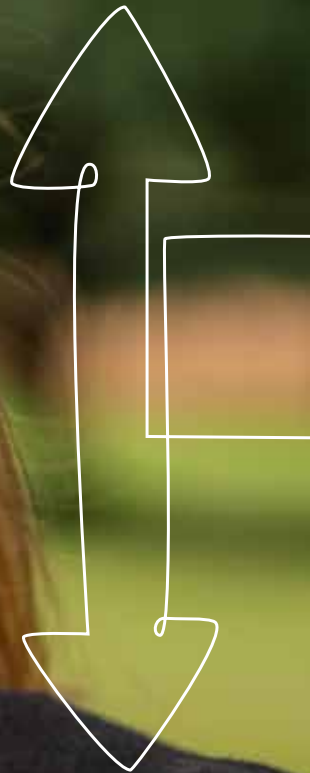


COSP

A Publication of Church Supplies & Services | May/June 2019



FROM THE TOP DOWN

Feature article by
Dr. Melanie Roudkovski,
page 13



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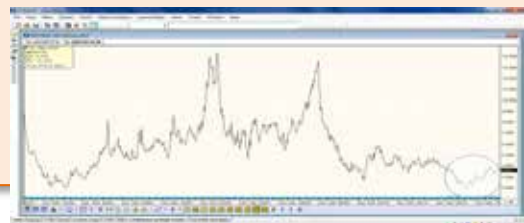
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Texas Ministry Conference 2019 Recap

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Compensation Planning: Building the Basic Foundation

Follow this basic, clear pathway that provides for and protects both churches and their employees in setting up compensation systems. Learn how to develop, implement and follow the eight steps.



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Know Your Vendor Page 44

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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

I will never forget the time we took a trip to the Smokey Mountains and spent a week at a bed and breakfast in Sevierville, Tennessee. We would sit out on the porch every evening and observe the fall colors. On the first day of our stay, only the tips of the mountain across from ours displayed bright orange, red and yellow colors. The rest of the mountain was green. Each day, the colors worked their way down the mountain until our last day. Once the entire mountain was blanketed in vivid color, it revealed a beautiful, uniform picture as though each tree was hand-painted and purposefully placed to add to the others.

There are determining factors in how beautiful the mountains appear from season to season on that porch in Tennessee. The sun, rain, clouds and temperature all come into play. When I think of that mountain, I reflect on how churches, schools and ministries function much the same way. Passion, vision, integrity, Christlikeness, and fruit of the spirit are best modeled from the top down. When that happens, the entire organization takes on a special beauty and healthy culture. Each member is purposefully placed to add to the whole picture. Unfortunately, if leaders display a lack of vision or quality character, the organization will adopt the attributes being modeled above and may not be as beautiful or healthy as it could be.

This issue of CO+OP magazine is themed "From The Top Down" and includes articles on topics to help you serve in ministry, regardless of your role. Our lead article is contributed by Dr. Melanie Roudkovski, Vice President of Global Operations at LeTourneau University. Melanie is passionate about hospitality and building meaningful relationships. Read more about Hospitality From The Top Down on page 13.

You will also find a recap of the 2019 Texas Ministry ConferenceSM, where over 1,115 people gathered in February to learn, network and build community. We have listed our valuable sponsors and the winners of our numerous door prizes generously provided.

Also, don't miss checking out our two newest vendors, The Daily Java (page 44) and Air Performance Service, Inc. (page 42). These exciting new vendors, along with many others listed on pages 48 and 49, will help you save precious time and ministry dollars.

Grab a cup of your favorite drink, sit back, relax and enjoy this issue of CO+OP magazine!

Together We Grow!

Patti Malott

Executive Director



Connecting People and Resources

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- Meeting the needs of others through our nonprofit organization

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Texas Ministry ConferenceSM

www.TexasMinistryConference.org

The purpose of the Texas Ministry ConferenceSM is to provide tools and resources for those who serve in churches, schools and nonprofit organizations. This includes both 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 ConferenceSM is held the third Thursday of each February.

Learn more about how you can benefit from attending this conference at www.TexasMinistryConference.org or by calling **832.478.5131**.

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managementmatters

by Patti Malott

Organizational Structure from the Top Down

When churches and nonprofit organizations experience growth, they typically must change the way they function in order to keep up. The CO+OP is no exception. For the past six years, the CO+OP has experienced continued growth in every area, including membership, vendors, the Texas Ministry ConferenceSM, *CO+OP Magazine* and internal staffing.

To better serve our members, we recently restructured our staff to build for the future. I have assembled an Executive Team to assist in the management of our resources. We meet regularly to communicate objectives and develop future strategy.



John Hagarty, our Marketing Director, serves on this team. John joined the CO+OP in 2016 as Marketing Manager and was recently promoted to Marketing Director. He graduated Cum Laude from Arizona Christian

University with a B.S. in Business Administration. He is pursuing his Master of Divinity from The Expositors Seminary.

John has over 14 years of sales and customer service experience, including five years in management. He leads the Marketing Team and provides valuable support to CO+OP members and vendors.



Our most recent hire, **Karen Endsley**, joined the CO+OP in January 2019 and holds the position of Assistant Director. She graduated Cum Laude from Texas A&M University with a B.A. and Secondary Teaching

Certification in Speech Communication and English. She earned her M.S. in Human Resources Management from Houston Baptist University.

Karen brings over two decades of service and leadership in a variety of settings, including public and higher education, ministry, corporate HR and consulting. Prior to working for the CO+OP, she served as Assistant Director of Human Resources for Tomball ISD. Her focus is on building positive relationships through clear communication, customer service and process improvement.



In addition to our Executive Team formation, we have restructured some of our processes to better align with our growth. **Andrea MacKellar** now serves as one of our Executive Assistants along with Sue Washburn. She will continue to assist with the conference while also supporting the Executive Team.



Christopher (Topher) Malott now serves as Marketing Assistant. He will continue to provide outstanding customer service to our members while also supporting John in his role as Marketing Director.

We are excited about serving together in building a stronger CO+OP and look forward to what God has in store in the days ahead.

Together We Serve! ✦

Patti Malott



we've got you covered

by Gary Benson and Paula Burns

Healthy Foundations Flow from the Top Down

It has been our privilege to work with ministries all over the United States. Many congregations are thriving and growing at a rapid rate that has far surpassed expectations. One church we serve literally went from 450 members to 4,000 members in just a few years. What would your church do if the day you opened your new facility, the average attendance in children's church tripled? Wow! We all know it is hard to recruit workers in the nursery and children's ministry. What if the challenge was multiplied by three?

