential nominees until there is a person named for each position.
3. At the December Council meeting, the Nominating Committee provides the Council with a complete Leadership Ballot that

includes eligible names for all positions to be elected at the January Congregational Meeting. Council must approve the Ballot.

4. The Council-approved Ballot is made available to the congregation at least two weeks prior to the January Congregational Meeting.
5. In January, the Nominating Committee Chair or designee presents the Ballot for approval at the Congregational Meeting.
6. The Nominating Committee makes nominations to Council to fill vacancies that occur between congregational meetings for positions for which the Nominating Committee is responsible. (BYLAWS, Section 9.6.2.3)

## **Staff Relations**

### **Policy Statements**

1. (BYLAWS, Section 9.2) Refer to current BYLAWS for membership and terms of office for the five members including the Chair of Staff Relations Committee.
2. The Committee serves as a confidential sounding board for the staff and the congregation. The Committee, in consultation with the Senior Pastor:
  - a. Oversees all staff salary and benefits packages, reviews the employment of staff members, and assures staffing expenses remain within the approved budget limits.
  - b. Serves as advocate for staff health, support, development, and renewal.
  - c. Upon the Senior Pastor's request, provides support for the Senior Pastor regarding staff performance issues and concerns, including documentation of any disciplinary actions.
3. The Committee develops and sustains relationships between staff members and church members.
4. The Committee recommends an Interim Senior Pastor to Council for approval.

### **Procedures: Staff Relations**

Committee Chair sets meetings monthly, or as needed, that fit the members and the Senior Pastor's schedules.

The Committee:

1. Invites each full-time staff member to at least one Staff Relations Committee meeting each year. Other staff members may be invited as time allows.
2. Confirms with the Accountant the accuracy of payroll at the beginning of each fiscal year and confirms accuracy of any payroll changes made throughout the year.
3. Annually reviews and updates the Ministerial Staff Member Handbook, the Administrative Staff Member Handbook, and the contractor policies.

4. Annually evaluates and updates staff structure and job descriptions.
5. Reviews and oversees annual performance evaluations of staff members by the Senior pastor.
6. Assists with Annual Congregational Meeting and dinner as needed.
7. Assists in welcoming, farewell, and other special events for staff members.
8. Provides support to staff as needed. (i.e., household needs for new pastors)
9. Receives complaints pertaining to staff, preferably after the complainant discussed the problem with the Senior Pastor.

## **Budget Reconciliation (BRC)**

### **Policy Statements**

1. The BRC is comprised of the following members:
  - Co-Moderators
  - Treasurer
  - Chair of Staff Relations Committee
  - Chair of Resource Management Committee
  - Chair of Stewardship Committee
  - Senior Pastor
  - At least one at-large member of the Finance Committee
2. The Budget Reconciliation Committee (BRC) prepares a proposed operating budget on a timely basis to promote planning, staffing, and programming for the subsequent year. (BYLAWS, Section 9.5)
3. The proposed budget balances income and expenses. (BYLAWS, Section 9.5.2)

### **Procedures: Budget Reconciliation Committee (BRC)**

#### *Budget Planning*

1. The BRC convenes no later than two weeks after commitment Sunday to give adequate time for budget planning.
2. The BRC must present a balanced budget to the Council for approval prior to presentation of the budget to the congregation at the January Congregational meeting.
3. Each committee or ongoing ministry team is asked to project anticipated expenses for the coming year. The Staff Relations Committee submits payroll projections.
4. If the BRC needs to add money or reduce money to ministry areas, it communicates the monetary amount to the staff member or committee over the budget area and gains their advice on where monies can best be added or reduced.
5. When possible, the Co-Moderator elect is invited to join in the committee discussions.
6. The BRC meets as often as necessary to complete its task.

## Resource Management Committee

### Policy Statements

*\*indicates positions recruited by the Nominating Committee*

- The Resource Management Committee oversees Calvary's real property and its maintenance, the administration of the building repairs/maintenance fund and the following subcommittees: property, and safety risk management. The Chair of each subcommittee is a voting member of the committee.
- Signs and postings must be approved prior to installation.

