COOP

A Publication of Church Supplies & Services | August 2017

SYSTEMS & PROCESSES

Lead article by David Reed
on page 16

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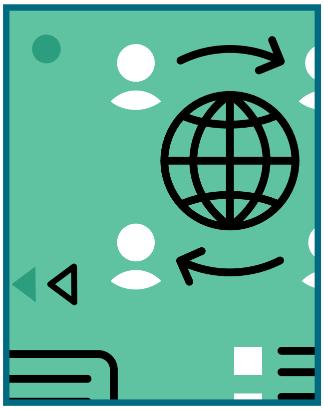
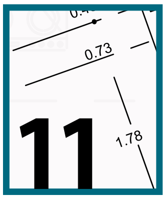


AUGUST 2017

FEATURE ARTICLE

Good Intentions Will Only Get You So Far! Page 16

Everyone has the best intention of performing their job with excellence, but good intentions will only get you so far! It doesn't matter if you are in leadership in your organization or an individual contributor, we all want to do a good job, but sometimes things just get in the way.



A System for Success: Building a Fantastic Facilities Team Within Your Church Body

Your single best chance at a successful project, no matter your financial situation or current attendance, is to appoint the strongest, most effective leadership team available.

The Leadership Coaching Process

There is quite a bit of buzz today in both the secular and church world about "coaching." But what exactly is it?

Proper Processes Lead to Prosperity

In this article, we focus on some of the key IT processes that are vital to any church's long term IT success.

Cash Flow Processes

A strong financial policy not only protects the ministry from potential fraud, but also protects the staff and volunteers from any appearance of wrongdoing.

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We can't rush it, we can't do it on our time table, we have to trust the process.

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ICS or Innovative Cleaning System that PJS utilizes in our day-to-day cleaning of all facilities is the right approach to high quality cleaning.

Clean Sweep Page 36

Having a healthy cleaning process in place is important whether you are looking to get LEED Certification or you just want to provide a healthy environment for your visitors and employees.

Ministry Tools Page 38

Have you considered how much it costs to have a printer on every desk, to supply toner for those printers, to fix or replace them when they are broken? As a business owner, your primary objective is to run your business, not your business equipment.

Know Your Vendor Page 42

We are obsessed with delivering an experience and a building that is the absolute best version of what you need... and not one thing more or less.

Connecting People and Resources

Keep your contact information current. The lifeline of communication to our members is through correct contact information, i.e. key contact names, phone numbers and e-mail addresses. Send all updates to patti@churchco-op.org. Help us keep you informed of the latest in events and savings from our vendors.

Editor's Note: For submitting articles, artwork or comments about this publication, please contact: Patti Malott at 832.478.5131 | patti@churchco-op.org

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From the Director

Recently, our CO+OP team attended a staff retreat at Waterford Retreat on Lake Conroe. The purpose of the retreat was to use half the day to set goals for our next fiscal year, and the other half in redefining our Core Values.

We had some Core Values from years ago that were framed and on the wall but they were not well defined. For instance, the words "serve with integrity and excellence" were listed but integrity and excellence can mean different things to different people. It's a matter of perspective.

With the growth of the CO+OP and the addition of new staff members, we agreed that this would be a good time to review what was important to us as a team and clarify our values.

We divided the process into 4 major steps to reach a collaborative set of Core Values.

Step 1: We identified what was important to everyone individually. We listed everyone's thoughts on the whiteboard which resulted in about 45 different individual values.

Step 2: From there, we broke off into groups of two and spent time combining those that were similar in nature and compiled a condensed list that everyone agreed was important.

Step 3: Dividing into two teams; one marketing and the other support staff, we then compartmentalized the values into groups such as Work Ethics, Relationships, Work-Life Balance and Communications.

Step 4: Together, as one group, we compiled all the words into sentences. The team felt that some things should be at the foot of the cross that covered all areas so we ended up including them at the bottom. One team member used his skills to layout the design which we later had our graphic designer put together in one document (see page 5).

At the end of the day, the entire team felt good about the Core Values that everyone helped develop and fully supported. This process was well worth the time.

Every church, nonprofit ministry, or organization has the need for systems and processes. Unlike policies, which state *what* we should or should not do, systems and processes provide the tools needed in ministry and define *how* we work and exist together. If developed well, and with clarity, our organizations can thrive with better stewardship of time and resources.

This may be a good time to review your systems and processes. Pull your team together and have some fun as you bring clarity to your ministry.

Patti Malott
Executive Director

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CO+OP CORE VALUES

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Work Ethics

I will uphold the wholeness of moral character; demonstrated through my thoughts, actions and speech.

Work-Life Balance

I will be intentional in maintaining a balanced spiritual, personal and work life.

Grace

Grace

CHRIST CENTERED

Grace

Grace

Communications

I will value others over myself and communicate to foster understanding, strengthen relationships, improve teamwork and build trust.

I will be loyal to the CO+OP; speaking well of its members, vendors, Board of Directors and employees in all circumstances, working wholeheartedly to the attainment of our shared vision.

Relationships

I will seek first to understand and then be understood.

I will strive to exhibit the fruit of the Spirit (Galatians 5:22-23).

I will show compassion and patience as I encourage others.

Recognizing that little is accomplished through "business as usual," I commit to join my team members in being a "leader in my field," taking the necessary steps to bring about an effective ministry.

I will give others the freedom to hold me accountable and realize I have the freedom and responsibility in holding others accountable.

I will give God the glory in all things.

Mission

The CO+OP connects churches, schools and nonprofit organizations with reputable vendors and resources to save time and money on products, services and education.

Purpose

We achieve our Mission through...

- Saving time by screening prospective vendors
- Saving money by pre-negotiating with prospective vendors
- Securing reputable vendor resources that bring value to member organizations: churches, schools, camps, nonprofits and other ministries
- Acting as your liaison and advocate in time of need
- Helping cultivate mutually beneficial relationships between vendors and members
- Providing excellent networking experiences
- Providing educational opportunities at a reduced rate through our annual Texas Ministry Conference[SM] using national and local relevant speakers
- Meeting the needs of others through our Nonprofit Organization

Learn more about the CO+OP at **www.churchco-op.org** or call **832-478-5131**.

www.TexasMinistryConference.org

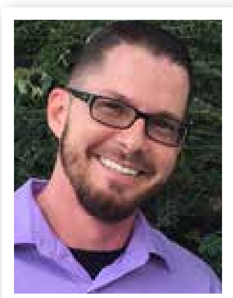
The purpose of the Texas Ministry Conference[SM] is to provide tools and resources for those who serve in churches, schools and nonprofit organizations. This includes people in leadership who drive the vision and those who support them such as employees, committee, lay, council, and session members; elders and volunteers.

We do this at our annual conference by offering affordable training, educational workshops, quality vendors and sponsors, networking, fellowship and encouragement.

The Texas Ministry Conference[SM] is held the third Thursday of each February.

Learn more about how you can benefit from attending this conference at **www.TexasMinistryConference.org** or calling **832-478-5131**.

Know your CO+OP Representatives



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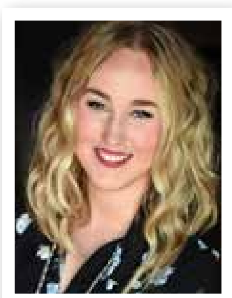

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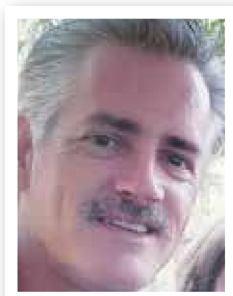

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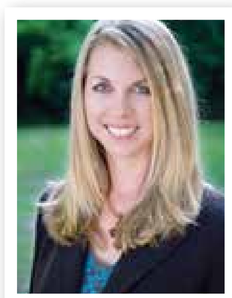

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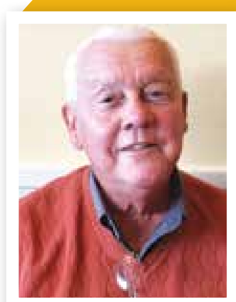

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FAITH COMES BY HEARING

managementmatters

by Vanessa Cordell

Trust The Process

"Trust the process." I often overhear Guy telling customers this when dealing with floors. Now I am no flooring expert myself but I have been around the business long enough to know that there is definitely a process and procedure to follow if you want your floors to look good. There is a cleaning process that includes daily cleanings, broom sweeping, mopping or scrubbing with an auto scrubber and occasional buffing. But every few years most floors need a complete overhaul; they need to be stripped down of all the build-up and layers of scuffs and dirt and taken back to bare. A new layer of protective coating is to be applied in order to ensure your floor stays looking great. Sometimes when we are showing this process to a new customer, they want a short cut, either to save time or money or both, and every time I hear Guy reassure them to trust the process. If you skip out on the stripping part or move on before it's complete there are things left in the way. There's crud that will prevent the floor from realizing its full potential. Without fully going through the stripping process the floor cannot be restored.

The next step in the process is a cleaning. This is the opportunity, now that the floor is bare, to really remove anything that might come in between the bond that is about to be established with the new protective coating. After you have ensured that the floor is bare and clean, the next step is application. Every floor finish is different, they all have different dry times, different amounts required, but one of our favorite ones is called Sport Kote. It's made specifically for gym floors and its selling point is the fast one hour dry time in between coats. The problem is that Sport Kote was invented by our friends up north in 0% humidity. Take the same product to Houston in 100% humidity and your dry time is doubled in most cases. This is the time when we must stress to our clients to wait until the coat is dry. We teach them how to do a simple paper test to ensure its ready for the next coat, but still many will rush this process and in the end their floor will bubble, flake, or crack and there may even be discoloration. At that point we must suggest starting again with the stripping. If you are a business man like my husband, you probably read this and just received a few helpful tips on floor rejuvenation, but if you are reading this with a ministry mind-set, some of these floor processes will preach.