So pick yourself up off the floor from shock and listen to the wise steps this church took to "shore up" its foundation. These steps were all implemented at the request of senior leadership and even more importantly, were supported by leaders from the top down. They realized that while church growth is desirable, it is just as important to be a healthy church. Had they not acted quickly and realized their foundation could no longer support their growth, they would not have become the success story they are today.

Step 1: Partnered with an attorney, CPA and Insurance Advisor. It is so important to partner with those who specialize in the nonprofit church arena. If you needed brain surgery, would you go to a podiatrist to perform it? The same principle applies here. Partner with those who are experts in working with nonprofits.

Step 2: Gathered guidance on which policies and procedures should be implemented.

Step 3: Screened and trained all employees and volunteers involved in the children's ministry and implemented a Child Protection Policy.

Step 4: Brought in a consultant to conduct training on the Child Protection/Sexual Misconduct Prevention policies they implemented.

Step 5: Most importantly, leadership enforced the change to the church's culture regarding risk. Everyone had to comply with the policies being implemented. The training taught the team "why" it was so important. People are more likely to "buy into" policies and procedures when they are trained and understand the "why." It is not only the church caring for and protecting the children, but also the staff and volunteers.

While your church may not be experiencing such rapid expansion, you may still find yourself having similar growing pains. Leadership starts at the top. Jesus Christ, of course, is the ultimate leader, followed by those whom He entrusts to lead His church. If you are a member of senior leadership, we encourage you to take a page from this church's experience and build a vibrant, healthy church – from the Top Down. +

Gary Benson and Paula Burns



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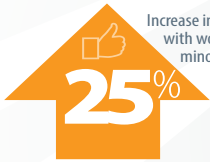


DOUBLE

Associate participation in Health & Well-being programs

200 MILLION

Meals served in our communities



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INCREASE

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62% U.S. Associate gender & ethnic diversity



MORE

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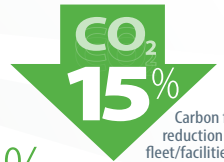
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HOSPITALITY FROM THE TOP DOWN

by Dr. Melanie Roudkovski

My Pleasure: Possibly the most popular statement associated with hospitality culture, at least in my neck of the woods. When I drive through Chick-fil-A with my kids in the car, there's an immediate expectation...and a competition. How many times will we hear "my pleasure" before we drive away? One? Two? Four? There are only so many opportunities to say, "Thank you," but we certainly put this to the test. The ensuing conversation never fails to include surprise and wonder about why Chick-fil-A employees are so pleasant.

Are you surprised by kindness? I don't know about you, but I tend to be pleasantly surprised when someone holds a door for me or gets an item off the top shelf in the grocery store for me, or (God forbid) brakes to let me into the line of traffic. I pride myself on showing kindness to others, but I am often distracted by my own busyness and miss opportunities to be the hands and feet of Christ. There is no shortage of excuses—the tyranny of the urgent has taken over our lives and culture, and we walk through life looking down, literally and metaphorically. If we aren't careful, we can forget to live out the very practical calling of loving our neighbors communicated by the smiles in our eyes and on our faces.

Over the last few years, this became a frequent topic of conversation at LeTourneau University, the Christian institution where I serve. We went to great lengths to identify our customer service deficits. Committees were formed, meetings were held, and hours were spent. In the end, we generated a long list of things we needed to do better, and the list touched every constituency of our university: students, faculty, staff, community members, trustees, alumni, etc. We were fully aware of our shortcomings, and we knew it was impacting people's experience, even if we couldn't pinpoint exactly to what degree. How would we ever make progress with such a daunting task before us? The old Japanese proverb was heavy on my mind: The reputation of a thousand years may be determined by the conduct of one hour. As the

discussion made its way to the President's Cabinet, one thing became clear: a shift toward a more intentional culture of hospitality must start at the very top. This was a non-issue. President Lunsford clearly communicated that he was committed to a culture that focused on placing our customers at the core of all activity and decision-making. This was conveyed to each Cabinet member, and the question then became: What does this look like practically?

Truly, the emphasis placed on hospitality carries the greatest impact when the bar is set from the top. When I began reflecting on my own areas of responsibility, I realized there were many opportunities for improvement. First, I had to acknowledge that there are several levels of "customers." Our prospective students, current students, community partners, university faculty and staff were all our customers. They all deserved the absolute best experience with the University. Truett Cathy, founder of Chick-fil-A, was known to say that his "my pleasure" policy was instituted after an experience staying at the Ritz Carlton. He thought those two small words made the Ritz Carlton stand out as a luxury establishment, and he brought the practice to Chick-fil-A. While the words "my pleasure" are not the hallmark of LeTourneau, the underlying meaning is remarkable to me, so I make a conscious effort to ensure that my corner of campus operates like a luxury establishment.

Second, I must own the need for change. Let's be clear. The motivation for creating a high-quality experience came from the mandate of the University President and was initially driven by the awareness of some things we needed to do better. But hospitality is a mandate that comes from an even higher place. Hospitality is a Christian virtue that includes the friendly and generous reception and entertainment of guests, visitors and strangers. It would follow, then, that a basic requirement for hospitality involves respect for humanity. To be hospitable requires equitable reception of all: guests, visitors and strangers.

Defined this way, hospitality carries great weight but is consistent with the guiding principles of Christian life. As believers, we attempt to conform our lives to the highest standard, and the virtue of hospitality is set forth in the highest standard of Scripture.

In the Old Testament, hospitality was a demonstration of faithfulness to God (Job 31:32; Is. 58:7). It was also clear in Genesis 18 that we should be prepared to entertain Yahweh or his angels at any time, and failure to provide for a traveler's needs was a serious offense (Deut. 10:19). In the New Testament, we are reminded that Jesus came to serve and not to be served (Mk. 10:45, 14:22; Gal. 6:10). There are numerous examples of hospitality in Scripture, presented from a place of expectation. Though the exhibiting of hospitality can be risky and require more of you than you were prepared to give, it is exemplified throughout Scripture and calls for believers to place others as a priority. What does this type of living mean for a workplace? It means that hospitality, truly a top-down concept, must be conveyed to each level of an organization with the unwavering commitment from the highest level that people are to be loved and treated well.

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With this in mind, we had lengthy conversations, collected feedback from every employee, and implemented a few practices not limited by personality or role in the organization. Smile. Make eye contact. Say hello. Laugh and have fun. Be responsive. Offer assistance that goes the extra mile. To be sure, these behaviors were in addition to the task-driven portfolios of day-to-day activity, and most employees were already doing these things. But by making a conscious effort in our interaction patterns, the intentionality added a layer of significance and expectation that did not exist previously. We were always an organization that promoted love and well-being, but we established (and are still establishing) a culture that makes negativity on any level an unwelcome attitude. When entire units of an organization see going above and beyond as the norm, it takes over and permeates the whole. Our students have noticed and commented that this way of interacting is different...we stand out as a luxury establishment. As Roger Staubach once said, "There are no traffic jams along the extra mile."