### ***Positions & Associated Responsibilities***

*\*Chair*

#### **Procedures: Resource Management Committee Positions**

1. Prepares the agenda and presides at committee meetings.
2. Attends all Council meetings, serving as a voting member.
3. Attends Resource Management subcommittee meetings.
4. Contacts committee members regularly.
5. Provides notices of committee meetings.
6. Assigns a committee member at each meeting to take accurate minutes.
7. Approves and monitors expenditures of the committee and subcommittees in relation to the budget.
8. Develops the committee budget in concert with the Administrative & Operations Coordinator.
9. Communicates committee work to the congregation as needed.
10. Prepares an annual report.
11. Requests, on behalf of the committee, that the Nominating Committee create more elected positions if needed.

*\*Property- Grounds Coordinator*

1. Makes recommendations for expenditures to Resource Management Committee related to contract services, grounds, supplies, equipment repairs, tools, vehicles, and all general maintenance as it pertains to the grounds of the church.
2. Recruits members and leads the committee as needed.
3. Appoints members in consultation with the Chair of Resource Management Committee.
4. Includes the following ex-officio member: Chair of Resource Management Committee.
5. Coordinates activities with the Resource Management Chair.
6. Organizes church-wide work-days.

*\*Property- Building Coordinator*

1. Makes recommendations for expenditures to Resource Management Committee related to contract services, supplies, equipment repairs, tools, office equipment and all general maintenance as it pertains to the buildings of the church.
2. Recruits members and leads the committee.
3. Appoints members in consultation with the Chair of Resource Management Committee.
4. Includes the following ex-officio member: Chair of Resource Management Committee.
5. Coordinates activities with the Resource Management Chair.
6. Organizes church-wide work-days.
7. This position monitors and advises on all maintenance and improvement projects.

*\*Interior Design Coordinator*

- This position monitors and coordinates all maintenance, repair, and upgrade activity within the Sanctuary.

*\*Sanctuary Coordinator*

1. Reduces, transfers, or eliminates risks from church activities and programs.
2. Administers the framework of safety policy by interacting with each Calvary committee to identify risk and provide suggestions and support to resolve risk issues.
3. Recruits members as needed and leads the committee.

*\*Safety and Risk Management Coordinator*

- Appoints members in consultation with the Chair of Resource Management Committee.

*Framework of Safety*

*(This is currently being re-written by the safety task force.)*

*\*Technology Coordinator*

- This position monitors and coordinates all technology performance and improvements in the church.

*Sales Offer Protocol for Real Property*

**Procedures: Resource Management – Property Sale**

Ultimate action regarding the sale or encumbrance of the real property of Calvary Baptist Church of Denver shall be in accordance with the BYLAWS, Section 11.5. Upon the receipt of a sales offer, made for either the church building and/or its adjoining properties, in whole or in part, the Administrative & Operations Coordinator follows this protocol:

1. The Administrative & Operations Coordinator requests that a written (sales) proposal be forwarded directly to the Moderators with copies to the Senior Pastor, Treasurer, church Accountant, and Chair of Resource Management Committee.
2. The Moderator convenes above-named decision-making team whose purpose is to do the following:
  - Analyze the options realized by the proposal.
  - Determine the scope of research.

- Determine a schedule necessary for research.
- Poll the decision-making team and report accordingly.

If a unanimous vote “not to sell” results, the Moderator or Administrative & Operations Coordinator replies to the offer accordingly. If a unanimous vote to “sell” results, the Moderator schedules the meetings necessary to bring the offer to Council and the congregation at a special business meeting in accordance with Calvary BYLAWS. The Administrative & Operations Coordinator replies to the offer accordingly. If there is a split vote among the decision-making team, the Moderator may choose to revisit the process of analysis until a unanimous vote is reached or may declare “majority rules.”