Anytime I think about the cleaning and restoring process, I can't help but think about Naaman the leper. I'm sure most of you remember the story but as a refresher it's found in 2 Kings 5. Naaman was a pretty important person. He had a lot of clout but he was also suffering from leprosy. He had heard from his wife's servant girl that he should go see the prophet in Israel to be healed, so Naaman finds himself at the prophet Elisha's house. The servant comes out to give him instructions. You can imagine the insult. Elisha didn't even come outside to tell him himself. I imagine at this point Namaan's friends saying, "Trust the process."

The servant tells Naaman to go to the Jordan river and dip seven times. The Jordan River was not known as the cleanest river around, there were better, cleaner choices. Naaman's friends might be heard saying, "Trust the process."

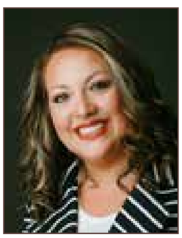
We can't rush it, we can't do it on our time table, we have to trust the process.

Eventually Naaman did trust the process and was completely healed. But it wasn't in his preferred river and it wasn't on the first dip or even the sixth. Naaman had to trust the process until completion.

I think about all of us on our Christian walk and how so often we wish that we could just arrive at where we want to be; a quick dip and a changed life, never having to step outside of our comfort zone. But that's not how this Christian walk goes. It's a process. We have to be stripped down, cleaned and covered and we can't skip steps. We can't rush it, we can't do it on our time table, we have to trust the process. But we have hope that God is not finished with us yet. "Being confident of this, that He who began a good work in you will carry it on to completion until the day of Christ Jesus." Philippians 1:6.

Thank you, Lord for your process in our lives!

Vanessa Cordell



Vanessa and her husband Guy own Ridley's Vacuum & Janitorial Supply in Houston, TX. Previously, Vanessa was in full time ministry for a decade before becoming a wife, business owner, and mother of three. She is a graduate of Southwestern Assemblies of God University with bachelors' degrees in Church Ministry specializing in Youth Ministry, Cross Cultural Missions, Education and a minor in Bible. Vanessa is passionate about using her business platform to help further the Kingdom's work.

By Katie Burch

A SYSTEM FOR SUCCESS:
BUILDING A FANTASTIC FACILITIES LEADERSHIP TEAM WITHIN YOUR CHURCH BODY

Your single best chance at a successful project, no matter your financial situation or current attendance, is to appoint the strongest, most effective leadership team available.

Creating a facilities team that you can charge with managing, planning, and making decisions within certain parameters is a must for any growing church body. These people have to be "in it for the long haul," as most building endeavors take an average of two to three years to design and build – and that's after the professionals get involved. Here are three hints to get the most out of your facilities team:

HINT #1: If your building does not currently charge one individual with responsibility for long-range planning, this is something to consider. Good options for this position are people with credible experience in the planning and/or construction industry. This person could be charged with monitoring the facility situation and approaching the leadership team when a matter needs to be discussed. You've probably heard the saying, "If everyone is accountable, then no one is accountable." It's a fact. This does not mean that the long-range planning head has authority over the future of the buildings' growth decisions; it means he is accountable for monitoring the matter and addressing it with the leadership. This individual would also be an excellent candidate to serve as a chairman of the building committee. (Note: This is not the same person you would charge with building maintenance or grounds upkeep – these are two very different positions.)

HINT #2: The ideal number of people on a building committee is five. The reasoning is two-fold: One, it is large enough to provide a diverse group of opinions, which will initiate healthy conflict and strengthen your project over time. Secondly, this number also allows the leaders to be represented well even if all members cannot be present at every meeting (and over time, that's a legitimate concern).

Within this group there should be a chairman who will act as the organizer for the group and will later serve as the first point of contact for hired professionals working on your project.

HINT #3: Keep in mind that this committee is a group of people who will set the standard for the outside professionals later joining your project. These people will approve potentially very large sums of money being paid out to the professionals completing the work. They need to have their act together personally and financially. This may sound harsh, but we are talking about best practices, efficiency, and avoiding confusion. This is not to indicate that such a person should be wealthy, but every person should be fiscally responsible.

WHO WILL LEAD US?

Many people try to locate individuals with some background in construction or architecture to serve on a building committee. On the surface, it seems like a good idea. In reality, the things that are important on a facilities committee are not always related to knowledge of construction or even good taste. The church leadership should each make a list of three to five prospective members who have suitable traits, and they should compare lists and select people mentioned more than once. Each committee member should add equal value to the group. Here's what to look for when making this list:

- Good business sense
- Longevity with the church
- Strong relationships with multiple groups within the body (Translation: Avoid asking people who specifically run in a "clique").
- Tact when addressing others in the community (For example: A person known for frustrating or embarrassing people, even if unknowingly, is a poor choice for the building committee).
- Respect for items that are sensitive or confidential

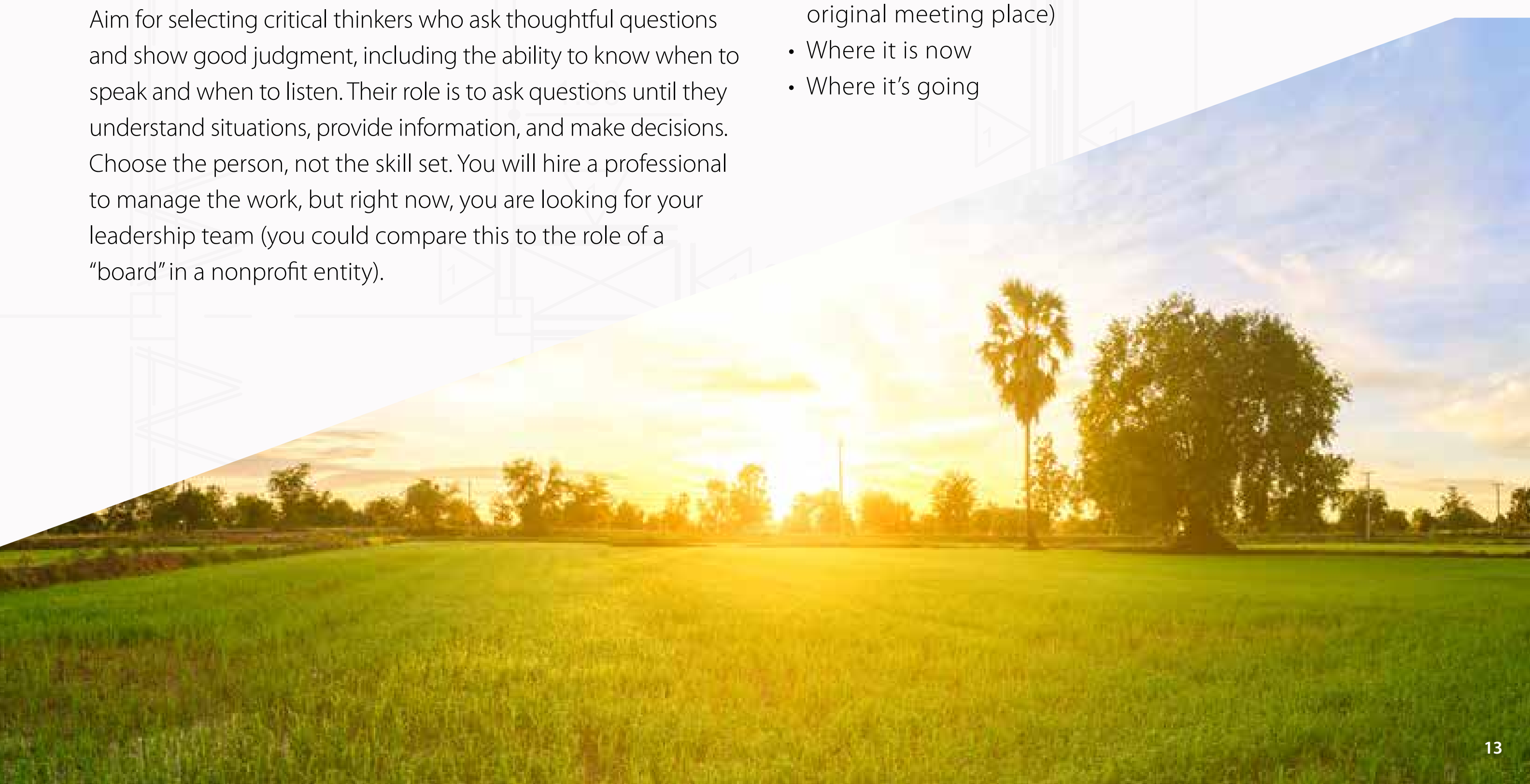
Aim for selecting critical thinkers who ask thoughtful questions and show good judgment, including the ability to know when to speak and when to listen. Their role is to ask questions until they understand situations, provide information, and make decisions. Choose the person, not the skill set. You will hire a professional to manage the work, but right now, you are looking for your leadership team (you could compare this to the role of a "board" in a nonprofit entity).