Recently, we held an event that reflected every level of the university. Prospective students, current students, professional staff, faculty and Cabinet-level leadership were all present. I began observing the interactions that were taking place around the venue, and I watched as our efforts at intentional hospitality played out before my eyes. People were sharing stories; there were tears and hugs; laughter could be heard at every moment from around the room. One story that was shared with me was from a female student in her late 40s named Marie. Marie acknowledged that returning to school had been incredibly intimidating. A working single mother of two teenagers, she had a lot on her plate and was terrified she would fail. She had a co-worker who had shared with her about LeTourneau, so she completed the application online and was immediately contacted by the admissions team. While on the phone with the admissions representative, Marie became emotional and overwhelmed by the application process. Our admissions staffer stopped everything and asked if she could pray for Marie, and at that moment she knew she had found her home.



Fast-forward several months. Marie was enrolled in courses when she entered a very difficult time of life. One of her children began experiencing medical problems and was ultimately diagnosed with cancer, her mother experienced a massive heart attack, and Marie was laid off from her job. She said she thought all her hard work would be wasted until she received a call from her professor. Marie listed by name six different LeTourneau staff who contacted her, prayed for her over the phone, and worked with her to ensure she could still complete her degree. She is set to graduate this spring and has referred multiple friends and colleagues to LeTourneau.

After this event, I did a little research and tracked down those individuals who had been involved in helping Marie. The most amazing thing, and what Marie did not know, was that each of these employees had committed to praying for her unbeknownst to each another. They had emailed her Scriptures and encouragement and truly believed that her enrollment as a student was a divine appointment because God knew she would need that support during her darkest hours.

This could have been the story of any number of people in the room. What she shared with me was evidence that the hospitality culture we are seeking to instill is penetrating interactions at every level. A university president recognizes the call of God to stand out in the way we love people, and that calling is expected to play out in every area of the university. Campus leaders affirm and genuinely love their staff; faculty and staff invest in the lives of students by going the extra mile in every way possible. Students report that their education has been a transformational experience—not only because they received an excellent education and secured jobs, but because they learned how to live life in community by loving well. At LeTourneau University, hospitality culture is one more way to say we're building the Kingdom of God. ✦

Melanie Roudkovski



Dr. Melanie Roudkovski has served for 14 years at LeTourneau University. In her current role as Vice President for Global Operations, she oversees online and graduate programs, as well as extension centers and community partnerships. As a mental health professional and educator, she is passionate about building meaningful relationships and helping people identify and pursue God's calling upon their lives.



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Texas Ministry ConferenceSM

2019 Recap

Networking Together
Learning Together
Visiting CO+OP Alley Together



There is a wide variety of classes offered. It was a great day of learning, fellowship and praise.

Kristin Burch, Boys and Girls Country

Always a helpful conference to build our ministry.

Mickey Ary, Sugar Creek Baptist Church

This is my first year at the Texas Ministry ConferenceSM. I really feel that every staff person who works at a church needs to be enriched by all this knowledge.

Dora M. Salazar, St. Luke the Evangelist Catholic Church

It is always a fun event for our staff. The sessions are on-point and it is a well-organized event.

Jodi Beckendorf, Brenham's First Baptist Church

Love the CO+OP. All my vendors are from the CO+OP.

Bo Thomas, The Harbor





“Best Tweeter of the Day” winners

\$100 iTunes Gift Card –
Lorrie Castle, St. Philip Presbyterian Church,
Houston, TX

\$50 iTunes Gift Card –
Chip Wilson, Abiding Presence Lutheran Church,
San Antonio, TX



I appreciate how CO+OP helps our church because we have a great job to accomplish for God's kingdom.

Sharon Ellis, First Baptist Church Belton

I love coming to this one-day conference. There is always tons of information to retain and use at work.

Nikki Baker, Spring Baptist Church





The conference for this year is very organized so that the flow to the Worship Center to the classrooms to the vendors is very smooth.

Barbee Caporal, Grace Abounds Church

I appreciate the opportunity to attend the Texas Ministry ConferenceSM. I have learned to be a better person, employee and Christian. Thank you so much.

Rebecca Garcia, The Texas Annual Conference of the United Methodist Church

The CO+OP is wonderful. This Ministry Conference is the best!

Miguel Perez, Memorial Drive Presbyterian Church



I really enjoy the information that I get at the conference; the vendor alley is awesome too. My co-workers feel the same way. St. Philip finds our partnership with the CO+OP to be very beneficial and has used multiple vendors through the partnership. I am excited about the growth of the conference too.

Lorrie Castle, St. Philip Presbyterian Church

Second year coming and it's truly amazing to hear the different speakers during the workshops. Truly a blessing.

Dawn Collins, Covenant Community Church

Love the conference!! We will be coming back with more staff.

Kirk Teelucksingh, Pentecostals of West Houston



A Special Thanks to Our 2019 TMC Sponsors





Congratulations to our Promotional Door Prize Winners

Name	Promotion	Prize	Sponsor
Albert Salazar - Master's Plan World Outreach - Houston, TX	Person Bringing Most First Time Attendees	\$100 Pappasitos Gift Card	Camp Eagle Family of Camps
		Crystal Cube and Chocolate Shoe	CO+OP
Amy Warner - Clear Lake Presbyterian Church - Houston, TX	Early Bird Registration	Chocolate Shoe and \$100 Barnes & Noble Gift Card	The Source for Women
Audra Murphy - Central Baptist Church - College Station, TX	Conference Evaluation	\$100 Visa Gift Card	Bank of the West
Kevin Haley - Bellvue Baptist Church - Cordova, TN	Person Traveling the Farthest	\$100 Visa Gift Card and \$100 Starbucks Gift Card	Cox and Associates
Brenda Barlow - First Baptist Church - Friendswood, TX	Conference Evaluation	\$100 Barnes & Noble Gift Card	Bank of the West
Esme Sheasby - West Houston Chinese Church of Christ - Houston, TX	First 100 Attendees	(4) \$50 Coaching Gift Cards	Mayanah Financial Coaching
		\$100 Cheesecake Factory	CO+OP
Kelly Martin - The Ark Church - Conroe, TX	Person Attending for First Time	Free Registration for next year's conference and a friend at half price	CAST Financial Services
Luciana Aguilar - The Church of St. John the Divine - Houston, TX	Workshop Evaluation	\$100 Visa Gift Card	The Church Network - Houston Chapter
Spring Baptist Church - Spring, TX	Organization Bringing Most Attendees	\$150 Best Buy Gift Card	Sommerville & Associates
		100 Piece Chocolate Gift Basket	CO+OP
		\$2,500 Advertisement Certificate	Salem Media
St. Elizabeth Ann Seton Catholic Church - Plano, TX	Organization Attending for 1st Time	\$100 Starbucks Gift Card	Baylor's Truett Theological Seminary