*Building Signage and Postings*

Submit proposals for signs or postings to Council and/or the Administrative & Operations Coordinator.

1. Council approves proposed signs and postings regarding the protection of church property.
2. The Administrative & Operations Coordinator approves where signs and postings can be placed.

**Stewardship Committee**

**Policy Statements**

1. The Stewardship Committee consists of up to five members, including the Chair. Members are nominated by the Nominating Committee and elected by the congregation at the January Congregational Meeting. The Chair is so designated when elected and serves on Council.
2. The Committee facilitates year-round stewardship awareness and growth as a spiritual practice. This includes leadership and coordination for any stewardship emphasis and other fundraising opportunities.

**Procedures: Stewardship Committee**

- Works closely and confidentially with the Senior Pastor and the church Accountant and bookkeeper.
- Creates with the Senior Pastor campaign themes and key messages.
- Recruits speakers and key people when needed.
- Creates materials and makes presentations as necessary during the year.
- Coordinates with office staff and others to ensure timely production and distribution of materials.
- Participates in other areas of giving, including planned giving, special campaigns to fund portions of the operating budget and capital campaigns or project funding.

# Ministry Teams Policies & Procedures

BYLAWS, Article 10 provides the basis for Ministry Teams.

## **Ministry Teams (For example: Membership and Missions Ministry Teams)**

### **Policy Statements**

1. Ministry teams are formed to meet the short or long-term goals and needs of the congregation.
2. Any individual or group of individuals can initiate the process of developing a ministry team and serve on the team.
3. Teams form, and dissolve based on the needs of the team and the congregation.
4. The team members determine the structure and mission of the team.

### **Procedures: Ministry Teams**

1. An individual or group identifies a need that can be addressed through a ministry team.
2. A pastoral staff contact should be identified, and contact made before the initial meeting of the ministry team. The pastoral staff member is not necessarily a member of the team but should be kept apprised of the actions of the team.
3. Those starting the team brainstorm and develop a purpose, mission, plan of action, procedures etc.
4. When there are communications that would be going to those outside of Calvary, the team should contact the pastoral staff member to verify that the communication is within Calvary's overall message and vision, and to receive the go ahead from the pastoral staff member.

**Appendix A. Calvary Endowment Trust**  
**DECLARATION OF TRUST**  
**OF THE CALVARY BAPTIST CHURCH OF DENVER (“CALVARY”)**

**SECTION I**  
**NAME**

This Trust shall be called “Calvary Endowment Trust.”

**SECTION II**

**RECEIPT AND ACCEPTANCE OF PROPERTY BY TRUSTEES**

An estimated amount of \$ 243, 845 of designated “endowment” assets are presently held by Calvary. With an objective of establishing a formal endowment agreement, these assets are hereby designated by the Calvary Council (“Council”) as of the date of this document as the Calvary Endowment Trust (“Trust”). Henceforth, the Trustees, as defined later herein, may continue to receive and accept property, whether real, personal, or mixed, by way of gift or bequest, from any person, firm, trust or corporation and add them to the Trust. The Trustees may inspect or evaluate any proposed donation of property in kind and, in the exercise of discretion, may decline to accept any such property. All Trust assets shall be held, administered, and disposed of according to the provisions of this declaration of Trust; but no gift, bequest or devise of any such property shall be received and accepted if it is conditioned or limited in such manner as to require the disposition of the income, or principal thereof, to any person or organization other than a “charitable organization” or for other than “charitable purposes” within the meaning of such terms as defined in this declaration of Trust.

**SECTION III**

**MEANING OF “TRUSTEES”**

In this declaration of Trust and in any amendment to it, references to “Trustees” means the members of the Finance Committee, whether original or successor, serving from time to time during the term of the Trust for the duration of each such Trustee’s term of office.