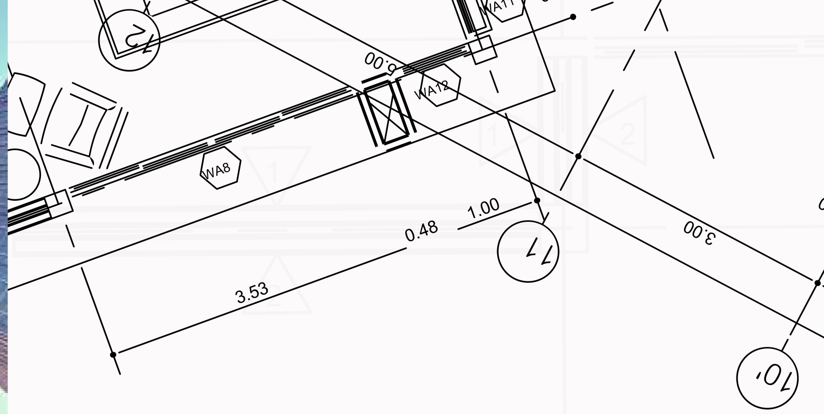
WHERE HAVE WE BEEN?

Once you get your team together, and before any specific actions take place, you need to have a straightforward conversation with your building committee to define the story of your facilities. The older and more vibrant the history of a church becomes, the more that important details are likely to be lost. Being able to tell this story factually and concisely, both verbally and graphically, will give your committee the confidence to make good recommendations to church leadership. This will help all of you in fundraising, in decision-making, and in helping your group's body feel ownership for your projects…not to mention learning from the experiences that you've already had, facility-wise.

Here's what they need to know, and remember we are discussing facilities, not the church body:

- Where the group has been (history of its beginning/original meeting place)
- Where it is now
- Where it's going





To nail down your story, meet with your new committee, and map out the timeline of facilities you've experienced. To a new leader, the current facility situation could feel like phase one, but the building may have been through four phases already. The living room the church first met in may have been phase one for you, and it is important. When you have these two things accomplished, you are ready to move on:

1. Everyone knows and agrees on the same facts.
2. Everyone on your leadership team can tell the same story to anyone who asks.

Note: If you are at the onset of a building, the tasks listed here could feel extremely overwhelming. If you have very few people and virtually no leadership team in the season you are in, you need to create an advisory board of trusted individuals who will agree to participate in discussions with you about your planning process (whether they are a member of your church, or not). No one is meant to make all of these decisions alone, or with members who are not necessarily qualified to take on strategic planning.

WHERE ARE WE GOING?

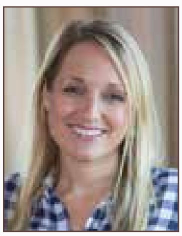
The next step is to define your current building needs. At any given time, a building has facility needs. Maybe you need an extra space or an outdoor feature. It could be that the foyer is less than welcoming. Or, maybe you're meeting in a living room, and at some point, you will have to move out for lack of space. Or you need land, or a classroom building, or more sanctuary space.

What are the spaces that need your attention now?

Which needs should be put on a running list for future discussion?

Begin the habit of making a list of needs – both pressing and future. This is not to say you are discontent with your current situation, but you have made the decision to look ahead because a group of people have entrusted you with leadership. And these lists, the comments made by membership and leadership, the pastors and the visitors…these make up the early discussions for your building committee. The prioritizing, the praying, the discussing among a small diverse group who will ultimately recommend to leadership the next steps…these are the seemingly small but consistent actions which will set the stage for a healthy facility growth strategy.

Katie Burch



Katie Burch is a mom of two energetic boys, Grady and Jackson. She and her husband Ken love taking their boys to the little fishing community of Port O'Conner, and they are members of Redeemer Church Brenham. Katie serves on the Impact Houston Foundation Board and the Get Together Brenham board. She is the author of the book *Church Buildings: A Strategic Guide to Design, Renovation, and Construction*.

Good Intentions Will Only Get You So Far!

By David Reed

How many of you showed up to work today with the goal of messing up your assignment or upsetting a member or customer? I would assume the answer would be none. Everyone has the best intention of performing their job with excellence, but good intentions will only get you so far! It doesn't matter if you are in leadership in your organization or an individual contributor, we all want to do a good job, but sometimes things just get in the way.

There is an exercise that I frequently use with groups during retreats or teambuilding events. It is called the Helium Pole. Picture a light weight pole that is used to support a camping tent. It is 15 feet long with people lined up across from each other with the pole running down the middle between them. We raise the pole to about average chest height. They must hold their fingers out parallel to the ground and rest the pole on both hands. I always tell them they have two rules: 1) The pole must freely rest on their fingers with nothing providing downward pressure on the pole, and 2) they must maintain contact with the pole at all times with both hands.

Their goal as a team is to lower the pole to the ground. I tell them to start, and that is when the fun begins. I have done this hundreds of times over the past 20 years and in almost 100% of the cases, the first thing to happen is the pole will begin rising, often reaching heights above their heads. I always hear someone on one end yelling out to the other end: "What are you guys doing down there? We are supposed to be lowering the pole!"

After a couple of times resetting the pole back to chest height, someone will usually take charge and start giving directions, calling out a cadence by which the group lowers the pole an inch at a time until they reach the ground.

There are several applications to the workplace with this fun exercise. One lesson is that everyone started the exercise with the best intention: work together and lower the pole to the ground. What happened? Just as when we attempt to accomplish a challenging task that involves many people who work in different areas or departments, things happen! It could be coordinating a major event at your church or handling the new school year enrollment. There are many pieces to the puzzle that all must fit together in just the right way to make the event or process a success.

Whether it is performing your job at work or the group attempting to lower the Helium Pole to the ground, it is difficult to achieve your goals without a process or system to guide the effort. Many organizations, even churches, start as a small team with a mission. During the early days, the group is small enough that you may be meeting in one building, or even a single room. It is easy to communicate within the team as everyone knows what the others are doing.

You then start to grow. You expand your team by hiring more employees or recruiting volunteers. You may create different departments or teams and you are no longer all working in the same space. To continue to grow, you begin to divide and conquer your tasks. The problem at this point is that most organizations are still trying to function in the same way they did during their startup days.

Organizations that are successful at moving from startup to maturity begin to develop structured processes and deploy computer systems to help keep them organized and on track. Some of you reading this may be thinking, "We will lose the personal touch if we start using computers." The opposite is actually true. Not too many of us have the ability to store large amounts of data in our brain without forgetting some of the details.

The Church CO-OP was at this critical juncture several years ago. They had a great group of well-intentioned and talented team members. They were doing a good job serving many of you. The challenge of trying to manage an ever-increasing amount of data using spreadsheets and simple systems will reach its limit of effectiveness. At this time, they decided to implement the popular system called Salesforce.com. We created a plan to migrate existing information from a variety of sources into this new single platform. The system was customized to work within the unique requirements of the CO-OP and their members, vendors, and customers. There were meetings during which some key processes were documented. The processes were reviewed and then built into our new system. The data was loaded and the team began serving their customers using a brand new system and set of processes.

So, what are the benefits of creating processes and implementing systems?

1. Clarity of Process

I have found that when you go through the exercise of defining and documenting your processes, you gain a sense of clarity as to the process in general and specifically, who is responsible for each step in a process. Often when I go through the process definition exercise with a client, I hear things such as, "I did not realize your team did that." or "I think it would be more effective if my group does that task at the same time we complete this other one." At times, we even hear, "Why are we still doing that? I think that task could be eliminated."

