

ROCK SOLID ADMINISTRATIVE SERVICES

CORPORATE DESIGN

Test Yourself

Does your ministry need:

- to develop a statement of faith.
- to develop a vision statement.
- to develop a statement of purpose.
- to develop a mission statement.
- assistance in incorporating as a non-profit 501(c)(3) corporation.
- by-law assistance and/or revision.
- to achieve a tax-exempt status.
- to get a license to collect state sales tax on products we sell.
- to learn about government in the Kingdom of God.
- an in-house "local" government flow chart.
- help in the area of facility and ministry insurance.
- training/assistance in policy development for program ministry areas.
- training/assistance in the development of a policy manual.
- training/assistance in the development of a procedure manual.
- to systematize our operations.
- a program operations flow chart.
- program coordination.
- to develop a program calendar.
- to develop a facility-use calendar.
- help with form development.
- administrative guidance for establishing, developing and/or expanding additional ministries under our corporate charter. (e.g. a Christian school or daycare center)



If you have checked any of these points of need as lacking in your ministry, you need to follow through with the information provided in the **Rock Solid Administrative Services** website (<http://www.rocksolidas.com/>) or contact us at info@rocksolidas.com. We **CAN** help you!

What are the issues?

Vulnerability in ministry and business today is at unprecedented levels. Regulatory laws, corporate guidelines, and criminal and civil proceedings within the judicial system fill the headlines in newspapers across the nation. In addition, there is clear documentation of abuse,

mismanagement, fraud, and other perversions that have permeated the ministry and business community. In light of all of that, there is a heightened awareness in society that has led to mistrust of leaders and corporate boards.

Rock Solid Administrative Services recommends that every ministry and business be established on a very solid foundation of corporate design that will **produce excellence** to those being served and **protection** for those serving. Now, that may mean formal incorporation or it may mean simply putting the types of internal controls in place that will produce accountability and excellence. In either case, it will require some administrative thought, planning and implementation. To get the maximum benefit and protection, it will require the application of Kingdom principles in your life, ministry and business. The gifting of the Christian administrator and the office of administration will add immensely to the success levels that you can experience in ministry and business.

Rock Solid Administrative Services believes strongly in the principles of Biblical authority and the government of the Kingdom of God. Whether you are in the profit or nonprofit sector, the Bible speaks of rightful spiritual and natural authority. Many believe that government brings regulation and bondage. In the natural, there is no doubt that there are abuses in the government of men. However, the Bible declares that all authority is from God. When God's government is rightly established, His authority will bring freedom and liberty. It will open a channel of blessing and power that Christian leaders and businesspeople have not fully entered. As you read through this section of the **RSAS** website, we believe doors of understanding and windows of blessing will present themselves to you as never before. Contact us at info@rocksolidas.com to receive answers or counsel related to corporate design issues. We **CAN** help!



Where do I Start?

God always starts by choosing a man or woman who he calls to fulfill a specific purpose. He gives that "set person" a vision to establish direction and then draws together others to support and participate in that vision.

If you are a ministry leader or a businessperson that is just beginning, Rock Solid suggests that you begin out of that pattern. If you are a ministry leader or businessperson that already has or has inherited a ministry or business, then we suggest that you get the vision of purpose and vision clearly reviewed and in place. In the Kingdom of

God, that starting point puts you in the position to receive great blessing because God has called it. (And by it, we mean either your ministry or your business.) If He has called it, then He will bring it to pass. If this issue is not settled, then prosperity and good success will not follow.

In Proverbs 29:18, it is written that "Where there is no vision, the people will perish." One translation says (Where there is no vision, the people dwell carelessly." Another way to say that is "...the people will dwell without adequate covering." Covering is a term often recognized as the way the government of God is Biblically recognized in the life of a person, ministry or business. God's government, or corporate design, then has much to say about the success and prosperity that will follow a ministry or business He has called to fulfill His purpose. For the Christian today, to be in any place other than in His will for your life, is not profitable. Let's face it—there are many out there, even many Christians, who would say that they are doing a "good thing" with their lives. It may be good, but the question is, "is it God's thing" for you. Ministry or business, this place of establishing vision and purpose is the place to start.

Rock Solid Administrative Services has developed a teaching for individuals and corporate boards of authority that train in this area for today's circumstances. It is designed to simply teach how to develop statements of vision, purpose, and mission. Briefly put:

VISION is "where we are going."

PURPOSE is "why we exist."