**SECTION IV**

**PAYMENT OR DISTRIBUTION FROM INCOME OR PRINCIPAL**

All property received and accepted by the Trustees under this declaration of Trust shall be held in Trust by the Trustees and administered and distributed as provided in this instrument. In each calendar year of the Trust, the Trustees shall transfer to the Unified Fund of Calvary such amount, if any, as the Council shall authorize, but in no event to exceed an amount equal to 4% of the average of the total Trust value, determined as of the last business day of the end of each preceding twelve quarters.

## **SECTION V**

### **TERMINATION OF TRUST**

If the Trust is required to be terminated, all of the principal and income remaining in the Trust shall be distributed to the Calvary in accordance with the instructions from the Council.

## **SECTION VI**

### **MEANING OF “CHARITABLE PURPOSES”**

In this declaration of Trust and in any amendment to it, the term “charitable purposes” shall be limited to and shall include only charitable purposes related to the mission of Calvary.

## **SECTION VII**

### **AMENDMENT OF TRUST**

This Declaration of Trust may be amended at any time or times by written instrument or instruments signed by the Trustees and with the approval of the Council.

## **SECTION VIII**

### **RESIGNATION AND APPOINTMENT OF TRUSTEES**

Any trustee under this Declaration of trust may resign his or her office by written instrument delivered to the Moderator of the Council or his or her appointee then serving as a trustee of the trust. The number of voting trustees shall be at all times not less than four.

The Trustees shall be knowledgeable in the field related to money management; investments, law, accounting, or such field as will assist the individual in his or her performance of the duties of a trustee.

Appointment of a trustee due to resignation of a Trustee or termination of terms of the office of a Trustee shall follow Calvary By-Laws. The Calvary Nominating Committee will make nominations to fill vacancies. The Council must ratify nomination recommendations made by the Nominating Committee, and the congregation must approve by election any nominee presented by ballot at the Calvary Annual Meeting. Members of the Council and current Trustees may submit to the Nominating Committee Chair the names of persons to fill vacant Trustee positions. In the event of a Trustee’s resignation, recommendations may be made within thirty days from the occurrence of the vacancy.

Every successor Trustee, upon acceptance of the office, shall have all the title, rights, powers, privileges and duties conferred or imposed upon the predecessor Trustee without any act of conveyance or transfer. In the absence of actual knowledge or information that would cause a reasonable fiduciary to inquire further, no Trustee shall be under any duty to examine the accounts and records of or inquire into the acts or omissions of a predecessor Trustee or be liable for failure to seek redress for any act or omission of any predecessor Trustee.

Each trustee may be elected for a two-year term and be eligible for election to a second two-year term with a maximum of four years of service without an intervening year out of service.

## **SECTION IX**

## **LIABILITIES OF TRUSTEES**

No Trustee shall be required to furnish any bond or surety and none shall be responsible or liable for the acts or omissions of any other Trustee or of any predecessor, or of a custodian, agent, depository, or counsel selected by the Trustees with reasonable care. Trustees shall be chargeable only with the exercise of good faith in carrying out the provisions of the trust, and shall not in the absence of bad faith be responsible or accountable for an error of judgment in carrying out the provisions of the Trust.

## **SECTION X**

### **MAJORITY**

The Trustees, whether original or successor, while in office, shall have full authority to act, even though one or more vacancies may exist. The act of the majority of the Trustees then serving, on all matters pertaining to this trust, including investments and distributions of funds, shall be conclusive. Evidence of such majority actions shall be in writing. The minutes of the meetings of the Trustees shall be made available to the Council upon request.

## **SECTION XI**

### **COMPENSATION OF TRUSTEES**

The Trustees serving under this declaration of trust shall serve without compensation.

