BRINGING ORDER TO DISORDER

National Institute in Church Finance and Administration

Candler School of Theology
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# Table of Contents

Preface .................................................. 1  
Introduction ............................................. 3  
Biblical/Theological Foundations ....................... 5  
Objectives ................................................ 6  
Gathering the Information. ............................... 8  
  Policies ............................................... 8  
  Procedures .......................................... 9  
Vendors and Maintenance Suppliers ...................... 10  
Financial Administration .................................. 11  
  Budgeting .......................................... 11  
  Collecting and Counting .............................. 12  
  Posting Contributions ................................ 13  
Other Elements .......................................... 14  
Conclusions .............................................. 14  
Bibliography ............................................. 17  
Appendices ............................................... 18
Preface

In 1976, while finishing my Bachelors Degree, I was looking for part-time work. I had done some substitute work for the Church Secretary at St. Paul's United Methodist Church where I was a member, when she was sick or on vacation, so I was acquainted with the work. She wanted less hours, so it was decided that a person would be hired to do the weekly newsletter. I was that person. About two years later after some other personnel changes, I was asked to be the Church Secretary and continue doing the newsletter. In 1985, it was decided that the church needed a Business Manager, and I was asked to do that job.

Working for the church has been an education in itself. I had not had much work experience before I started at St. Paul's, so everything was new. I did attend some workshops and seminars that were offered. The church sent me to a seminar in Albuquerque, New Mexico and one in Odessa, Texas but basically I learned by doing and following previously established procedures. When I became Church Business Manager, that was really a learning experience since this was a new position for the church.

St. Paul's United Methodist Church in El Paso, Texas, is a suburban church. The surrounding area is made up of homes and apartments that are 25 to 45 years old. The church had approximately 1200 members at one time but now is staying at around 700 members. The membership has in the past been very dependent on staff to do all "the work" of the church. This is changing to some extent, with more members getting more actively involved and
volunteering their time. The Church itself was started in 1956, with the first building (Fellowship Hall, offices/classrooms and kitchen) completed in 1959. Several additions have been made: the Education wing in 1965, the Sanctuary in 1970, and another wing of classrooms in 1981.
Introduction

The Church Business Administrator’s Position

Many churches do not have the luxury of having a Church Business Administrator as Church size may not warrant it or employee compensation is not available. In these cases the Pastor and hopefully some lay persons like the Finance Chairperson and Trustees Chairperson and other volunteers will fill the gap. But often the Pastor is left with the bulk of the responsibility, especially pertaining to Building maintenance.

If a church can afford to have a church administrator, he or she should be able to relieve the Pastor to do the ministry with people that he or she is expected to do. The Pastor still needs to be knowledgeable about the “business” of the church, but it is up to the administrator to do it. The administrator is in ministry also, but serves in the background. “The number one requirement for an administrator is to keep clear focus on the biblical meaning of church.”¹ That meaning is to be the people of God. "The manner in which a building and its grounds are maintained, how Christian people treat that part of God’s creation entrusted to them, may speak volumes to the larger community concerning what those people really believe about God and the

world." So you can see, the church administrator has a tremendous ministry in taking care of this piece of "God's creation".

The church administrator should be the staff representative to the Finance Committee and Board of Trustees and should attend the Endowment Committee, Stewardship Committee and Building Committee if such committees exist. In affect, the church administrator should be involved with anything having to do with Church finances and building maintenance or improvement.

The position of Church Business Administrator could develop into a position of power if allowed. This should not occur if the Trustees and Finance Committees are doing their jobs in guiding and directing the Administrator. He/she should be doing the will of these committees not the other way around.

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Biblical/Theological Foundations

The Bible contains many references to being a good steward and taking care of God's creation. One reference, from which the project title came, is the creation story found in Genesis 1:1ff. Even God wanted order in His creation, separating the light from the darkness and the water from the land. There is enough chaos in the world without having to deal with it on the job. Organizing information can simplify life in so many ways.