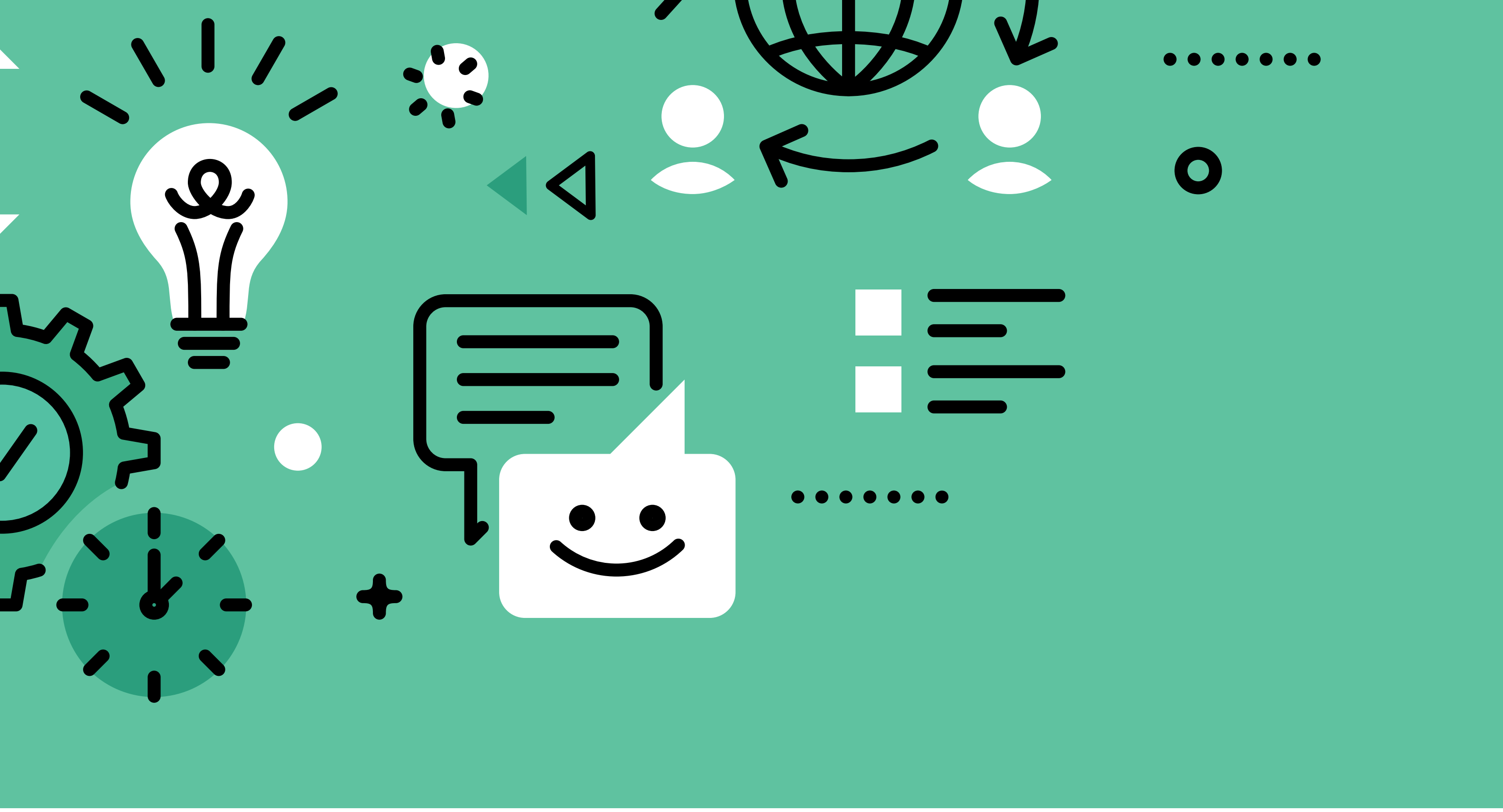
2. Consistency of Delivery

As an organization grows, tasks are delegated and no longer performed by the person who designed the process. There may also be multiple teams or individuals tasked with completing the same process, resulting in a chance that personal preferences and opinions may creep in and alter the original intent.

When you document a process and then train all of your team on how to properly execute the tasks, you will end up with the work being done in a consistent manner with the same customer experience. Whether it is your members or customers, everyone appreciates a consistent experience. For example, if you were to visit a Chick-fil-A and order a #1 combo one week and then a month later visit another location and order the same thing, you would be surprised if they did not taste the same.

3. Efficiency

When you introduce systems along with your work processes, you can gain efficiency, especially when it comes to processes that are frequently repeated. I have a good friend of mine, Lee Colan, who has a saying that we should strive to "get the highest and best use out of each of our team members." This includes letting systems handle tasks that could keep a member of your team away from interacting with a church member or customer and doing what they do best.



It is also helpful to have your common processes documented, including those that are not ones you have to use on a regular basis. That way you will not spend time trying to remember what you need to do. When you have a new employee join your team, they will appreciate having the key processes documented so they are easy for them to execute while they are learning the ropes.

4. Improved Communication

One of the primary benefits of installing a Customer Relationship Management (CRM) system, such as Salesforce, is improved communication. A system provides a location to record notes about a conversation that you may have had with one of your customers or members. When used properly, if the member calls and reaches someone other than the initial person they talked with, the second team member should be able to bring up information regarding the member or customer and continue where they left off.

The system can also be used to prompt a team member to reach out to a customer on a regular basis. I am not a big fan of fully automated communication, but using the system to keep you on track is a good thing.

A CRM system also improves communication within your organization. Follow-up tasks can be assigned and placed on a schedule. For example, within the Church CO-OP organization, there are several steps that must take place when a new member joins. If there were only one or two people involved, and only an occasional new member, you might be able to handle it with manual processes, but when you start to grow and the level of activity increases, it is helpful to have some assistance from a system.

Analyzing Processes and Systems

What do you do if your systems and processes are standing in the way of your organization providing excellent service? Consider the following steps to get things in line.

The first step in becoming an effective organization is to evaluate and document your work processes. This is what we call a process analysis exercise.

Process Analysis. Make a list of your key processes and systems that support your work. In this list, identify the following fields:

1. Process Name.
2. Internal or External. Does the customer directly see the system or interact in this process?
3. Grade. (A, B, C, or F)
   a. A = Process is efficient and supports excellent customer service and efficient operations.
   b. B = The process works fine the majority of time, but falls short on occasion.
   c. C = The process needs significant improvement and often is the cause of customer issues.
   d. F = The process is broken or non-existent.

4. Priority (A, B, C). This is a measure of how critical this process is to executing the mission of your organization.
5. Frequency (Daily, Weekly, Monthly, Quarterly, Annually, As Needed). Identify how frequently this process is used.
6. Key Users. Who are the key internal or external users of this process or system?
7. Related Processes or Systems. What other processes or systems depend on the results of this process? What needs to be completed prior to this process running?
8. Key Process Steps. Document at a high level the key steps involved in a process. Ask yourself, "Why do we do it that way?" If you ever find yourself responding with, "We've always done it that way!" then it is time for you to figure it out for yourself.
9. Issues. Document the problems or challenges faced with this process.

As you walk through the analysis of your processes, you will enter the second step where you create process improvement plans.

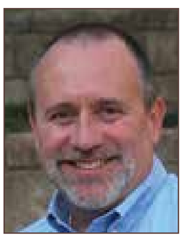
Improvement Plans. For each process that did not score an "A" in the analysis phase, create an improvement plan. Start with the lowest grades and highest priorities. The improvement plan should contain the following elements:

1. Process Name.
2. Key issue being addressed.
3. Target implementation date.
4. Point person responsible for seeing that the plan is completed.
5. Plan details that document the steps that must be taken to bring this process to an acceptable grade.

Even the best run organizations never stop improving. At a minimum, you should be reviewing your critical processes at least once a year. As you grow, or as the needs of your members or customers change, your systems and processes should adapt to keep pace.

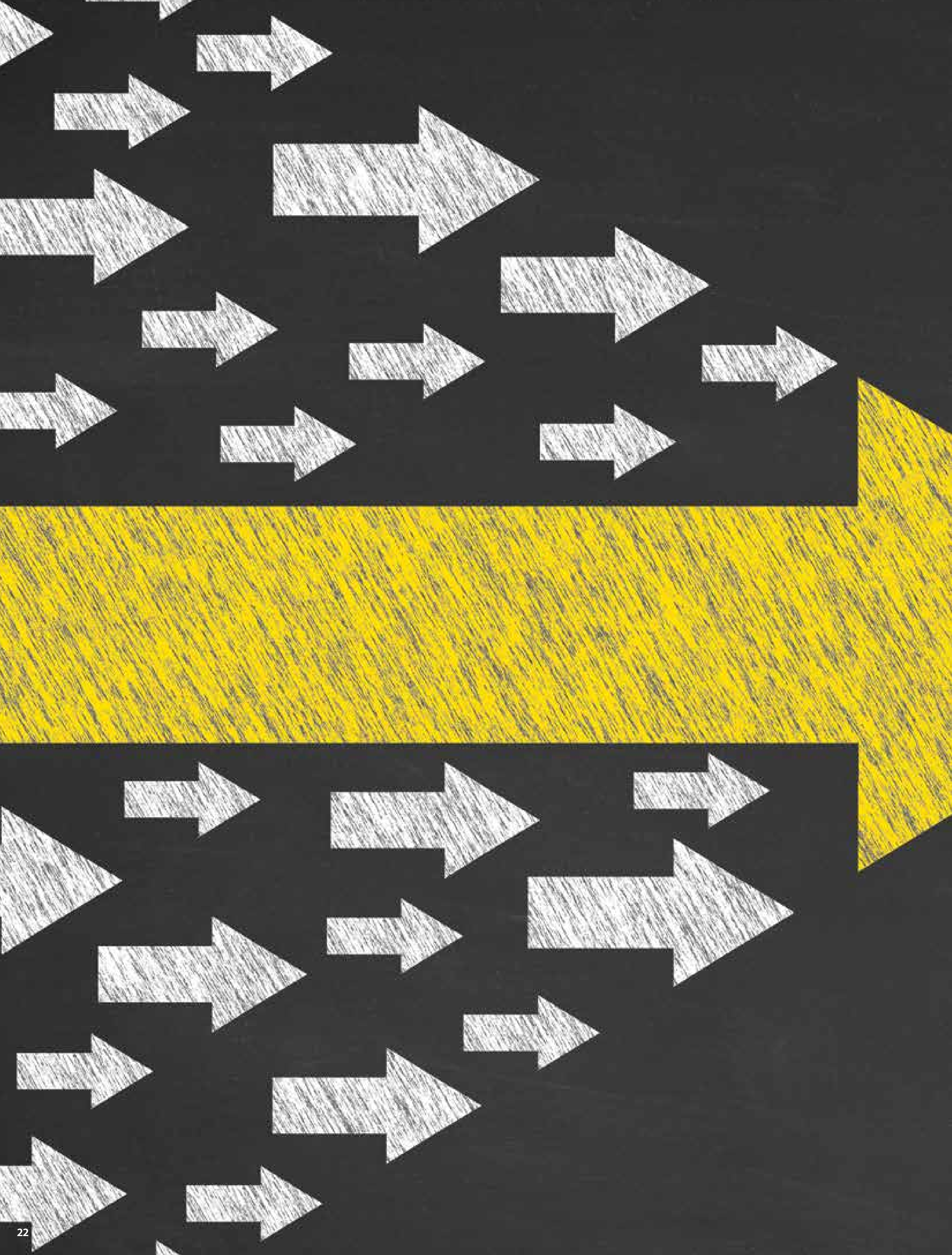
Good systems and processes will never replace the actions of your loyal, well-trained employees, but they will help them be all they are meant to be.