## **SECTION XII**

### **POWERS OF TRUSTEES**

The Trustees may exercise all the powers in the Colorado Fiduciaries' Powers Act, as amended after the date of this instrument. In extension and not in limitation of the common law and statutory powers of Trustees and other powers granted in this declaration of Trust, the Trustees shall have the following powers and be subject to the following limitations:

- a. To invest and reinvest the principal and income of the Trust in such a manner as the Trustees shall deem proper.
- b. At the expense of the Trust, the Trustees may institute, join, compromise, settle, dismiss and defend any litigation or proceeding involving this instrument or any Trust under this instrument.
- c. No principal or income shall be loaned, directly or indirectly, to any Trustee or to any other party, corporate or otherwise, who has at any time made a contribution to this Trust, nor to anyone except on advance approval of the Finance Committee and the Council and on the basis of an adequate interest charge and with adequate security.

## **SECTION XIII**

### **TRUSTEES' FIDUCIARY CAPACITY**

The Trustees' powers are exercisable solely in the fiduciary capacity consistent with and in furtherance of the charitable purposes of this Trust and not otherwise.

**SECTION XIV**

**CUSTODY AND DELEGATION**

The Trustees shall designate in writing one of their number to be the custodian of the Trust property and of the books and records of the Trust and such Trustee shall have the authority to perform all ministerial acts necessary with assistance from the Calvary staff, for the acquisition and transfer of property, including the signing and endorsement of checks, receipts, stock certificates and other instruments.

**SECTION XV**

**ACCOUNTING**

The Trustees shall maintain with assistance from the Calvary staff, the accounts and records of the Trust. The fiscal year of the Trust shall be the calendar year. Trustees shall file an annual written accounting of the Trust's assets, investments and holdings with the Calvary Treasurer and the Council. Such accounting shall be filed no later than ninety days following the end of the calendar year. An annual audit of the accounts of the Trust shall be made, at the Council's discretion.

**SECTION XVI**

**GOVERNING LAW**

This declaration of Trust is to be governed in all respects by the laws of the State of Colorado.

**ACKNOWLEDGEMENT AND SIGNATURES OF TRUSTEES**

We, the Finance Committee members, acknowledge the above Endowment Trust to be submitted to the Council of Calvary for approval. Upon such approval the Endowment Trust shall be effective.

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

**APPROVAL**

We, the Council of Calvary, hereby approve this Trust document as presented by the Finance Committee.

Dated this \_\_\_\_\_ day of \_\_\_\_\_, 2012.

Board of Directors of the Calvary Baptist Church of Denver

By \_\_\_\_\_

Moderator

**Appendix B. Investment Policy Statement**  
**INVESTMENT POLICY STATEMENT**  
**FOR CALVARY BAPTIST CHURCH OF DENVER (“CALVARY”)**

**I. PURPOSE**

The purpose of this Statement is to establish a clear understanding of the Trustees’ investment objectives, goals and guidelines for the Calvary Endowment Trust (“Endowment” or “Trust”).

This statement is intended to provide guidance in the management of the assets yet not be overly restrictive given the changing economic, business, and investment market conditions. The determination of investment objectives, goals and guidelines is based upon Trustee responses to, and discussion of, risk and reward.

The Endowment was formally established in 2011. Its assets are for the sole interest and benefit of the Endowment and it is funded through donations.

**II. INVESTMENT OBJECTIVES**

The Endowment is a diversified portfolio.

Within this framework, the primary investment objective for the funds and the time horizon for achieving this objective is:

**Investment Objective: Growth and Income**

**Investment Time Horizon: Unlimited**

In accordance with the investment objective stated above, assets should be allocated and managed in a moderate risk manner. Therefore, the long-term rates of return and volatility expected, the investment vehicles selected and the level of diversification of the Endowment’s investments across asset classes and economic and industry sectors should all be moderate.

**III. INVESTMENT GOALS**

Based on the investment objective, risk tolerance and investment time horizon stated above, the Return and Risk goals of the Endowment are:

Return goals:

1. To meet the income goals of Calvary and the Declaration of Trust.
2. To equal or exceed the return of a blended index comprised of the appropriate stock and bond indices and cash in proportions similar to the long-term strategic asset allocation proposed for the Endowment (the “Market Index”).

Risk goal: To have portfolio volatility that is approximately the same as, or less than, the volatility of a similarly blended index.