Matthew 24:45ff speaks of the trusted servant, charged to manage the household. "Happy that servant who is found at his task when the master comes!" As a Church Administrator, one has a tremendous responsibility in managing God's house in order to serve others. It is vital that the work continues with diligence.

In I Corinthians 12:28, Paul was telling the Corinthians that each member has his or her job in the church and the place of the "administrator" (RSV) is equally important. The church administrator can and often does feel removed from the "ministry" aspect of the church dealing with money and leaky faucets, but that position is just as important as the other more spiritual positions in the church.
Objectives

After working as Church Business Manager for 10 years, I am quite knowledgeable about this Church, its history, people, buildings and finances. Staff transitions are always difficult. There is no way I can impart my knowledge to a successor. Time would probably not allow for it and many things just have to be learned, but having information organized in a concise manner would help make the transition easier when the time comes. Everyone likes to think of themselves as irreplaceable and probably would take a little pleasure in the church members appreciating that fact, but to be a servant of the church, the primary concern is to make sure the work of the church continues smoothly after we have moved on.

A new administrator would probably make changes but with a policy and procedure manual in place he/she would have something to start with and things that are running smoothly could be allowed to continue until time allowed a more thorough evaluation. Let's not "reinvent the wheel". A manual would include much of the information that is needed so that a new employee can take off running and not get bogged down with incidentals that should be easily handled.

The Book of Discipline of the United Methodist Church states clearly the duties of each committee and board in the United Methodist Church. It is very possible however, that a new employee might have excellent business knowledge but have little
knowledge of the organization of the United Methodist Church or indeed have come from another church affiliation entirely.

Sitting down to read The Discipline the first day on the job would probably not be possible. This manual will cover some of the basic information on organization: what does the Finance Committee do and the Board of Trustees?, etc.

The Manual will also contain an up to date listing of vendors and regular service companies, i.e. plumber, electrician, copier repair, etc. People in the church who can be called on for their knowledge or expertise in certain areas will also be listed.

The Manual can be as detailed as desired, but it should be updated at least once a year. The Manual once completed, should be kept in the Church Administrator's office with copies to the Pastor, Associate Pastor and/or Program Coordinator, and Administrative Board Chairperson. The Finance Committee Chairperson and Trustees Chairperson should have copies of parts relative to their Committees.
Gathering the Information

Policies

At St. Paul's United Methodist Church a number of policies and procedures have been in place. But as is often the case, these haven't been updated in a number of years. The Building/Vehicle use Policy dates to 1986 (See Appendix A). The Board of Trustees have recently looked at these policies and made some minor changes. There is also a Room Use Agreement that is to be given to each group that uses the building (Appendix B).

It has long been a "policy" of our church to make room available to community groups that are in agreement with the "Social Principles" of the United Methodist Church. If their meeting time and desired location does not conflict with a church activity, we are open to outside groups using our building. This is one way to be better known to the community and perhaps encourage those with no church home to begin thinking about that aspect of their life. Along with the openness, policies are certainly needed.

A Key Policy has been discussed in the past, but has never been adopted. The Administrator has been the responsible person for issuance of keys and record keeping. Hopefully this will be more formalized in the near future.

In the light of our litigious society, the Trustees recently decided to develop a Safety Committee and a set of guidelines is being developed. Two volunteers will walk around the building
and grounds twice a year, take a serious look at possible hazards, and take appropriate actions. Persons that don't walk the halls and sidewalks everyday will see things that employees who are around everyday might overlook (Appendix C).

Procedures

Every church and business has procedures and common practices. In some cases, however, these common practices are not known by very many persons.

In the case of the heating and cooling systems for example, everyone thinks that heating or cooling the Sanctuary should be a very simple matter. While it is not complicated, it is not as simple as turning on the unit at home. We use a boiler that heats two-thirds of the building and several smaller units that take care of individual rooms in the winter. For cooling, we have refrigerated air in the Sanctuary, and separate refrigerated air units in the choir room and offices. The rest of the building uses evaporative coolers (ten different units).