David Reed



David Reed is the Chief Customer Care Officer for Olympia Consulting. David is a published author of four customer service books and his career passion has been to assist organizations in creating a culture of excellent customer service, servant leadership, and effective operations.

Before co-founding Olympia, David worked for Anderson Consulting, Exxon, and Disney and has led his own business for the past 16 years where he created a loyal clientele that adhered to his principles of service and operational excellence. David earned bachelors' degrees in Computer Science and Chemical Engineering from Texas A&M University.



THE LEADERSHIP COACHING PROCESS

By Gary Crowell

There is quite a bit of buzz today in both the secular and church world about "coaching." Depending on the context and the one making the communication, it is possible to get a variety of understandings of what this really means. I think it would be a fair assessment to acknowledge that this has led to some confusion about what leadership coaching is and perhaps is not. How can it be distinguished from other known processes? Hopefully, this article can provide some clarity on the matter.

First, let's ask the question, "How is leadership coaching different?" Here is the answer:

Leadership Coaching is discovery driven

Athletic Coaching is performance driven

Therapy is recovery driven

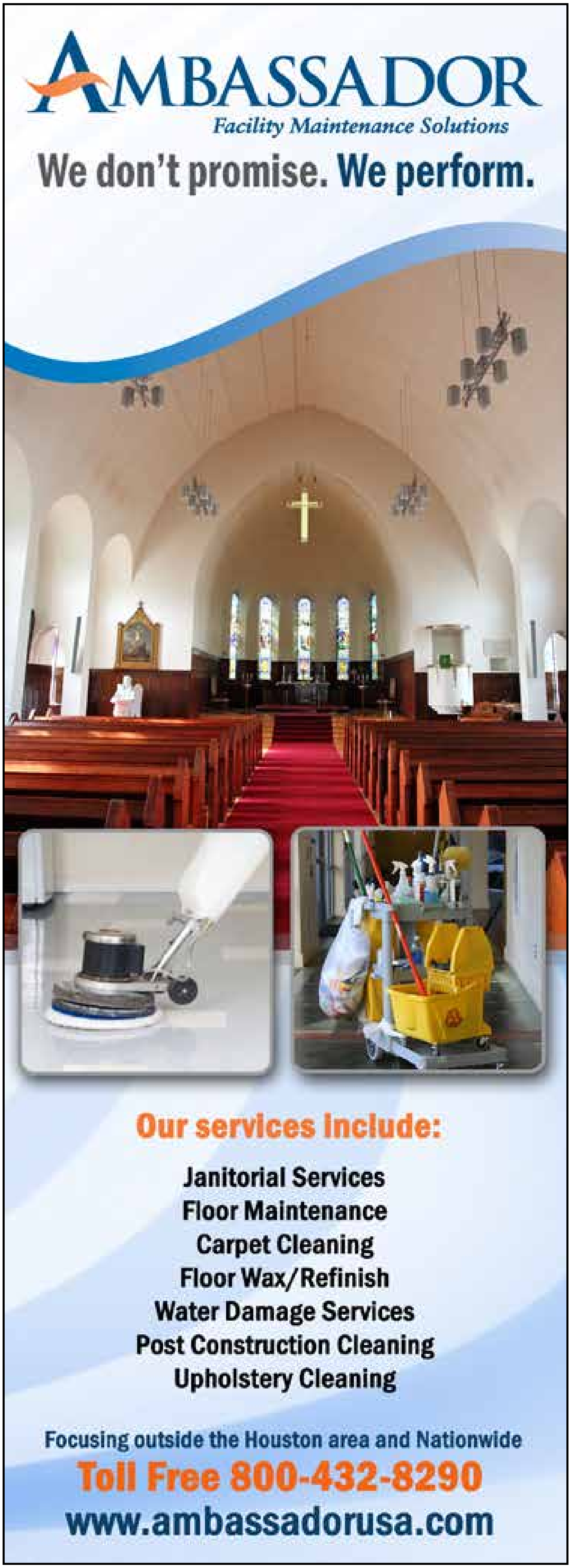
Consulting is expert driven

Mentoring is follow-me driven

Leadership Coaching seeks to draw out of the person(s) being coached ideas, solutions, and strategies to be applied in their real life situations. Coaches believe that every person (or group) possesses creativity and resourcefulness. The coach facilitates the coachee(s) in surfacing his own ideas, skills, resources and creativity to apply to his situation.

Coaches provide an ongoing partnership with the coachee to enable him to move forward toward genuine results and life change. Coaches help bring out the best in the individual (or group) by providing greater focus and awareness of possibilities which will lead to more effective choices and solutions.

A coach is 100% for the coachee. The focus in coaching is on what is present rather than what is missing or lacking in the person being coached. Coaching is "strength-based" thinking and action rather than a "weakness-based" or "fix-it" mentality. The goal of the coach is to further develop the strengths and potential of the coachee rather than trying to find and fix what is missing or lacking.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Clarity of goals, brainstorming, designing action, addressing obstacles, support and accountability are all part of the coaching process. The assumption of leadership coaching is that the individual (or group) is capable of generating their own solutions, with the coach supplying supportive, discovery-based approaches and frameworks.

Athletic coaching is what comes to the mind of many folks when they hear the term "coaching." I suppose this is because this is the context in which most of us have experienced this term. However, athletic coaching is very different from leadership coaching in that the athletic coach measures the success of the process by the effectiveness with which the athlete performs in doing what they have been trained by the coach to do. The leadership coach does not keep a scorecard for the coachee, but does provide a framework of accountability to the coachee that produces results.

The coach approach has noticeable differences when compared to therapy. It is the difference between architecture and archeology with leadership coaching being the first and therapy being the second. Therapy is largely about recovery from some sort of pain or dysfunction that comes from the past. As compared to coaching, therapy involves bringing the person from an unhealthy past life situation to a healthy present. The healthy present is the starting point for coaching so it does not delve deep into past baggage, but rather launches from a present positive potential. There are those who need the benefits provided by therapy, so the wise leadership coach will direct them to professionals who can help in this way.

Most people and organizations seem to value the informed input of a consultant and pay big bucks to get it. The consultant is seen as an expert in the field of knowledge that they represent. They feel that if this specialist tells them what to do there will be a high chance of success. In reality, the consultant is responsible for the desired outcome as the client follows their advice. In contrast, leadership coaching requires that the coachee be the expert on their life and be responsible for the outcome by carrying out their own action steps. The coach comes alongside in the coaching process, but it is the coachee who is responsible for the outcome. This distinction makes a huge difference in how each of these two processes are implemented.

Mentoring is a term that is frequently confused with coaching. In the purest sense, mentoring is a process of guiding another along a path that the mentor has already traveled. There is little discovery in the journey as compared to leadership coaching. There is an abundance of sharing, guidance, or direction that comes from the accumulated personal experience and learning of the mentor. The assumption is that the insight and wisdom shared by the mentor is going to advance the mentee in their own learning process. In contrast, leadership coaches are often asked to give their advice, but this is generally done only when asked for and when appropriate. Just because the coach has the potential of resolving the issue for the coachee with some mentor type advice does not mean he needs to do so. The coachee needs to "own" their solutions by experiencing the journey to get there. Even when a coach offers advice, it has to be done in a context of a trusted coaching relationship and when it advances the coachee's learning. Advice is never offered in the coaching process just because the coach feels like the coachee needs to benefit from his wealth of wisdom. Coaches do not need to say everything they know.

We have looked at five contrasting processes. There are similarities in the needed skillsets required to do leadership coaching, therapy, consulting and mentoring. Aspects such as quality listening, asking questions, brainstorming, and designing action plans are present in all of these. However, leadership coaching is the process which most empowers the coachee/client to capitalize on their own greatness in accomplishing objectives and making sound life choices. Consider the possibilities!

Gary Crowell

Gary Crowell has served for fifteen years as Chief Financial Officer of Tarrant Baptist Association, Fort Worth, Texas and previously as Executive Director of Tarrant Baptist Foundation. He has a passion for helping churches keep their congregations financially and legally sound. He does numerous consultations, leadership coaching sessions and conferences each year. He considers it a privilege to be invited to train church leaders.

Gary and his wife, Robbin, were under the appointment of the International Mission Board, SBC for 19 years to Lima, Peru. He served as business manager, treasurer and legal representative for the Peru Baptist Mission while being involved in church starting, university student and professional ministries. He holds an advanced degree in missiology and has a deep heart for anything involving mission work, at home or abroad.

The Crowell's have two married sons and three grandchildren. They live in Benbrook, Texas.

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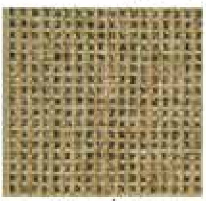

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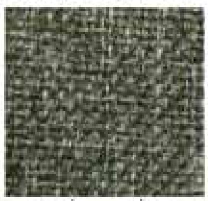

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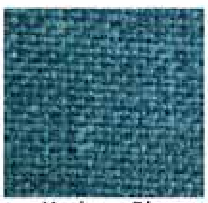

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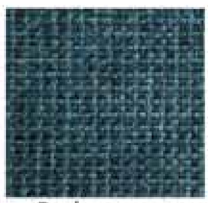

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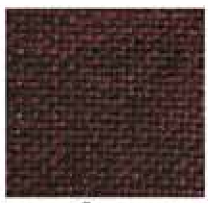

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Proper Processes Lead to Prosperity

By Doug Reed

Success in the IT functionality of a church is enhanced tremendously when you have the proper processes identified, documented and implemented. In this article, we focus on some of the key IT processes that are vital to any church's long-term IT success.