MISSION is "how we are going to get there,"

These three, in combination, are the practical administrative foundation stones upon which you should build your ministry or business. If you cannot answer the three questions posed by vision, purpose, and mission, then the maximum potential for your ministry or business will not be achieved.

RSAS has prepared a brief outline that may be of help to you and your board as you develop this administrative component. To see more on Ministry Statements go to *Addendum 1* of our **Corporate Design** general handout. [click here](#). For specific questions or service information, contact us at info@rocksolidas.com.

Getting Corporately Established

Rock Solid Administrative Services has been asked by those starting a business or ministry many times to provide counsel and

assistance for “getting incorporated.” Although we in no way represent ourselves as attorneys at law, we have walked through many such endeavors. Our first word of counsel is` always to prepare vision, purpose and mission statements for your organization. Part of the incorporating process will require you to submit a purpose statement on the application.

Our second word of counsel is always to work through the application process for your state with an attorney of your choice. State laws of incorporation vary, and someone with the legal credentials of your state will insure that the formal aspects of application are followed. In addition, the approved corporate documents must be advertised—generally in a newspaper and perhaps a legal journal. The attorney is best suited to do that for you. Be prepared for fees for the application and for the attorney’s services. The length of processing time will vary. The initial incorporation process may take from 3 to 12 months. It may be shorter or longer depending on your circumstances and state.

Rock Solid Administrative Services suggests that Christian ministries and businesses attempt to find legal assistance through a Christian attorney. A second consideration is seeking legal counsel out of an existing or recommended relationship. By following those two guidelines, RSAS feels that you will get the legal counsel that will be the most understanding of your purposes for incorporating and give you the best support throughout the process. Many qualified attorneys exist and are capable of satisfying your incorporation needs. Fulfilling the Christian and relational qualifications mentioned above are not requirements for getting the job done.



What most ministries or nonprofit types of organizations don’t realize is that the full incorporation process involves two steps.

1. First, incorporation must be achieved at the state level. State approval will come with the issuing of a state corporate number and recognition of the profit or nonprofit status.
2. Second, in the nonprofit sector, you, at some point, should attempt to achieve 501(c)(3) status with the Internal Revenue Service of the Federal Government. Among other privileges, this status will permit you to enter into a tax-exempt recognition level that provides exemption from many corporate obligations in the profit sector.

RSAS recommends that once state nonprofit status has been achieved, that the organization takes steps to align itself with an existing 501(c)(3) corporation that has “group exempt” status from the Internal Revenue Service. An example of this is often referred to as a “network of churches.” Many networks of churches exist today that are open to that type of relationship. Once so aligned, your corporation can take advantage of the 501(c)(3) privileges because of the relationship with the “group exempt” corporation. You may then use that organizations group exempt number to pass on tax-exempt privileges. Once your organization has a proven financial track record, you should apply for and have a better chance of receiving your own 501 (c)(3) authorization.

Once your state corporate status has been achieved, you will have to organize the corporation. To do this will require you to address the issues of seating the board of authority and adopting by-laws that direct the operation of your new corporation. **RSAS** has experience in this aspect of corporate work and can assist you—especially in the drafting of by-laws. To see more on By-Laws, go to *Addendum 2* of our **Corporate Design** general handout. [Click Here](#) Contact us at info@rocksolidas.com for additional assistance.

Policy Development

Why Policies?

It does not take a lot of reading of the Scriptures to quickly determine that God is a God of order. It also does not take a lot of reading to realize that when Jesus taught about the Kingdom of God, He taught that there are certain “policies” essential for entering and operating in the Kingdom of God. At Rock Solid Administrative Services we believe that operating a ministry or business organization needs to be done the Bible way, and the Bible way includes things being done righteously and orderly.

Additionally, in Western society today, especially in the United States, governmental regulations have been established to guide ministry and business practices so that abuses are controlled and society can function and progress in an orderly manner. Experience has shown us at Rock Solid Administrative Services that a very large majority, conservatively in the area of **7 out of 10 ministries and businesses, do not have current or written policies governing their operations.** Most only operate from a memory of “how things are done around here,” and as soon as leadership changes the clarity, that tradition changes. **THIS IS VERY DANGEROUS GROUND TO BE ON TODAY!**

The facts are these:

1. Unwritten policies have little to zero basis of acceptability in a court of law. Without that written policy officially adopted and being enforced, there is little, if any, credibility.
2. People want to know what is expected. Unless a policy is written and in place, there will not be clarity and defined action. Rather, there will be varying opinions and doubts. The Bible says in I Cor. 14:8 "if the trumpet give an uncertain sound, who shall prepare himself to the battle?"
3. Policies take time and effort to write and enforce. The majority of small ministries and businesses have no one assigned to administrative duties, so establishment of policy takes a low priority and gets lost in the crisis of the immediate.
4. Most leaders in the majority of ministries and small businesses are not trained in matters of corporate or business law. Also, they do not have the time or motivation to gain that knowledge. Therefore, ignorance prevails and vulnerability for failure is ever present.