A new person needs to know about this equipment and where to locate controls and thermostats (Appendix D). All employees should have some knowledge of this so that meetings can be scheduled appropriately. For example, a short meeting of a small group should not be scheduled for the Sanctuary in mid winter or mid summer, since in both cases it would take a number of hours to get it to a comfortable temperature range.
Another common practice that has to be dealt with is the manner in which the building is cleaned. With full time day care on the grounds Monday through Friday, 6:30 a.m. to 6:30 p.m., most cleaning has to be done at other hours. This has to be understood by custodial staff as well as others who might expect the custodian to be available at 4:30 p.m. not realizing that he comes to work at 4:00 a.m.

Vendors and Maintenance Suppliers

Any manual of this kind needs to have a complete list of vendors and maintenance suppliers so problems can be handled when the administrator is not available. It should include the companies where supplies are purchased, including toilet paper, custodial supplies, and light bulbs. Also, there should be a list of contractors who should be called for big or small projects: plumber, electrician, heating/air conditioning, vehicle repair, etc. (Appendix E).

If there are church members willing to help with certain kinds of maintenance, they could be listed as well. Even a list of volunteer office help would be useful when the church secretary is planning a vacation or is suddenly taken ill.
FINANCIAL ADMINISTRATION

Budgeting

The Financial Administration of all churches is probably basically the same or at least similar, but having some procedures written down in one place, might ease the sense of panic that could come up when budget planning time rolls around.

As per The Discipline, askings of the Church budget must be submitted to the Finance Committee, which will then make up a complete budget and present it to the Administrative Board/Council. The only difficulty with this procedure is that the different committees or boards of the church which might want or need to request money from the Church budget might not know how to go about doing this, especially if the Chairperson hasn't done this before.

At St. Paul's, we traditionally work on the budget and set up the financial commitment campaign during the summer having everything ready for a September or early October Commitment Drive. That way the Campaign can be completed before Thanksgiving and the new budget can be in place by January 1.

A letter must be sent out to the various Chairpersons including deadlines, along with budgets and spending information for the past year, to give them something to work with. They need to have enough time to meet with their group and get their requests back to the Finance Committee. Six to eight weeks would
probably be needed, especially if the work is to be done during the summer months.

The specific form the commitment campaign will take is up to the Finance Committee, which often sets up a Stewardship Campaign sub-committee to make recommendations. In order to receive any supplies and set up promotion, the theme and material should be chosen by late Spring. The Administrator makes available new materials for stewardship and commitment.

Collecting and Counting

Designated persons are responsible for bringing the offering to the office after each service on Sunday morning. Following the 8:30 a.m. worship service, that offering is placed in a secure place. After the offering is taken in the 10:45 a.m. worship service, the ushers take it to the office and, as per Safety Control measures requested by our Insurance Carrier, a preliminary count is made. The money is then placed in a lockable bank bag and taken to the night deposit at our bank.

On Monday the bag is picked up and returned to the church where a counting committee is prepared to make a complete count including any receipts that have come in to the office during the week. Checks are totaled separately. Cash in marked envelopes is counted and the donor and amount is written on a "Counter" Sheet with any designations indicated. The Sunday School offering is counted by the Sunday School Superintendent and
Secretary and placed in a separate bag on Sunday morning. This is verified by the counters. The loose offering is also counted. The moneys are combined and a deposit slip is made out, and placed in the bank bag with the checks and cash.

The bank bag is taken to the Administrator, the checks are removed for posting and the "Counter" sheet is used for cash contributions. In the actual manual, a brief discussion will be included to inform a new person how to get into and use the computer software that we have in place. Currently we are using Membership Plus, which has member information along with contribution data. It also generates giving statements that can be done monthly, quarterly or at the frequency we choose. We have been sending out statements on a quarterly basis, but since we can now send these out bulk mail, the finance committee is considering a more frequent rate.