A "one size fits all" set of IT processes is likely unrealistic. After all, churches "do church" differently, therefore some processes may need to reflect your church's uniqueness. However, the key categories covered in this article are critical to developing processes. Included, should be processes for Church Management Software (ChMS), backups, security, wireless, email, and project management.

The following can be used by any church and should be the starting point from which you develop your specific IT policies:

Church Management Software (ChMS)

This is the important application that facilitates a good bit of communication and work flow through the staff. Making time and allocating budget for research to select the right application for your church is very wise. We are always amazed at churches who take this large decision so lightly. Recently, we worked with a church that allocated a fair amount of staff time and budget to demo, research, test, and conduct meetings between several of their ministries and the vendor to make sure they were making the right decision. That was money well spent.

Making time to develop the processes and work flows in using a ChMS application are vital. Having served churches for over 16 years now and having seen most ChMS applications in action, we can honestly say that most churches take advantage of about 50% of what the application can do for them. Not enough time is spent exploring the application and putting it to maximum use. Few churches really understand how to fully utilize an application to enhance their communication, assimilation, enfolding, etc. One of those churches who does delve into the application is Grace Presbyterian Church. Hardie Morgan seems to enjoy pushing the application to see what it can do to help the staff serve more efficiently and effectively.

Backups

Ensuring you are backing up the right data and that backups are working is one of the most important processes you can put into place. Most issues can be resolved, but recreating days, months, and/or years of data is difficult and costly. Another part of the backup process is making sure the data is taken offsite. As a child, I grew up at Memorial Drive UMC. I can attest firsthand that a church can catch fire and burn. I recall being part of the team that carried out boxes and boxes of choir sheet music and laying them out to dry because they had been soaked by fire department hoses. With the Cloud so prevalent, having a copy offsite is very practical and efficient. With this solution, there is no reliance on human behavior to take a hard drive or tape home each day/week.

Security

With all the creative scams out there these days, security processes are vital. We have seen organizations transfer money to fraud bank accounts because they did not have processes in place to prevent such action. We encourage every organization to adopt the eye verify transfer process; meaning no more transfer of funds unless they have been verified eye to eye or at least verbally. Churches should immediately adopt a process that no funds will be transferred via emails. Another key process in security is education of users. The scams are getting more creative and emails look identical to those prominent vendors such as Microsoft, DocuSign, UPS, FedEx, etc. would send out. A few key processes will keep users from clicking on things they shouldn't:

- Look at the domain name (the return email address) the email came from. If not known or reputable, then it is most likely a scam.
- Inspect the grammar closely. Most scam emails have grammatical errors.
- If asked to perform a wire transfer, it is 99.9% a scam.
- Review the salutation and call to action. Quite often these are odd.

Making time to draft security processes could save the church quite a bit of time and money in the long run.

Wireless

Key processes regarding wireless are the following:

- Separate your wireless availability into 2 parts – a "guest" area that allows for internet access only and a "private" area for church employees to access church resources.
- Make the private wireless network as secure as possible by forcing users to authenticate (login using a user name and password).
- Leave the guest network open so people attending your services can gain internet access without the need to authenticate.

Email

This goes hand in hand with your security processes. Email is the main form of communication in today's business world. Implementing a few key processes and guidelines will go a long way:

- Be suspicious of any email which includes a link to click on unless you are 100% confident you know the sender and can trust what they send you. If you have any doubts, contact the sender by phone to verify before clicking on any links.
- Check the actual email address of the sender. A common practice by scammers is to change one letter in an email address hoping you don't catch the difference (e.g. joe@concast.net instead of joe@comcast.net).
- Be very cautious of any emails claiming your church owes them money and suggests you pay them online. Route those emails to the person at your church in charge of financial payments.

Project Management

Projects are a part of every organization. Including the following processes in your projects can help them stay on track and on budget.

- Define the Scope – Clearly define what is going to be done in the project. Without a clearly defined scope you may find yourself wandering aimlessly, or as the project progresses and you continue to unearth more things that need to be done, you soon find that you have a project that is going over budget and will not finish on time. If you are working with a vendor and they provide you with a scope of work, be sure to read and verify that it meets your objectives.
- Select a Team – Your team will need to include decision makers and workers with appropriate knowledge or skills. You will also need one person to act as project manager or the "point person" for seeing the project through to completion and organizing the team.
- Project Status Emails – A regular email should be sent to the project team with an update on project status. Common items to include are: Next Steps, Important Dates, Issues and Concerns.
- Lessons Learned – Be sure to make note of what worked well and what can be done better next time. Whether it's next week or next year, more projects are around the corner so strive to learn from each one to make the next one even better.

Although most of the processes noted above are fairly basic, one would be surprised at how many churches do not have these in place. It is also surprising how many organizations do not invest time in educating their users on these processes, guidelines and tips. The main take away from this article is that proper processes will lead to prosperity, as well as keep you from potentially disastrous situations.

Doug Reed

Doug is Vice President and Chief Operating Officer of BEMA Information Technologies, LLC, in Houston, Texas.

CASH FLOW PROCESSES

By Ken Emert

According to the current Status of Global Mission report from the Center for the Study of Global Christianity, Christian organizations worldwide are expected to experience more than $59 billion in financial fraud by mid-2017. Compare that to the $53 billion churches are expected to give to worldwide mission work during the same time frame. (Taken from Brotherhood Mutual Insurance online article "Church Fraud Exceeds What Churches Give to Missions")

That is a sad commentary. The problem is that, in may cases, ministries are a soft target for fraud. What is fraud? It is defined as "wrongful or criminal deception intended to result in financial or personal gain."

This reputation has been earned because ministries tend to be very trusting. Many years ago I heard a statement that I have never forgotten. I was part of a group meeting with Christian psychologist Dr. Henry Brandt. He said, "People don't do what you expect, they do what you inspect."

Ministries are willing to give individuals a second chance. And let's face it, finding volunteers to help in the accounting area can be difficult and many ministry accounting offices are understaffed.

So where do you begin? The first step is a comprehensive written policy that outlines how all aspects of your ministry's finances are to be handled. A key component of the policy is the segregation or separation of duties. This is referred to as strong internal control. Included should be procedures for:

- Processing contributions
- Receiving and processing money for events and activities
- Approving all disbursements
- Reimbursing staff and volunteers for ministry expenses
- Handling ministry credit cards
- Processing, signing, and distributing checks
- Reconciling bank statements
- Preparing monthly financial reports

A strong financial policy not only protects the ministry from potential fraud, but also protects the staff and volunteers from any appearance of wrongdoing.

Let's look at issues to consider for each of these areas:

Processing contributions:

- How are ushers recruited? Is there a membership requirement?
- Once collected, where does the offering go until it is counted?
- How may counters are there? What should the minimum be? What about couples or families?
- Is a summary sheet prepared and signed by all of the counters?
- Are the checks endorsed "For Deposit Only?"
- Do you have multiple counting teams so it isn't the same people every week?
- What about contributions received during the week? Are they endorsed when received?
- Who enters the contributions into your church management software and general ledger?
- If your checks are scanned electronically for the bank, what are your procedures for storing and then destroying the checks at the proper time?
- Is there a reconciliation between what is entered onto the donors' records and what is recorded in your general ledger?
- How does the money get to the bank?
- What is your ministry's policy for accepting donor restricted contributions?

Receiving and processing money for events and activities:

- Who collects event money?
- Can people register and pay online? If so, how are those registrations processed?
- Where are the cash and checks stored until they are deposited? NOTE: We have a drop safe that the funds, along with a signed tally sheet, are dropped into.
- Is there a reconciliation between the number of participants and total funds collected? For example, if there were a youth event that cost $15 per person and 75 youth attended, I would expect to see a total of $1,125 turned in.
- What about scholarships? How are they processed and who can approve them?

Approving all disbursements:

- Do you pay only from invoices and not from statements?
- What is your process to verify receipt of goods before payment is made?
- Do invoices over a certain amount require additional approvals?
- Does your accounting system prevent double payment of the same invoice?
- Who can add a new vendor to your accounting system?
- Have you implemented a Purchase Order system?

Reimbursing staff and volunteers for ministry expenses:

- Do you have an accountable reimbursement policy?
- What is your policy for determining acceptable expenses?
- What is your policy if receipts are turned in after the deadline? Is it enforced?
- Is there an approval process for reimbursements?

Handling ministry credit cards (the bane of many accounting departments):

- Who can have a church credit card?
- What is your policy for use of the card?
- Are original itemized receipts required?
- Do the credit card statements come directly to the accounting department?

Processing, signing, and distributing checks:

- Is your check stock secured?
- Is there a regular schedule for processing checks, i.e. weekly, biweekly, etc.
- What is your policy for exceptions? "I need a check NOW!"
- What is your policy for when payments are made, i.e. as they come in or by due date?
- Once checks are selected for payment is there an approval process prior to printing?
- Is the check signer(s) provided with the backup documentation for each check?
- Are checks kept in a secure location until distribution?

Reconciling bank statements:

- Who reconciles your bank accounts? Is it someone who is not a check signer?
- Does your reconciling process include tying your outstanding balance (statement balance plus or minus outstanding items) back to the general ledger?
- What is your policy for stale dated checks?
- Are the completed bank reconciliations reviewed by another individual?
- What is your policy for closing the period once your Bank Account Reconciliations are completed?