For these reasons and more, ministry boards and business leaders need to consider placing a greater emphasis on policy and procedure development. **Rock Solid Administrative Services** has extensive experience in developing policy and procedure manuals and can provide training to local leaders. Contact us at info@rocksolidas.com.

Developing Policy

Developing policy is not a difficult procedure, but it can take some time. Here are some points that will help begin the process:

- ✓ Review all past corporate minutes, notes and other known sources and list the policies (and procedures if available) in one common document.
- ✓ Take all of the policies located and create categories that fit the various known policies. For example:
 - Financial
 - Educational
 - Building and Property
 - Personnel
 - Governmental
- ✓ Articulate the policies in a clear and concise manner
- ✓ Have all existing policies revised and formally adopted by the board of authority of the organization.

- ✓ The adopted policies should then be placed in the proper category and all categories included in a corporate policy manual.
- ✓ Examine the existing policies for scope and content and identify weaknesses
- ✓ Secure counsel (including legal) relative to any areas of weakness identified
- ✓ Add to and develop policy statements so that all points of need are addressed
- ✓ Adopt and record all new policies and place them in the policy manual.
- ✓ Regularly review the policy manual and update it as the need arises.

It is very important to state that policies that are not or cannot be enforced by the board of authority or the appropriate business leader(s) are of little or no benefit. There is no reason to have the policy if it is not going to be enforced. Therefore, actions of enforcement need to be carefully thought through and perhaps included in the policy or procedure as it is put into place. Remember the board of authority of the ministry or the business leaders are responsible for all aspects of operations. RSAS encourages you to take these things very seriously. To see more on this aspect of Policy Development, go to *Addendum 3* of our **Corporate Design** general handout. [Click Here](#) Contact us at info@rocksolidas.com for additional assistance.

Policies Essential for Today

Every organization needs to have the following policies, correctly drafted, to be on a solid foundation today. Keep in mind that every situation is different and local policies need to fit the situation. Therefore, those policies listed here by **Rock Solid Administrative Services** are for a contemporary guide only and not meant to be all-inclusive.

1. Personnel Policies
2. Finance Policies
3. Record Keeping Policy
4. Abuse Policy
5. Sexual Harassment Policy
6. Inspection of Buildings and Properties Policy
7. Counseling Policy
8. Accountable Reimbursement Policy
9. Program Policies

Adjustments need to be considered for ministry or business, but all of the above should be included in any ministry or business today. If you want help in the area of developing your policies and procedures, contact us at info@rocksolidas.com.

Strategic Planning



Our purpose in this section is not to discuss the very basic foundation block of vision, purpose and mission in a ministry or business. We have covered that topic in our section of Corporate Design entitled [**Where Do I start?**](#) In this section, we are only addressing the

advanced issues of long and short term planning relative to the vision, purpose and mission of the organization.

The vision, purpose and mission of a ministry or business can be carried out when there is a plan put into place. As we have mentioned in other places of our website, God does not get things done by accident. He has a specific plan. He has a specific plan of salvation through His only Son the Lord Jesus Christ. He did not just tell Joshua to "go take Jericho." He gave Joshua a specific strategy that ultimately brought about the great victory. These examples repeat themselves over and over again in scripture.

However, very few churches operate that way. Frankly, very few small businesses (although the business community does a better job of this than the ministry community) operate to a high level of excellence this way. One statistic recently revealed that only 5% of churches clearly articulate their vision before their people and only 3% actually have operating plans in place where that vision is being carried out. THAT IS A SAD TESTIMONY. However, it does demonstrate partially why the church in Western society is weak. The administrative steps and personnel are just not in place to get the job done.

Rock Solid Administrative Services can help you develop a [**strategic plan**](#) – no matter your corporate design. Ministry and non-profit strategic plans are fully carried out through **RSAS**. Business strategic plans, which operate in the for-profit sector, follow the same procedures, but are actually carried out through our marketplace partner, [**Victory Corporate Consulting**](#). Our staff is intimately involved with both arenas. No matter your organizational structure, we are capable of assisting you with strategic planning.