Congratulations to our 2019 TMC Door Prize Winners

Winner	Church/Organization	Door Prize	Given By
Adam Dubberly	First Baptist Church - Belton, TX	\$150 Best Buy Gift Card	TES Energy Services
Amy Hargrove	Rosehill Christian School - Tomball, TX	(2) \$100 Pappas Gift Cards	Health Insurance Solutions
Arlene Rollins	John Wesley United Methodist Church - Houston, TX	\$150 Home Depot Gift Card	Cool Solutions Group
Arlene Rollins	John Wesley United Methodist Church - Houston, TX	\$100 Chick-fil-A Gift Card	Kirksey Architecture
Ashley Howard	Cypress Bible Church - Cypress, TX	Philip Hue's Lighting Set	Voss Lighting
Brenda Perry	New Life Temple Church - Houston, TX	(4) Chris Tomlin tickets and (4) Girls Night Out Tickets	Ticket Servant
Brett Posey	Fellowship Bible Church - Pearland, TX	\$100 Saltgrass Gift Card	Chamberlin Roofing
Cherry Fratus	Brenham's First Baptist Church and School - Brenham, TX	Original Leaf from the First Family Bible	Living Water International
Christina Stutts	SAAFE House - Huntsville, TX	\$100 Visa Gift Card	Frost Bank
Cindy Williams	Spring Baptist Church - Spring, TX	Air Fryer	AcctTwo
Cody Miller	Kinsmen Lutheran Church - Houston, TX	SwissGear Travel Gear ScanSmart Backpack	Ratliff and Associates
Dawn Collins	Covenant Community Church - San Antonio, TX	Italian Gift Basket with \$100 Visa Gift Card	Colortech Direct
Deborah Benton	Gloryland Church - Houston, TX	\$100 Amazon Gift Card	ECFA
Dimas Parada	St. Philip Presbyterian Church - Houston, TX	Apple 4K TV	MBS, Inc.
Donna Viramontes	St. Luke the Evangelist Catholic Church - Houston, TX	TV	HH Architects
Earl Grant Jr.	Covenant Community Church - San Antonio, TX	Laserjet 400 Printer	Sharp Business Systems
Ed Barron	St. Peter's United Methodist Church - Katy, TX	7th Generation Paperwhite Kindle	Care Providers
Eddie James Ball	New Fellowship Memorial Baptist Church - Houston, TX	Fitbit Alta	TouchPoint Software
Freddie Solomon	Carverdale Community Fellowship Church - Houston, TX	\$100 Visa Gift Card	Air Performance Service - Dallas
Gaye Hank	Abiding Presence Lutheran Church - San Antonio, TX	UBL Harman Bluetooth Speaker	Modern System Concepts
Ginger Tanagh	First Baptist Church of Schulenberg - Schulenberg, TX	Subscription to Church Law & Tax and \$50 Gift Card	Christianity Today
Jay Sanchez	Family Christian Academy - Houston, TX	Manufacturing and installation of (1) custom fabricated aluminum logo with company name (\$1,000)	State Sign
Jeremy Morris	First Baptist Church of College Station - College Station, TX	Google Home Hub with C-Life Smart Bulbs	Insurance One Agency
Jordan Whittington	First Baptist Church of College Station - College Station, TX	\$100 Cheesecake Factory Gift Card	Daikin Applied
Kathy Thomason	Northside Christian Church - Spring, TX	\$100 Best Buy Gift Card	Professional Janitorial Services
Ken Shortreed	Red Vest Volunteer	Handmade Wooden Box by John Malott	CO+OP
Khryse Reed	Houston Northwest Church - Houston, TX	HEPA Vacuum Cleaner	Buckeye International
Kristie Mendoza	Brenham's First Baptist Church - Brenham, TX	\$100 Target Gift Card	Goff Companies
Lena Yang	Fort Bend Community Church - Missouri City, TX	\$100 Visa Gift Card	APS Services - Houston

Winner	Church/Organization	Door Prize	Given By
Lauren Landrum	Chapelwood United Methodist Church - Houston, TX	Tailgate Grilling Set	Core Benefits
Madison Brown	KSBJ Educational Foundation, Inc. - Humble, TX	\$25 Gift Cards to Outback, Olive Garden, Panera and Starbucks	Integrity Furniture
Marcus Evans	Katy Community Fellowship - Katy, TX	\$100 Academy Gift Card and Foot Golf	Total Recreational Products
Mark Tapp	Fellowship Bible Church - Pearland, TX	Apple Watch Series 3	Shelby Systems
Michael Green	Concord Church - Dallas, TX	\$100 Visa Gift Card	Payroll Partners
Michaela Fuentes	Boys and Girls Country - Hockley, TX	\$100 bill	BEMA Information Technologies
Michelle Button	North East Houston Baptist Church - Humble, TX	Gift Basket with Coffee Accessories	National Signs
Michelle Lehwald	Faithbridge Church - Spring, TX	Keurig Brewer with 3 months free coffee	First Choice Coffee Services
Miguel Perez	Memorial Drive Presbyterian Church - Houston, TX	iPad	Protect My Ministry
Mindy Robertson	The Harbor - Friendswood, TX	Gift Basket	Ambassador Services
Miriam Amaya	Memorial Drive Presbyterian Church - Houston, TX	6 Piece Knife Set, Deluxe Cutting Board, and (2) SYSCO Lawn Chairs	SYSCO Foods
Natasha Paradeshi	The Landing - Houston, TX	\$200 Gift Certificate to Church Interiors	Church Interiors
Nikki Baker	Spring Baptist Church - Spring, TX	Lifetime Subscription to church giving platform (\$540/year value) and AirPods	Kindrid
Paul Edwards	Humble Area's First Baptist Church - Humble, TX	\$500 Mechdyne Gift Certificate	Mechdyne Corp.
Robin Strayer	Salem Lutheran Church & School - Tomball, TX	\$100 Spotify Gift Card and \$100 Netflix Gift Card	Ridley's Vacuum & Janitorial Supply
Rod McCallum	Bethel Lutheran Church - Bryan, TX	Commuter Bundle w/Accessories	NW Digital Works
Royce Rex	Glorious Way Church - Houston, TX	Office Chair	Office Depot
Sandi Pickett	New Life Adoptions - Tomball, TX	Gift Basket with Coffee Goods and Katie Burch books	PlanNorth Architecture
Sheryl Blahuta	First Baptist Church of Schulenberg - Schulenberg, TX	\$100 Office Depot Gift Card	Ann E. Williams, PC
Shirley Thompson	Gloryland Missionary Baptist Church - Houston, TX	\$100 Lowe's Gift Card	NACFM
Stephen McMorris	St. Ignatius Loyola Catholic Church - Spring, TX	\$1,800 Houston Rockets @ Dallas Mavericks (includes Lexus parking pass and \$100 gift card for food or hotel stay) March 10	Pogue Construction
Susan Converse	St. Mark Lutheran Church and School - Houston, TX	FitBit Alta	Houston Baptist University
Veronica Smith	Immanuel Lutheran Church - Killeen, TX	\$100 McCormick & Schmick's Gift Card	Imperial Utilities and Sustainability
Vicki Smith	Hyde Park Baptist Church - Austin, TX	Bluetooth and Waterproof iHome	The Sherwin-Williams Co.
Victoria Sharp	Boys and Girls Country - Hockley, TX	(2) Houston Rocket Tickets vs. Charlotte Hornets	CFAC Mechanical
Victoria Sharp	Boys and Girls Country - Hockley, TX	\$100 bill	BEMA Information Technologies
Wendy Gamble	Metropolitan Baptist Church - Cypress, TX	Free Personal Carpet Cleaning	Blackmon Mooring & BMS CAT