Preparing monthly financial reports:

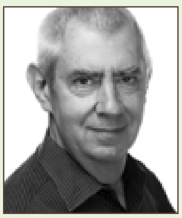
- What is your policy for when monthly reports are prepared? Is it after all bank reconciliations and any adjusting entries have been made?
- Who receives financial reports?
- What is your policy for comparing actual expenditures to budget?
- What is your policy for making adjustments to prior periods?
- Are your financial statements generated directly from your accounting software?

Additional Items:

- Does your accounting system provide an audit log for changes made?
- Who is responsible for adding new users or changing users and setting user rights?
- Does your ministry have an annual audit or review by an outside firm?
- Who updates journal entries?
- Who can make adjusting entries into your general ledger?

The purpose of your financial policies should be to protect the integrity of your ministry as well as those individuals faithfully serving.

Ken Emert



Ken Emert is the business administrator at Pure Heart Church in Glendale, AZ. In addition, he does financial consulting for churches and nonprofit organizations. He graduated from Baylor University with a BBA in accounting, and received his MBA in nonprofit administration from Azusa Pacific University. Ken has more than 30 years of ministry experience.

A strong financial policy not only protects the ministry from potential fraud, but also protects the staff and volunteers from any appearance of wrongdoing.

cleansweep

by Floyd Mahanay

Professional Janitorial Service's ICS Process/System

ICS or Innovative Cleaning System that PJS utilizes in our day-to-day cleaning of all facilities is the right approach to high quality cleaning. It is the pinnacle of a systemized cleaning process in our industry. The foundation of the PJS Innovative Cleaning System is a comprehensive approach to all aspects of the cleaning and operations process with the purpose of reducing costs while increasing efficiency, cleaning levels, and worker morale, resulting in a cleaner and healthier facility that exceeds the industry standards.

LEED Green Cleaning

The PJS Innovative Cleaning System IS green cleaning. Cleaning for health, safety and the environment have long been fundamental principles of the PJS philosophy, even before "sustainable green cleaning" became an industry watchword. PJS cleaning protocols are aligned with LEED® credit requirements for certification and developing technologies for continued improvement. Our comprehensive program includes:

- A green cleaning management policy.
- Purchasing of sustainable cleaning chemicals and equipment.
- Established cleaning procedures.
- Guidelines for the safe handling and storage of cleaning chemicals.
- A green cleaning program manual.
- Cleaning effectiveness assessment audits.

Cleaning for Health First

The philosophy of the PJS Innovative Cleaning System begins with a commitment to clean for health first, knowing that appearance will automatically follow. PJS has carefully selected cleaning equipment, chemicals, and designed processes to ensure no cross contamination occurs and to maximize removal of the primary contributors to unhealthy indoor environments, including allergens, bacteria and other microorganisms, and biological and chemical contaminants. It also involves ergonomic considerations for the cleaning team members.

Team Cleaning®

The PJS Innovative Cleaning System incorporates team cleaning, allowing us to develop specialists who concentrate on a few clearly defined tasks in a systematic strategy for each work area. By focusing on certain tasks, each team member becomes more skilled and efficient. Custodians are trained in the specialized cleaning tasks for which they were hired. A successful cleaning team is comprised of four specific cleaning specialists. Each specialist's area is color-coded with task cards, inspection reports, chemicals, equipment, and material safety data sheets.

Our cleaning specialists use Job Cards, which provide a daily outline of job duties and responsibilities for each shift. They also serve as a training tool and clearly identify work to be performed in case of absenteeism. The Job Card lists all the items of special consideration in tenant suites. These items are developed from the pre-startup questionnaire and receive ongoing updates as new tenants are added.

Color Coding

The use of colors is a simple and effective communication tool that crosses cultural, educational, and economic barriers. Each cleaning specialist's area is color-coded with flow charts, job cards, inspection reports, chemicals, equipment, and material safety data sheets (MSDS). Color-coding reduces error and increases the efficiency, consistency, and safety of the cleaning process.

Equipment and Product Selection

PJS has evaluated many types of cleaning equipment and chemicals over time, ultimately selecting those that best meet the quality standards of the PJS Innovative Cleaning System.

One example is the use of color-coded, pre-mixed Stearns® chemicals which greatly simplify chemical mixing. Stearns mixing cards provide clear instructions to ensure optimum performance of the chemicals and enhance safety. Vacuuming has a critically important impact on indoor air quality. Proper vacuuming goes beyond the appearance of the carpet to enhance the health of the environment and increase the life of the carpet. PJS uses the ProTeam® Super CoachVac® with four-level filtration that is 99.97% effective at capturing and containing particles measuring one micron or larger. Independent studies determined that the ProTeam backpack vacuum cleaner's ease-of-use and ergonomic design allows workers to vacuum more than twice the area in half the time with less fatigue and body strain.

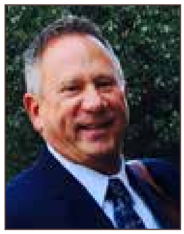
Additional choices include microfiber dusting and floor cleaning equipment, also color-coded for each specialist area. These and the remainder of the equipment and chemical selections used by PJS are all consistent with the goal of removing dirt and pollutants, not just moving them around, and providing our clients with the cleanest, healthiest environment possible. My team is available to sit down with your facility management team so we can discuss how we can make a difference in your facility.

Safety

The safety of cleaning workers and building tenants is of utmost importance. Consequently, the PJS safety program has been designed to exceed industry requirements. Color coding, efficient team cleaning, careful equipment and product selection, and thorough training all make critical contributions to safety. A complete set of documentation coupled with regular safety inspections helps to monitor and ensure compliance with established safety protocols.

The team at PJS stands ready to meet with you and discuss your needs. I can be reached at 713.850.0287 ✦

Floyd Mahanney



Floyd Mahanay has been President and Partner of PJS of Houston for 20 years, and has over 38 years of experience in the industry. He holds a BS in Business from Southeastern Oklahoma State University.

cleansweep

by Geoff Abbott

Healthy Cleaning Process

Having a healthy cleaning process in place is important whether you are looking to get LEED Certification or you just want to provide a healthy environment for your visitors and employees. To have a healthy cleaning process you must decide on two things. First, you must choose the right products and then define the cleaning procedures. Your goals should be to make cleaning and maintenance procedures easy and rewarding. You should also strive to provide products that produce excellent results without compromising safety for the worker or the environment.

Standardizing the products and procedures produces the best results and provides cost savings. The first step in doing this is to choose the best and safest cleaning products. When facilities are choosing custodial cleaning chemicals, they should look for products that do not use hazardous ingredients which can be found in many institutional and household cleaning chemicals. For example, many cleaning products use an ingredient called 2-Butoxyethanol as a solvent in their formulas. 2-Butoxyethanol can be identified by its CAS#, 111-76-2, on the label or SDS sheet. 2-Butoxyethanol has been found to have chronic and acute health effects. Facility managers should look to find a manufacturer that can partner with you to provide guidance on purchasing the cleaning chemicals that are best for your facilities and safe for your employees. Once you have found the environmentally safe products for your facility, you can move on to the cleaning process.

The second step is to define your facilities' cleaning procedures. Partner with a company like Buckeye that can provide manufacturer recommended procedures that work best with the chemicals purchased. Buckeye's Honors Program is an online training program that has manufacturer recommended procedures for its products. The Honor's Program has online videos, tests, wall charts, and written procedures that supplement their in-house training staff that conduct training at your facility. The Buckeye Honor's Program is an ISSA verified training program that provides training in routine cleaning, restroom, shower and locker room cleaning, carpet care, hard floor care, gym floor care, food service procedures, summer cleaning procedures, and product safety. This program presents easy to follow procedures that are proven to increase efficiency and keep your facilities looking its best and healthiest.

There are 3 levels of cleaning that you can do in your facility: routine, interim and restorative. Restorative cleaning is the most expensive and the goal is to combine product performance with a proper training program to extend the time between restorative projects. Combining product performance with proper routine cleaning procedures will reduce product and labor costs. Creating a healthy cleaning process is made easy when partnering with Buckeye. Whether you are creating your custodial department after going in-house or supplementing current processes that are in place, Buckeye is able to combine safe chemicals, increase product performance and provide manufacturer recommended procedures. This enhances the cleanliness of the facility and reduces costs which will enable you to do more with your ministry dollars. ✚

Geoff Abbott

Geoff Abbott is currently the Sales Manager at Buckeye Cleaning Center-Houston. He manages an 8-person sales force for Buckeye's Houston office. He has 15 years of experience in the Jan/San Industry; originally starting with Buckeye as a Schools & Government Specialist.

ministrytools

by Jennifer Crane

Document Management: Are You Over Budget?

As a business owner, your primary objective is to run your business, not your business equipment. Yet, most business owners maintain a passive approach to purchasing their copiers, printers, scanners, etc. and often end up purchasing those machines at their local office supply store, retail supercenter or via the internet. Purchasing office equipment is typically a quick business decision or one that is made only when a piece of office equipment is broken. However, purchasing office equipment can likely result in a critical budgetary mistake because many buyers do not consider the total cost of ownership of each and every piece of equipment. As such, the total cost of owning imaging equipment should be carefully considered.

Before addressing the total cost of ownership, let's first talk about your business. Your business, like all businesses, is contingent upon proper document management. Document management can pose a tremendous challenge. Scanning, emailing and digital filing have replaced the need for paper documents. However, many businesses have not yet adapted ways to efficiently replace paper documents. Furthermore, most companies do not know how to begin the process of "going digital." Thus, document management represents an incredible opportunity for companies to reduce operating expenses and improve overall profitability.