After the posting is completed and verified with the "Counter" sheet, the Administrator takes it to the bank for deposit. The manual will also include some basic information about the computer software used to generate the monthly financial report.
Other Elements

For this manual to be complete, other elements should be included such as an equipment inventory with warranties and owners manuals, and personnel policies and record keeping procedures. (See Appendix F for a Manual Index.) Other possibilities will probably become apparent as we continue to work on this manual.

Ultimately, when all the parts are completed, lose-leaf note books will be used for the different areas of concern, i.e. building, finance, personnel, etc. as needed. The Administrative Council will be asked to approve the manual as a whole and the Trustees, Finance Committee and Staff-Parish Relations Committee will approve its related section.

Conclusions

Anytime someone puts thoughts on paper, thinking is clarified and personal ideas and goals are solidified. I would recommend the process of preparing a manual of this kind to anyone in almost any position whether or not a Policy and Procedure manual actually comes about. Because of the reading and preparation for this project, one major result for me is the clarification of my role in ministry through my work in the church.
When this manual is completed, I believe the ministry that I have begun will be allowed to continue whether I am here or not. The ministry of the church will continue and that should be the goal of all church personnel, including the ministry of the church to the congregation, the community and ultimately to the world. It would in any case, of course continue, but I would not want my absence to be a stumbling block in any way.

One of the "Twelve Keys to an Effective Church" as set forth by Dr. Kennon Callahan is having adequate space and facilities which concerns the condition of those facilities as well as actual physical space. "The condition of the church’s property communicates a strong message about how well that congregation thinks of itself." The condition of the church’s property is a reflection of how well I do my job, as well, realizing that I do not work alone. The Trustees and other staff have to be doing their jobs as well.

"Good Stewardship of our churches implies advancing and developing them. Good stewardship is not conserving and holding, protecting and preserving these churches as they are. To advance and develop our churches means that first we have to get people in the door. Being accessible to the community is one way

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to get them in the door, and what they see inside might make a difference as to their coming on Sunday morning.

This process of the Policy and Procedure Manual is just beginning, and I am sure will be an on-going project since one thing that is sure to continue is change. This project has some sections that are basically complete. Other sections are just alluded to and really beyond the intended scope of this project. The possibilities for a manual of this kind, it seems, are almost endless and depend only on the time needed to complete them.

"Ultimately, man is accountable before God for management of all the resources entrusted to man as an individual and as part of the human family. If the steward lives his stewardship well, there is hope that at the time of final accountability, he will hear from the divine Master, 'Well done, good and faithful servant; you have been faithful over a little, I will set you over much; enter into the joy of your master' (Matt. 25:23)."\(^5\)

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BIBLIOGRAPHY


APPENDICES

Use of Church Buildings and Facilities Policy
Room Use Agreement
Safety Committee Guidelines
Air Conditioning/Heating Operating Manual
Vendor List
Policy & Procedure Manual Index

Appendix A
Appendix B
Appendix C
Appendix D
Appendix E
Appendix F
APPENDIX A

ST. PAUL’S UNITED METHODIST CHURCH
USE OF CHURCH BUILDINGS AND FACILITIES
MARCH, 1995

A. Use by groups affiliated with St. Paul’s United Methodist Church

1. Any Church related group desiring to use Church buildings and facilities shall be approved by the Pastor or Business Manager and shall schedule their use through the Business Manager.

2. The proposed activity shall be compatible with The Book of Discipline of the United Methodist Church.

3. The user group shall be responsible for clean-up of the rooms/facilities used such that they are useable by succeeding groups. Additionally, all buildings shall be locked (including windows) and lighting, ventilation, and heating/cooling turned off or reduced upon leaving.

4. No charge will be assessed for use of Church buildings except that the user group shall be responsible for any breakage, damage or loss to the building or equipment.

B. Use by groups not affiliated with St. Paul’s United Methodist Church

1. Use of the Church buildings and facilities by non-church related groups will be considered if the proposed user activities (a) do not conflict with the Church sponsored programs, (b) are compatible with The Book of Discipline of the United Methodist Church, (c) provide a spiritual, educational or physical benefit to the community, and (d) are not a partisan political meeting.