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Compensation Planning: Building the Basic Foundation

by Elaine L. Sommerville, CPA

A church must determine how it will create and instigate compensation and benefit plans that consider the life of the employee and the overall goals of the church.

While there are many considerations to compensation planning, some basic building blocks should be established by every church and nonprofit organization.

Building Block #1 – Define the Decision Makers

Someone must make decisions regarding compensation, and it works best if these people are specifically defined to provide for clear lines of communication. This group may be a board of directors, a personnel committee, or a finance committee. Once these decision makers are identified, it is necessary to confirm each decision maker's independence of the persons being compensated. The decision maker should not be related to the employee being compensated or be subject to the control of the employee.

Building Block #2 – Define the Position

Job descriptions may be tedious and difficult to create, but they are critical in the compensation arena for churches. Job descriptions not only bring clarity to a person's duties, but they are crucial to supporting various labor and tax law determinations. For the Department of Labor, job descriptions are key in defining exempt employees and employees eligible for the ministerial exception. For the Internal Revenue Service, a job description provides evidence that a minister is performing ministerial duties and is eligible to be treated as a minister for payroll tax rules, including receiving a housing allowance.

Job descriptions should establish criteria for the following:

- Credentials
- Minimum education
- Continuing education
- Work experience
- Core knowledge or skills

In addition, the job description should explain the duties to be performed, including which duties must be performed by the individual occupying the position and which duties may be delegated to other staff members. If applicable, the job duties should include spiritual duties and responsibilities. The job description should also include whom an employee reports to within the organization. If applicable, it is best if the position specifically states if it qualifies as a minister, either for the DOL or IRS, or as an exempt employee.

Warning: Use caution when using job descriptions obtained from outside sources. Make sure each job description fits the expectations specific to that church and that the stated requirements support the classification granted to the position. For example, if a position will be considered a minister for federal income tax purposes, the job description should require the person to have ministerial credentials.

Building Block #3 – Define the Compensation Limits for Each Position

Churches are required to pay reasonable compensation, or less, for services provided by employees. While determining compensation limits may involve some subjective criteria, a church should know the compensation range to expect for each position. It is still necessary to establish this range based on outside data obtained by the church, such as salary surveys. This data assists the church in setting reasonable compensation for each position. Salary surveys provide very useful information, but special circumstances often limit their use. When working with persons of extraordinary qualifications or with churches with extensive or unusual operations, it may be necessary to seek the consultation of a compensation expert to determine reasonable compensation for certain positions.

Building Block #4 – Determine the Goals of the Compensation Package

Compensation is more than just a paycheck. A church must acknowledge this greater arena to create successful compensation plans. A church must determine how it will create and instigate compensation and benefit plans that consider the life of the employee and the overall goals of the church. Areas to consider in determining the goals of a compensation plan include:

- **Overall Philosophy** – Churches should determine their overall salary philosophy and incorporate that philosophy into a compensation policy. This philosophy helps in determining other compensation goals. Does the church want to be at the top of the salary range or the bottom? This philosophy may be influenced by a church's theology and financial considerations. Determining salary philosophy should be a clear topic of discussion by the decision makers.
- **Future Needs** – Longer lives mean more years in retirement, and planning for retirement should be a goal of the church. Many churches do not make retirement planning a primary goal, and retiring ministers discover they lack retirement assets. Retiring ministers often expect the church to make up for a lack of retirement planning only to discover that it isn't financially or legally able to step into the retirement gap in the minister's later years. Too many times, this places the church in an uncomfortable or impossible situation working with the retiring minister. While employees bear a personal responsibility in this arena, it is best supplemented by employer encouragement along the way. A decision must be made to make retirement savings a goal of both church and employee.

- **Medical Needs** – This is a common topic of discussion and one that most churches deal with regularly. With the rising cost of healthcare, it is certainly a topic that cannot be avoided. Churches must determine what and how medical needs of employees can be met.
- **Family Needs** – Depending on the age of a church’s workforce, a church must consider the various family needs of its employees. This area may involve dependent care plans, adoption plans, and life or disability insurance plans.
- **Education Needs** – One goal of a church may center on its desire to have its employees continue educational pursuits or with some churches, assist with children’s education. Therefore, a church may consider various options for continuing education plans, educational assistance plans, and tuition reduction plans.

Whatever a church’s goals, all the aspects of those goals should be considered. For every area, there are benefit plans available to assist in meeting the goals. Often an employee’s decision to stay or leave a church may center more on the overall compensation planning than just the amount of the paycheck.

Building Block #5 – Identify What Can or Will Be Provided

Once a church defines its goals, then it should evaluate how it may meet these goals through cash compensation plans and the creation and funding of fringe benefit plans. Creating a plan to meet its goals provides assurance that the greatest benefits can be provided to the employees.

Building Block #6 – Value the Total Package

Once the compensation package is formulated and the benefits determined, each package should be valued to determine the total value of everything offered. This step is necessary to align the value of the package with the maximum value that may be provided for the services extended by the employee as determined as part of Building Block #3. Computing the value provides assurance the church is paying reasonable compensation.