It is unrealistic to expect that the Endowment will meet every goal at any point in time and over any specific time period, but it will be the goal of the Endowment to meet at least 2 of these 3 goals over full market cycles or over the horizon for the Endowment.

#### Investment Manager goals:

Each Investment Manager or mutual fund is expected to generate annual returns in the portion of the Endowment it invests that equal or exceed either:

- The inflation rate (as measured by the Consumer Price Index or CPI) on an annual basis,  
-or-
- The return of a broad market index, and/or a style benchmark comprised of securities of a nature similar to the asset classes and weightings over full market cycles.

#### **IV. INVESTMENT GUIDELINES**

##### General:

Subject to any investment restrictions stated herein, the Trustees have been given full investment discretion with respect to the portion of the Endowment they manage to allocate assets among equities, fixed income securities and cash equivalents. The Trustees shall monitor the funds to ensure compliance with the investment objectives, risk tolerance, goals and guidelines of the Endowment.

All assets selected for the Endowment must have a readily available market value and be marketable.

##### Asset Allocation Policy:

An investment model has been created to develop the long-term asset allocation proposed for the Endowment in the last section of this Statement. The proposed allocation is based on generally accepted investment theories that take into account the historic returns of different asset classes and the current interest rate environment. The proposed allocation provides a long-term strategy for allocating the assets in the Endowment among the major asset classes in the capital markets in order to help the Endowment reduce its volatility while meeting its long-term investment objective and goals, given its risk tolerance, investment time horizon and any investment restrictions. Therefore, there is an objective correlation between the proposed asset allocation generated by the investment model and Trustees' wishes.

The proposed asset allocation is provided to assist the Trustees in making an informed asset allocation decision. The Trustees should consider all of the Endowment's assets, income, investments and need for disbursements.

Since the capital markets and economic environment change over time, it is important that the Trustees, at least on an annual basis, reevaluate the Endowment's long-term asset allocation to ensure that it continues to meet the Endowment's long-term investment objective. Because different asset classes appreciate at different rates, it is also important to periodically rebalance the Endowment's actual asset mix to its asset allocation policy. In each quarterly performance monitor, the Trustees will be provided with a comparison of the Endowment's actual asset mix to the proposed asset allocation policy.

### Investment Manager Guidelines:

The Endowment Trust is a diversified portfolio. Diversification is by asset class, concentration, issuer and duration.

### Domestic Equity Investments:

The equity portion(s) of the Endowment may be invested in common stocks, mutual funds, convertible preferred stocks, convertible fixed income securities, real estate investment trusts, exchange-traded funds, Standard & Poor's Depository Receipts and cash reserves. The equity portion(s) of the Endowment should be well-diversified among economic sectors, industry groups, and individual securities to avoid any undue exposure to any part of the U.S. equity markets.

The securities invested in should be of good quality and traded on the major United States exchanges and have adequate market liquidity relative to the size of the investment.

### International Equity Investments:

The international equity portion of the Endowment may be invested in American Depository Receipts (ADRs), common stock of non-U.S. corporations, mutual funds, exchange-traded funds and close-end country funds.

The international equity portion of the Endowment should be well-diversified among countries, currencies, economic sectors, industry groups, and individual securities to avoid any undue exposure to any part of the non-US equity markets.

### Fixed Income Investments:

Fixed income securities shall be selected in order to assure that the fixed income portion of the Endowment has an appropriate balance of quality, maturity and coupon given current economic and money market conditions.

No limitations are placed on investments in obligations guaranteed by the U S Government or its agencies, or certificates of deposits (federally insured).

The purpose of the fixed income portion of the Endowment shall be to provide safety of principal, stability of the trust and a source of cash for any required disbursements.

### Short-Term Investments:

Short Term Investments shall consist of individual fixed income securities such as certificates of deposits (Federally insured), commercial paper, U.S. Treasury Bills and other similar instruments with less than one year to maturity.