2. The user group shall be responsible for clean-up of the rooms/facilities used such that they are useable by following groups. Additionally, all buildings shall be locked (including windows) and lighting, ventilation, and heating turned off or reduced upon leaving.

3. The user group shall be responsible for any breakage, damage or loss to the buildings or equipment and for any extra services or equipment required by the user activity.

4. St. Paul’s United Methodist Church will not be responsible for any liability which belongs to the user organization such as (a) any damage or loss of property belonging to the user group, and (b) the injury or death to persons arising from the user activities.

5. The Pastor or Business Manager is authorized to approve, at his/her discretion, the use of the Church’s facilities by a non-Church related group on a limited or one-time basis. For an on-going use of the Church’s facilities, the proposed user group must be approved by the Pastor or Business Manager and the Chairperson of the Board of Trustees. All user activities will be scheduled through the Business Manager.
6. The Church sanctuary is not normally used by non-Church groups. When approved by the Pastor or Business Manager, the sanctuary may be used on a one-time basis by an on-going group when its normal meeting room is not available. The Pastor or Business Manager may authorize, at his/her discretion, the use of the sanctuary on a limited or one-time basis for a user group expecting a large attendance and having an activity which is appropriate for a sanctuary.

7. Cost guidelines:
   a. There will be no charge for non-profit groups, however, they will be encouraged to make a donation to the Church. Suggested donations are:
      (1) Fellowship Hall without the kitchen or the Multi-Purpose Room without the kitchen - $25.00 plus $10.00 per hour after 2 hours.
      (2) Fellowship Hall with the kitchen or the Multi-Purpose Room with the kitchen - $35.00 plus $15.00 per hour after 2 hours.
      (3) Sunday School Room or equivalent - $10.00 plus $5.00 per hour after 2 hours.

   b. Profit making or commercial enterprises will be requested to defray expenses according to the following rates:
      (1) Fellowship Hall without the kitchen or the Multi-Purpose Room without the kitchen - $40.00 plus $15.00 per hour after 2 hours.
      (2) Fellowship Hall with the kitchen or the Multi-Purpose Room with the kitchen - $50.00 plus $20.00 per hour after 2 hours.
      (3) Sunday School Room or equivalent - $15.00 plus $10.00 per hour after 2 hours.

   c. When the sanctuary is used as an alternate place by an on-going group, the cost will be the same as the group normally pays. When the sanctuary is required by a group, the cost will be $80.00 plus $20.00 per hour after 2 hours.

   d. The Chairperson of the Board of Trustees or the Business Manager may make exceptions to the cost guidelines for a group having special circumstances.

C. Loan of St. Paul's United Methodist Church equipment
   1. Equipment (chairs, tables, audio-visual, kitchen) may be loaned to Church members and other churches by arrangement with the Business Manager.

   2. For equipment having a limited lifetime (movie projectors, spotlights, etc.) a fee will be charged as agreed between the Business Manager and the user. No charge is assessed for other equipment although a donation will be encouraged.

   3. The borrower will be responsible for any breakage, damage or loss of equipment.
D. Use of St. Paul's United Methodist Church vehicle(s)

1. Vehicle(s) owned by St. Paul's United Methodist Church are for the purpose of providing transportation for persons engaged in the Church's activities and missions. The use of Church vehicle(s) by persons or groups not affiliated with St. Paul's United Methodist Church or for other purposes is not authorized, due to insurance considerations.

2. Church affiliated groups using the vehicle(s) will be responsible for fuel costs and for damages or losses not covered by insurance.

3. All drivers of any Church vehicle (a) must be of age 25 years or older, (b) shall be responsible for all traffic citations and fines received as a result of their role as vehicle operator, and (c) must be included on the list of approved drivers submitted to the Church's insurance company. For any Church vehicle(s) having a capacity of up to 15 persons, all drivers will have a valid driver's license. For any Church vehicle(s) having a capacity greater than 15 persons, all drivers will have a valid Class B driver's license or higher grade license.
APPENDIX B

St. Paul’s United Methodist Church
7000 Edgemere Blvd.
El Paso, TX. 79925 772-2734

Room Use Agreement

Name: ......................................................... Date: ......................
Telephone: Home ................ Work .................
Which room? .................................................................................
For What reason? ..........................................................................
Keys being issued: ........................................................................
If applicable, sketch how you would like room set-up?