To better understand your office equipment infrastructure, you must first identify the hardware used, the volume utilized on each piece of equipment, and the cost associated with each page scanned, copied and/or printed. In addition, you should have a detailed understanding of your company's document workflow in order to ensure that each piece of office equipment sends the right job to the right person at the lowest cost. This can be a cumbersome task, but once an organization can evaluate how many copiers, fax machines, printers, and scanners they own or lease, the total cost of owning each of those machines, how each machine is routed on the network, and what each machine's volume is, a strategy can be determined to increase company profitability and efficiency.

Charles Brogna, president of American Business Machines in Houston, employs an experienced team of sales consultants that help companies determine how to streamline their businesses by establishing individualized document management strategies for companies of all sizes. Brogna emphasizes, "Entrepreneurs should consider their needs and their budget as a first step when looking for a dealer. Equipment is all geared toward speed, volume and reliability, with different machines for different niches. A good dealer will evaluate your business workflow and determine a strategy specific to your business needs. Saving time and money may be as simple as gaining a true understanding of your document management devices and network."

According to Brogna, "You don't need a large fleet of machines. You need a sound document management strategy and a flexible plan with flexible financing options; and performance guarantees are a must in today's business operating environment." The goal is to determine a business plan that maximizes each machine within a company's network to best scan, print, email and fax documents with the least number of excess machines and the most cost efficient results. Once a business plan and budget have been put together, increased productivity and efficiency are a given.

Have you considered how much it costs to have a printer on every desk, to supply toner for those printers, to fix or replace them when they are broken? To that total, have you added the cost of your copiers, overages, prints made at print shops for special jobs, service contracts, desktop scanners, fax machines, finance charges, etc.? Owning office equipment can be very expensive if not carefully managed by a document management expert. Have you evaluated your document management workflow? With today's improved technologies, now is a great time for a fresh assessment.

Names of office equipment dealers can be found through referrals from the Church CO-OP, on the internet, or by contacting trade groups, such as the Copier Dealers Association. Making a few inquiries about more than prices is always a good idea. Brogna advises that you ask for customer references. It is further recommended that business owners make sure the dealer is an authorized dealer for the brand of product they sell. Check with the Better Business Bureau to see if the dealer has any unresolved complaints, and look for a dealer with an established track record, preferably one that has been in business for 10 years or more.

To learn more about document management, please contact Daniel Anders, Document Management Consultant (danders@abmtexas.com), or Michael Daniel, Document Management Consultant (mdaniel @abmtexas.com) of American Business Machines at (713)688-8873. ✦

Jennifer Crane

Jennifer Crane has been the Chief Financial Officer of American Business Machines in Houston, TX for 16 years. Jennifer has a Masters Degree in Business Administration and a Bachelors Degree in Finance and Accounting from the University of Houston. In addition, she is an active member of the Copier Dealers Association and the Business Technology Association.

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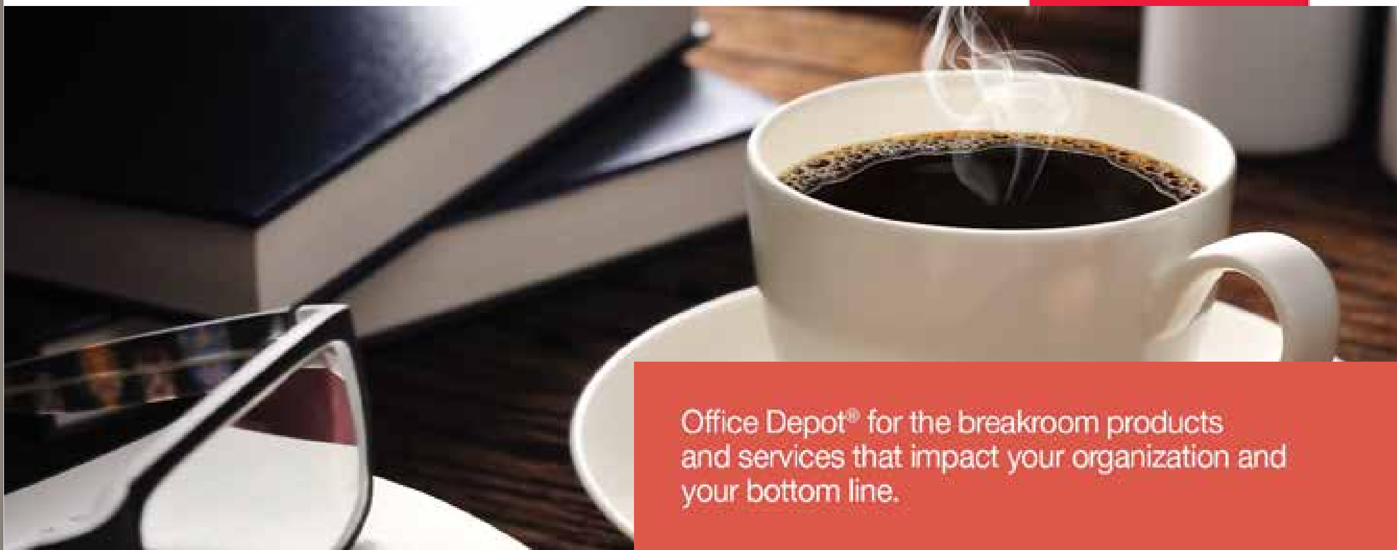

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In 2010, we began our journey when a friend of a friend asked for my help with his church. He brought me a sketch on a napkin of a metal building, and then he described all of their needs in vivid clarity. He knew his church like the back of his hand: the people, the needs, the ministries. He bought me a BBQ sandwich and asked if I would help.

I began to process what he "needed" in order to make this happen. First off, the budget was tight as tight could be. Engineers were needed, a permit process loomed overhead, and the codes he needed to follow were mind-boggling. On the other hand, we had to focus on how the people would feel when this new building became their home. I knew that above all else, we couldn't take our eyes off of that.

The next year was nuts. Re-creating the industry "norm" of architectural practice to serve the needs of a growing church taught me one very important thing: it's not a one-man (or woman!) job. People have gifts for a reason, and they've got to be used. We began the search for the team which would one day become PlanNorth. Each new, unique person had to be gifted in a way that would serve churches better. And are they ever.

Here's what you need to know: **We absolutely love churches.** We love that you have to meet during "off" hours… We love that you have a guy who knows a lot about sound and want to pick his brain…we love that sometimes you bring a baby to a meeting. We love helping you spray-paint shovels for your groundbreaking. We love that you pray during meetings. We even love it when the pastors start picking colors and then let us help out. We love it when you see a new piece of land and call us on the weekend to see if it'll work.

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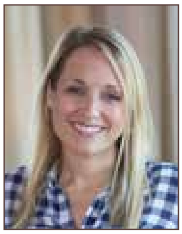
We are humbled and excited to join the CO-OP, and we cannot wait to learn your stories! ✚



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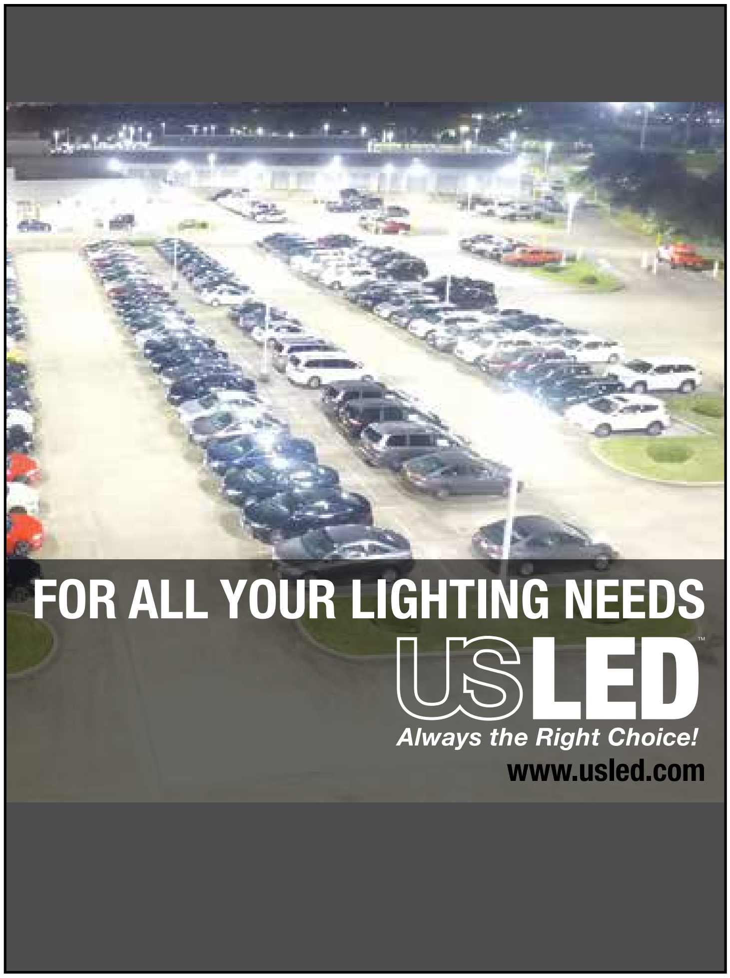

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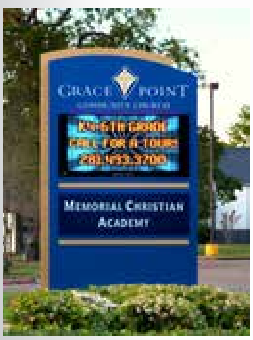

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