Building Block #7 – Documentation

Many churches walk through several of the previously discussed building blocks but falter with the most crucial step – documentation. Documentation is necessary both in the final structure of the compensation package and in the creation and operation of benefit plans. Documentation must include the sources considered in Building Block #3

above. Documentation of compensation packages provides authorization for the church to make the payments and operate the benefit plans. This documentation includes the amount of each element of compensation, but it also includes the data and other information utilized to determine the reasonableness of the package. Documentation of benefit plans is necessary because many plans require specific written documentation to keep tax favored benefits. For example, housing allowances must be documented in writing in advance of payment, and an educational assistance plan requires a separate written plan document provided to all participants.

Building Block #8 – Reporting It Right

After compensation packages are determined and documented, each element of the package should be evaluated to determine proper treatment for income tax purposes for all employees and for FICA/Medicare taxes for employees not classified as ministers. This is a critical step, since failure to report a taxable element of compensation may result in additional taxes, penalties and interest assessed to either the church or the employees for unpaid federal income and Social Security taxes. Additionally, failure to report taxable benefits for key employees can result in an automatic excess benefit transaction subject to potential sanctions of 25% to 225%.

There are many aspects of compensation planning, but any church incorporating the eight building blocks above will create a solid foundation for its compensation processes and plans. ✦

Elaine L. Sommerville, CPA



Elaine Sommerville, CPA, is the sole shareholder of Sommerville & Associates, P.C. in Arlington, Texas assisting churches and ministries in compliance planning and reporting. She also serves as an editorial advisor for Christianity Today’s Church Law and Tax Team and has authored Church Compensation – From Strategic Plan to Compliance (2018 Christianity Today). Follow Elaine’s blog at www.elainesommerville.blogspot.com. She can be reached at elaine@nonprofit-tax.com.

Often an employee's decision to stay or leave a church may center more on the overall compensation planning than just the amount of the paycheck.

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VOICE OF THE CUSTOMER

by Vivi Carr

Based on this article's title, you may be thinking it's obvious what it is going to be about, and in some ways, you may be right. Yes, it addresses consumer feedback and how that is reflected in what is now considered the bloodline of a company – online reviews. On the other hand, I want to take this concept a few steps deeper and look at what the Voice of the Customer is from an internal point of view. What can it do to strengthen a company's culture? How can that influence why a consumer chooses you for your product and services, with so many other competitors out there?

In the literal sense, the phrase Voice of the Customer (VoC) is used to describe the needs and requirements of the customer. It is the process of capturing everything a customer is saying about your business, product or service. This is very important because potential clients will research

your organization, your reviews, and even YOU. That's right. Your customers want to feel a sense of commonality, that there are things beyond just your product or service that tie you together. This allows them to begin to build trust in you and can strengthen the longevity of your business partnership.

Understanding the Voice of the Customer helps you clearly see the gap between your customers' expectations about your brand and their actual experience. This is what differentiates those organizations who make it BIG, survive or simply flop. VoC is imperative for business functions such as customer success, operations and product development. It is also important for churches and schools as they consider their members and students. Any type of organization can identify and improve the stages of their customers' journey.

When you focus on the Voice of the Customer across your organization, you begin to understand the customer's journey that builds your brand. A few of the following points are what I call "Vital Signs".

- Early signs or symptoms of brand crisis
- New concepts, ideas and/or modifications
- Features and benefits of the brand and the flow of the customer's experience during the buying process
- Increased customer base, market share, and retention of customers or members

Have you ever wondered how some organizations have so many tenured employees comprising most of their workforce? This is the result of having a Voice of the Customer that exists within the organization from the bottom to the top and the top to the bottom.

To illustrate, let's take the concept of vital signs and apply it to the workforce and middle management. Peers are customers to each other. How employees experience each other and build relationships impacts their everyday engagement. For middle management, customers are the personnel who comprise their departments. This level of leadership sets the tone for the rest of the workforce. Their experience will truly lead to what we call the culture within an organization. When the same concern and attention paid to customers is also shared with the workforce, the organization will see a big shift in how open and genuine the staff is and how willing they are to "go the extra mile". This creates a sense of camaraderie among the workforce and elevates the overall experience the customer has as well.

The last application of this internal VoC concept relates to upper management and how their engagement impacts the entire organization. For C Suite level leaders, customers are middle management. It is very important for upper management to be open to new concepts and ideas that middle management can bring back to the team. They must embrace the philosophy that all ideas are welcome, suggestions will be reviewed and considered to improve the environment, and changes will make the execution of tasks more efficient. This creates movement in the direction of having a workforce that enjoys coming to work every day and naturally advertises the company through the great culture within the organization.

Treatment of employees and exchange of interaction trickles up and down the ladder, ultimately influencing the most important person, your consumer. The way employees and management build culture in the office behind the brand naturally creates marketing that the consumer sees, hears and feels from personnel representing your organization. Your consumer will sense the passion the organization embodies and is more likely to do business with you because of it. The stories and reviews left by consumers and the internal workforce will also impact your customer's decision to engage you. Consumers will feel they are part of something bigger than just a transaction. They will share that sentiment with others more often, which will lead to more referrals.

Every organization is in the "people business". All organizations need people to grow, purchase, advertise, and be successful. Without people, you don't have an organization, just an idea that could be great. It always starts with "One Person" but will ultimately need to be supported by "People." Paul Oberschneider once said, "If you want to go fast, go alone; if you want to go far, go together." People are the vessels in any organization, and when companies focus more on culture, experience and people, it leads to achievement of the goals set before them.

In summary, the Voice of the Customer is vital in highlighting awareness of the experience that your organization is creating. Examining the VoC concept from an internal point of view and watching closely for vital signs can strengthen your organization's culture, workforce retention, growth, new opportunities, and employee-to-customer experience. Remember, people work for people. Take care of your workforce, and they will take care of you. ✦

Vivi Carr



Vivi Carr serves as the Director of Marketing for Ambassador Services, LLC. She has earned a Master's in Project Management and is a Certified Project Manager. Trained as a Project Engineer, she has a unique 16-year background in communication, training, implementing sales/marketing programs, and leading multimillion-dollar development projects to completion.



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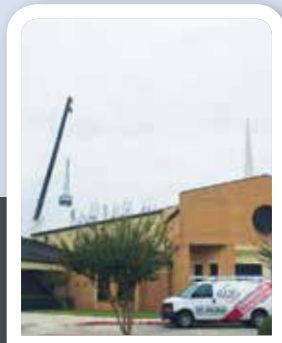
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Member Advantage Alert



People often say, "It's just not worth it," before understanding the full value of a product or service. While we may want the lowest price possible, there is much more to consider, such as how much time will be invested, how long will the relationship last, and how reliable is the provider? Of course, saving money is important, but so is the big picture.