A portion of this asset class may be invested in money market mutual funds. The investment guidelines of a mutual fund are set forth in its prospectus.

### Security Restrictions:

There are no individual security restrictions on the management of this Endowment.

With the exception of U.S. treasury obligations, U.S government agencies and bank certificates of deposit, no asset class should exceed 20% of the trust.

## **V. INVESTMENT PERFORMANCE REVIEW**

The Endowment's performance results should be measured on a quarterly basis against the commonly accepted market indices previously specified and for consistency with the investment objective, risk tolerance and goals set forth in this Statement.

## **VI. COMMUNICATIONS**

Communications to the Trustees.

The Trustees or the Trustees representatives should be provided with, or have access to:

- Written confirmations of every transaction
- Monthly statements summarizing the valuation of the Endowment and displaying detailed listings of the transaction if there is account activity.
- A quarterly performance report.

Trustees will review any change in circumstances that might affect the investment of the Endowment.

## **GENERAL GUIDELINES**

This Statement is intended to be used as a guideline rather than a rigid statement of policy from which there can be no deviation.

The Trustees will conduct investment performance reviews on a regular basis.

Approved

---

Moderator

---

Date

## Appendix C. Nominating Committee Recruiting Worksheet

Name \_\_\_\_\_ has been suggested to  
serve on (committee) \_\_\_\_\_  
in the position of \_\_\_\_\_.

Term of office \_\_\_\_ first two-year term \_\_\_\_ second two-year term

Term begins \_\_\_\_\_ Term expires \_\_\_\_\_

Before contacting the person named above, contact each of the following for approval or note that they have approved the person:

\_\_\_\_\_ Chair of the committee

\_\_\_\_\_ Staff member relating to the committee

\_\_\_\_\_ Nominating Committee Chair

\_\_\_\_\_ Church Accountant

Note: Nominating Committee Chair should submit all candidates at once to these persons, if possible. Please note on each line that the process has been completed for each candidate.

Result of contact:

Yes, will serve \_\_\_\_ Cannot serve \_\_\_\_ Not interested \_\_\_\_

Job description provided \_\_\_\_

Comments

Date contact was made \_\_\_\_\_

Recruiter who made contact \_\_\_\_\_

## Appendix D. Financial Request Form

1. Please complete the form (including approval signature) found on the subsequent pages.
2. Attach receipts/documentation.
3. Place in Accountant's mailbox.

Accepted budget categories, line items, and classes/TRFs are on the back of this form (shown on page 39 of this document).



Calvary Baptist Church  
Open to all. Closed to none.

## FINANCIAL REQUEST FORM

Please complete form (including approval signature), attach receipts/documentation, and place in Accountant's mailbox.  
Accepted budget categories, line items, and classes/TRFs are on the back of this form.

CHECK BOX	FINANCIAL REQUEST	CHARGE TO or TRANSFER FROM (budget category or class/TRF name)	SPECIFIC LINE ITEM (if applicable)	AMOUNT
	Check Request			\$
	Expense Reimbursement			\$
	Fund Transfer			\$
	Fund Withdrawal			\$
	Vendor Payment			\$
	Other _____			\$
<b>TOTAL AMOUNT REQUESTED</b>				<b>\$</b>

<b>REASON FOR REQUEST</b> (purpose, event, etc.)	
---	--

<b>PAY TO</b> (name or company as to appear on check) - OR - <b>TRANSFER TO</b> (class or fund; if memorial)	
<ul style="list-style-type: none"> <li><b>IF MAILING</b> (write full address, city, state, zip)</li> </ul>	
<ul style="list-style-type: none"> <li><b>IF NOT MAILING</b> (office mailbox name/class)</li> </ul>	
<b>MEMO LINE</b> (key info., invoice #, date, description, etc.)	
<b>OPTIONAL E-MAIL ADDRESS</b> (if you would like confirmation when check has been cut or transfer made)	