Obviously, you are going to have to provide the energy to implement the plan. As we discussed in the policy development sections of the

website, having a plan is one thing, but if it is not going to be carried out, there is no reason to develop the plan. Contact us at info@rocksolidas.com for assistance in this area.

In light of the vision and purpose of your organization, **RSAS** will facilitate your leadership's discussion in both long- and short-range strategic planning. Timing, finances, current property conditions or needs, personnel, etc. will all be considered. Basically, **Rock Solid Administrative Services** will challenge you to:

- 1. Consider the possibilities**
- 2. Inquire of God through prayer and fasting**
- 3. Identify what the mission is and then answer the questions:**
 - a. What do you want to do?**
 - b. How do you want it done?**
 - c. Who is going to do it?**
 - d. What resources do you have/need?**
 - e. When are you going to do it?**
- 4. Establish the written Plan of Action**
 - a. What**
 - b. Who**
 - c. When**
- 5. Set up points (either by date or level of progress) of evaluation**
- 6. Make corrections and adjustments**
- 7. Continue to completion**

Can you imagine the progress toward the establishing of God's Kingdom made manifest in the earth if every Christian ministry and businessperson embraced strategic planning and followed through? This may be one of the most important administrative items to include in your journey to success. Contact us at info@rocksolidas.com

Program Development and Implementation

Rock Solid Administrative Services is often confronted with this conversation. "I have many things I would like to do in business/ministry. However, I don't know how to get them up and running." Usual reasons for this:



- **Lack of experience**
- **Lack of knowledge**
- **Lack of personnel and leadership**
- **Lack of facility and property provisions**
- **Lack of finances**

If these factors are the reasons of program implementation failures, then **Rock Solid Administrative Services** has good news. You can overcome every one of these issues **IF YOU ARE WILLING TO TAKE THE STEPS TOWARD VICTORY**. Bishop Jim Erb, founder of [Antioch International Ministries](#), an apostolic network of ministers and ministries, says, "Where God guides, He provides." That is so true. If God is directing your ministry or business, then He will provide for those things that He directs you to do in and through the ministry or business. He will not release vision and not provide for the mission. That is how you must see programming. It is the vehicle (mission) that will transport you to the place of accomplishment.

Too often, leaders today operate out of the "crisis of the immediate." Every time there is what we perceive to be a crisis, God is not sitting on His throne wringing His hands and wiping His brow. He is not filled with stress if Sister Suzy is not happy with the color of the carpet. If we will tap into the mission He ordains, He will provide the time, people, facility, resources, **and finances** to accomplish that mission.

For your program concerns, **Rock Solid** asks you to consider these factors in developing and implementing this very important area of your ministry or business.

- 1. Prayer and fasting to first "hear" what God would have you do. RSAS believes this is the true source of mission. Are you doing a "good thing" or a "God thing?"**
- 2. In the same light, get the question answered, "Is it the right time?" God is a God of seasons and you need to be flowing in His season not He being fit into your time reference.**
- 3. RSAS believes that program efforts should, in large measure, fund themselves. Therefore, are you considering what that philosophy means to the ministry or business? General funds should care for the things that are general in operations. Program funds should care for program. In some cases, general funds should in part contribute to the program, but if God is calling it, He**

will fund it. How are you prepared to give Him the vehicles into which He can release the provision?

- 4. In concert with #3 above, programs are led by and involve people. Preparation and training of people must be a major consideration to any ministry or business leader. Don't fall into the trap of being so focused on the thing to be done. More programs fail because of people needs than because of program task.**
- 5. Communication, Communication, Communication!! Programs must be conducted in concert with one another to fully satisfy the vision of the business or ministry. Communication between leaders of programs, communication between leaders and participants, and coordination of the Program Calendar that eliminates competition between programs will be the true determination of total victory.**
- 6. Evaluation, adjustment, correction and release of the upgrade must go on regularly to bring excellence and longevity to your programs. You must not allow complacency and mediocrity to sneak in to the programs. Keep it fresh. Keep it alive. It will continue to serve the vision.**



Rock Solid Administrative Services can be a resource to your ministry or business in the area of program development, program assessment and evaluation, and program resource. Contact us at info@rocksolidas.com for an answer as to how we can assist you in your specific circumstance.

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