The CO+OP strives to provide its members with excellent customer service, as well as grant them priority access to nearly 40 vetted vendors. Our goal is to foster both savings and value for our members. If you could save time and money while partnering with other churches to drive down costs, would you do it? Look at what our members spent and saved with our vendors in a 12-month period!

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(Last 12 months)

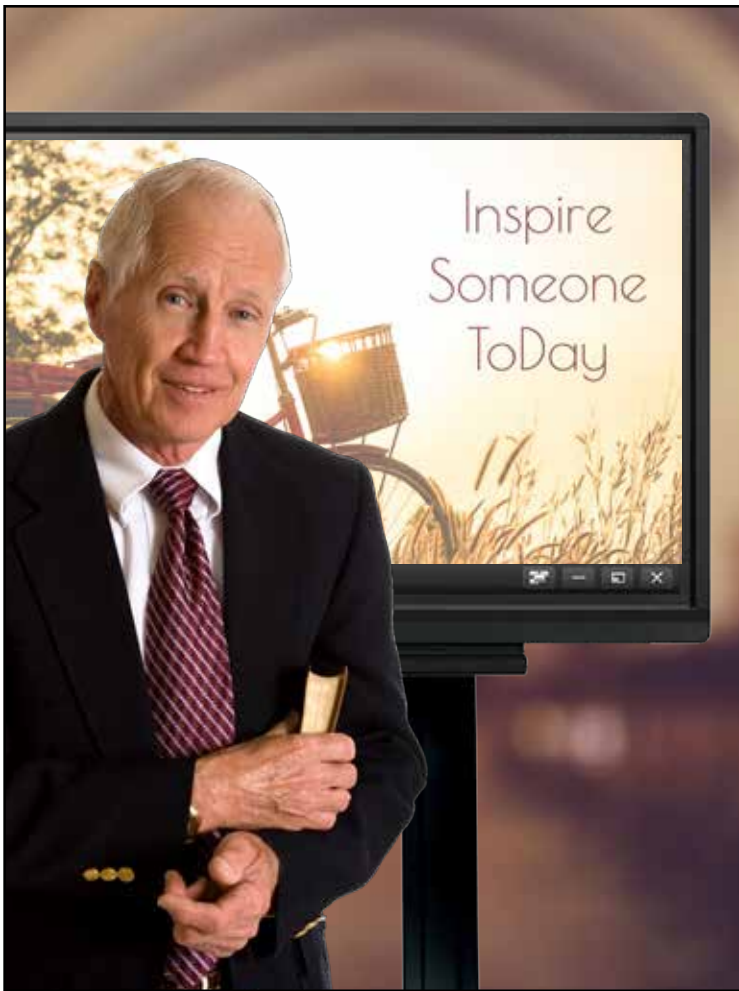
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**Estimated Savings
by CO+OP Members**
(Last 12 months)

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In addition to vendor discounts, our members enjoy significant savings when registering for the Texas Ministry ConferenceSM. Members have the opportunity to attend one of the largest one-day ministry conferences in the country at a very affordable rate. The conference is highly beneficial to individuals serving in churches, schools and other nonprofit organizations. It is a fun-filled day of learning, networking and fellowship! Plan on attending our upcoming conference on February 20, 2020. For more information, visit www.TexasMinistryConference.org.

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cleansweep

by Geoff Abbott

New Technology in Floor Care

Why care about floor care? Because people care. Whether you work in a church, school or grocery store, the appearance of your floors is an indication of how well your facility is cleaned and maintained. Dirty, dull floors give the impression that your facility's cleanliness standards are lacking. Lack of school cleanliness aggravates allergies, spreads germs, increases insect and rodent infestations, and contributes to higher stress levels. Clean schools keep students healthy and promote academic success.

For years, facilities directors have looked for ways to cut costs and improve floor appearance. Chemical manufacturers have redesigned formulas to make products perform better while being safer for employee use. Floor strippers have removed hazardous raw materials and can work in one pass, lowering chemical costs. Floor finish is now non-yellowing and non-powdering, extending the life and appearance of the floor finish. Facilities have worked to reduce labor intensive strip-out cycles, replacing them with top scrub and recoat programs. All improvements in floor care have been geared toward lowering maintenance costs.

Now, due to a recent collaboration between Renaissance Performance Polymers and Microban® Technology, floor care has significantly changed. Buckeye International now manufactures Clarion® 25 with Microban® Technology, a revolutionary polymer and floor finish design that offers you the world's first antimicrobial floor finish.

Do you disinfect your floors? If so, how often? What if we said you can now proactively fight microbes 24 hours a day, 7 days a week? Facilities disinfect their floors because bacteria, mold, mildew and microorganisms

are everywhere, even airborne, covering surfaces you encounter every day. Floors and soles of shoes are sources of contamination. Clarion® 25 is the first floor finish platform to utilize surface modification technology that embeds a proven antimicrobial within the floor finish to provide added, live-on protection for the usable life of Clarion® 25. This all comes with no additional cost, time or procedures.

How does Microban® antimicrobial protection work in Clarion® 25 floor finish? When microbes transfer to the treated hard surface coated with Clarion® 25, Microban® technology penetrates microbes and stops their ability to reproduce, make food, or eliminate waste. Microban® technology then inhibits the growth of microbes.

Children occupy the floor in churches, nurseries and classrooms constantly. They sit, crawl, play and learn on floors where microbes are present. Clarion® 25 with Microban® Technology has changed the mindset for facility directors, nurses and school directors. There is now a proactive approach to floor care that helps reduce student absenteeism due to illness and promotes a healthier environment. ✦

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, having originally started with Buckeye as a Schools & Government Specialist.



Enterprise Security from the Top Down

In 2019, the focus on data security should be a top priority for ALL organizations. Churches, schools and non-profit organizations are just as vulnerable to data breaches as any Fortune 500 company. In fact, it is a common perception in the hacker community that these entities are easy targets for mischief. It is of primary importance that data security Policies and Procedures (P&P) be developed, implemented and followed. It is equally important that these policies and procedures be enforced at all levels in the organization.

Over time, privilege can be used as justification to shortcuts that circumvent these procedures. This can have negative repercussions, especially with policies related to data security. Security lapses and breaches have greater consequences when they involve accounts of decision-makers, especially those with financial authority. Accounts with access to numerous areas of data will logically give up more valuable information when their accounts are compromised.

The IT personnel charged with uniformly enforcing P&P are in a difficult position when someone with authority in the organization approaches them with one of the following types of arguments:

- "I'm too busy to have to wait on 2-factor authentication before gaining access to Accounting. I need to be exempted from this policy." or
- "I finally memorized my password and now you're forcing me to change it again! I'm the (insert title) of this organization and I want my password to never change."