	PRINT NAME	SIGN NAME	DATE
<b>REQUESTED BY</b>			
<b>APPROVED BY</b>			

BUDGET CATEGORIES	LINE ITEMS
<b>OTHER/OTHER</b>	<b>Money In &amp; Money Out</b> (please specify - examples: tickets to events, trip payments, etc.)
<b>STAFF RELATIONS</b>	Expense Account (include name of staff member), Staff Development, Staff Appreciation, Background Checks, Other (please specify)
<b>RESOURCE MANAGEMENT</b>	Custodial, Janitorial Supplies, Kitchen Supplies, Contract Services, Grounds Maintenance, Vehicles, Building Repairs/Maintenance, Risk Management, Work Day Expenses, Technology Maintenance, Technology Upgrades
<b>MISSION &amp; PARTNER SUPPORT</b>	Missionary (specify name), Local Mission Partner (specify), National Mission Partner (Specify), Family Promise – CBC expenses, ABW, ONESpirit, Calvary/New Hope Partnership, Mission Response
<b>MUSIC &amp; SOUND</b>	Sound Supplies, Sound System, Music Library Resources, Musician Fees, Octavos/Scores
<b>WORSHIP &amp; ARTS</b>	Communion Elements, Hanging of the Green, <i>The Gathering</i> Special Musicians, <i>The Gathering</i> Misc. items, Worship Service Supplies, Healing & Wholeness Service Musicians, Baby Dedications, Special Services (ex: ordinations), Media, Sanctuary Cleaning/Upkeep, Honorariums (ex: guest preachers), Technology
<b>INTERGENERATIONAL MINISTRY</b>	Church School Curriculum, GPS/Small Groups, Retreat Costs/Scholarships, Ministry Teams, Library Resources, Community Engagement & Trainings
<b>YOUTH MINISTRY</b>	Retreats/Overnights, Church School, Youth Group (ABY), Outreach/Evangelism, Special Events, Pastors Class, Bibles
<b>CHILDREN'S MINISTRY</b>	Church School Curriculum, Volunteer Background Checks, Special Events, Bibles, Supplies, Seasonal Gifts, Snacks, Newborn Welcome Bags
<b>MEMBER CARE</b>	Tree of Hope & Remembrance, Prayer Shawl & Baby Blanket Yarn, Volunteer Appreciation, VIP/Lifeline & Senior Ministry, Stephen Ministry, Membership Ministry Team, Connections/New Member Fellowships, Memorial Service Receptions, College Care Packages
<b>CONGREGATIONAL LIFE</b>	Gathering Sunday, Hospitality (any church reception/event), Dinner Dance, Fun Events, Office Hospitality
<b>OFFICE &amp; COMMUNICATIONS</b>	Website, Graphics, Servant Keeper Database, Out of House Printing/Production, Office Supplies, Social Media, Bulletin Board, Webcast Ministry, Advertising, Give-aways, Other (please specify)

TEMPORARILY RESTRICTED FUNDS (TRFs)	
<b>CLASSES</b>	Caritas, Explorers, Insight, Koinonia, Ribbons, Voyagers, Viewpoints
<b>MISSION TRFs</b>	American Baptist Women, Bethell Circle, Myers Circle, Reed Circle, King Soopers Rewards, Bootstraps & Blessings, Family Promise, Habitat for Humanity, Safeway Rewards, Peace Justice Mercy
<b>MISSION OFFERINGS</b>	RMMO, AFC, OGHS, WMO
<b>MEMORIAL FUND</b>	Specify Name
<b>PASTORS FUND</b>	
<b>CALVARY FAMILY EMERGENCY FUND</b>	
<b>YOUTH MINISTRY TRFs</b>	Youth Ministry Fund, Youth Fundraisers, Youth Summer Trips
<b>RESOURCE MANAGEMENT TRFs</b>	Columbarium, Building Repair & Replacement
<b>OTHER TRFs</b>	VIP Ministry, Webcast, etc. (*if not on this list, please contact Accountant: ljones@calvarydenver.org)