Universal participation in enterprise security needs to be a corporate absolute. It is imperative that an organization communicate the priority that upper management has placed on the administration of data security. The person, department or vendor that is responsible for IT procedures needs the unequivocal backing of management in the adherence of these policies.

Responsibility for developing, implementing, and monitoring data P&P falls to different places, depending mainly on the size of the organization. Small to mid-sized entities are often best served using a third party IT service provider for this function. In many cases, mid-sized to large organizations have in-house IT departments to assume these responsibilities.

Some suggestions on issues needing to be addressed in every organization's enterprise security include:

- Password/pass phrase changing on a regular, predetermined basis
- HR review of user accounts periodically to ensure former employees' accounts have been disabled
- Device locking automatically when left idle for a short period of time
- Users not sharing accounts
- Two-factor authentication wherever possible, but especially on services exposed to the Internet
- Use of approved password managers

Rank may have its privileges with credit cards and frequent flyer programs, but compliance with enterprise security policies and procedures should be a level playing field.

Security will be strongest when church administrators and senior pastors take the lead by endorsing and participating in following security guidelines. ✚

Doug Reed



Doug Reed is the COO of BEMA Information Technologies. BEMA provides IT services for churches, ministries and nonprofit organizations and can help you secure your IT environment. Doug can be reached at doug.reed@bemaseservices.com or by calling 713.586.6431.



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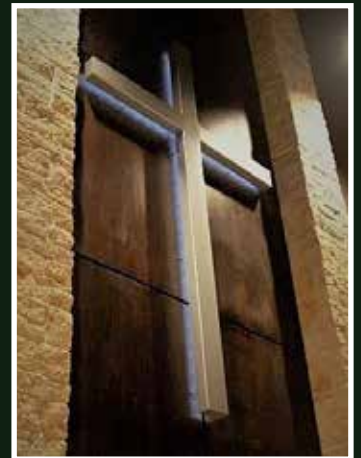


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Our field work is closely supervised by our management team. We strive to maintain the highest standards of workmanship and develop an open and honest relationship with our customers. Air Performance has a true service culture from the top down, starting with our owner Ed Daves and filtering through every level of the organization. While we are not perfect and will make some mistakes, we pride ourselves on doing the right thing and stepping up to the plate when and if mistakes are made. We treat our customers the way we would like to be treated and strive to go beyond customer expectations. In addition to our normal business hours of 8:00 a.m. to 5:00 p.m. Monday-Friday, we have a technician and back-up technicians on call to assist you 24 hours a day, 365 days a year.

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The Daily Java

Since 1995, The Daily Java has been working with churches and cafés across the United States, applying our specialized understanding and expertise to meet the unique needs of church cafés.

We have direct relationships with equipment manufacturers and provide complete consulting services to customers looking to establish a full café. The Daily Java's 25 Points to Success Program includes training, expertise in layout, design, flow, equipment and menu selections, and all the products needed to run a bustling café offering coffee, frappes, smoothies and more.

Why do our customers choose us? We know churches! A church is not a typical office or café. We are called the "Church Coffee House Experts" for a reason. We know the market and what works and what doesn't. We understand a church café has a greater purpose. The success of a church's coffee program directly affects the fellowship and sense of community the church enjoys. We understand your needs, vision, budget and desire to attract and retain younger members into your community. There are basic DOs and DON'Ts that every church or school should follow. The Daily Java literally wrote the book on these, and we make sure our customers get what is best for them, not what someone wants to sell them, so they are set up for success.

Our vision and core values guide our actions. Our vision is "Build a Community One Cup at a Time by Enabling Others to Make a Difference in the World." This vision is supported by our core values of:

- Building a COMMUNITY through fellowship
- Being PASSIONATE about what we do
- Being EFFICIENT about how we do it and teach it
- Being EXPERTS at what we do

We believe these values encourage strong customer service. When we focus on making sure our customers are successful, it furthers our vision of changing the world through coffee.

To us, our churches are not just an invoice, but a link to bringing people to Christ through fellowship and community.

Mike Bacile, Owner of The Daily Java, developed these core values through personal experience. He was taught at a young age to give back. The motto at his all-boys high school was "Men for Others". Students were taught that everyone can make a difference in the world, as long as they are in action. With that understanding, he has served in leadership with many charitable and volunteer groups. His two years as Chair of the Global Membership Committee with Entrepreneur's Organization allowed him to visit over 40 countries and work with governments and entrepreneurs. These opportunities for global travel and volunteerism opened his mind to new ways to create a better world.

The Daily Java's Coffee with a Purpose Program allows customers to provide great coffee and other products at a competitive price with the goal of building a culture of generosity within their church or school. For a long time, churches have treated their coffee program as a must-provide free option. The Coffee With A Purpose program helps create an Environment of Giving. We believe everyone can make a difference, and even a small coffee program can have a huge impact. It is this message and focus that separates The Daily Java from others because we embrace our ability to change the world through coffee.

King's Coffee Co. is a true Christian coffee wholesaler offering a high-end product that is rich in flavor and sourced from farms serving a purpose in their communities. Together, we roast our own beans, carry all our products



in-house, and provide everything churches, schools and independent cafés need to serve coffee, including equipment, cups, lids, syrups and sleeves.

The Daily Java headquarters are located outside Dallas in Addison, Texas, and house not only our company offices, but also a warehouse, roastery, and showroom. We have worked with over 100 churches and nonprofit organizations in all 48 contiguous states. While we are not an equipment service company, our equipment comes with a directory of certified technicians who provide support across the country. If an issue does arise, we ask our customers to please call us first. About 80% of the time we can fix the issue over the phone, saving them time and money. In the remaining cases, we usually can diagnose the issue in advance, so the technician will be better prepared upon arrival.

For a quick response to your questions, please call us at 214.821.8818 or 1.888.347.5282. Our normal business hours are Monday-Friday from 9:00 am to 5:00 pm. You may also email Jessica Bartley, Project Manager, at jessica@dailyjava.com or Owner Mike Bacile at mike@dailyjava.com. Mike is always available to help with urgent needs, and we have a full network of providers for equipment support. We also welcome you to visit our showroom at 4389 Westgrove Drive, Addison, Texas 75001.

Please visit our website (www.dailyjava.com) for more information about our story, why we do what we do, and how we can best support you. Your CO+OP Connection Partner can provide you with a flyer about our business. We are also in the process of setting up an online forum for CO+OP members to discuss ideas, ask questions and share successes. We look forward to getting to know you better.



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