.................................................................
Signature
APPENDIX B

ST. PAUL’S UNITED METHODIST CHURCH

REGULATIONS GOVERNING THE USE OF THE CHURCH FACILITIES

1. No organization will be granted the use of the Church’s buildings or facilities if that use will conflict with the Church’s on-going program and/or purpose.

2. Use of the building and equipment should be related to Church, civic, educational, or cultural purposes.

3. The building shall not be used for partisan political meetings.

4. No activity in the building can have an admission charge unless the proceeds above actual expenses are to be used for charitable purposes.

5. St. Paul’s United Methodist Church will not be responsible for any liability which belongs to the using organization.

6. St. Paul’s United Methodist Church will not be responsible for damage to property, or the injury or death to persons arising out of the use of Church property by outside persons or organizations.

7. St. Paul’s United Methodist Church is to be reimbursed by the user for any breakage, damage, or loss to buildings or equipment.

8. When extra services or equipment are required, the user will pay that expense. The expense will be determined in advance and entered on the application.

9. Use of the Nursery will be subject to all Policies of the Children’s Department.

10. No smoking is permitted inside the building.

11. This application is to be renewed annually, upon the anniversary of the original application.
APPENDIX C

ST. PAUL'S UNITED METHODIST CHURCH

SAFETY COMMITTEE GUIDELINES

The Safety Committee will meet two times a year and follow these steps:

1. Identify Risks
2. Define Actions to Prevent Losses
3. Implement Loss Prevention Plan
4. Monitor and Revise

Checklist to include:

Walking Surfaces
Handrails
Exit Identification
Usable Exits
Emergency Lighting
Outside Lighting
Emergency Phone Numbers
Food Storage
Supervision of All Children’s Activities
High Risk Equipment
Handicap Accessibility
Building Security
Fire Safety/Alarms
Clearly Marked Loading/Unloading Areas
APPENDIX D

ST. PAUL'S UNITED METHODIST CHURCH

AIR CONDITIONING/HEATING
OPERATING INSTRUCTIONS

I. AIR CONDITIONING

Sanctuary
The Sanctuary uses refrigerated air. The circulating pump should be turned on one half hour or more before air handlers, for best results.

Automatic timers operate both heating and cooling systems in the Sanctuary.

At the present, the circulating pump can ONLY be operated from the timer located in the boiler room. It is set by time, or use manual switch in lower left corner of the timer control box located to the right inside the door (entrance off hallway beside kitchen - see attached diagram). Light colored tabs turn on, dark tabs turn off.

The air handlers for the chancel and sanctuary can be turned on at the panels located by the church office and by the sacristy. The "on" button must be held down for approximately 7 seconds (until blower comes on). Both units can be set at the timers. The chancel timer is located behind the chancel in the 3rd storage room on the west side (see attached diagram). The main sanctuary unit is located in the storage room in the balcony. The timer is just inside the door. IF THESE UNITS ARE TURNED ON BY THE TIMER, THEY MUST BE TURNED OFF AT THE TIMER.

The manual switch on the timer can be used, but the panel buttons will not work once the timer is activated.

Thermostats located at the rear of the nave on the East side for the Sanctuary and by the piano for the Chancel, control temperature. Thermostat temperature can be changed with the control knob kept in the church office.

All Other A/C Units
The following rooms have their own controls for A/C: Choir Room, Pastor's study, Room 17, Parlor, Fellowship Hall & Kitchen (operated from either control panel outside church office and sacristy), room 20, room 23, Multi-Purpose Room; Nursery #3 & #4 (in the hall); Church office unit controls library #14, 1, 2 & 5; the controls in #21 controls #22; North Side Education #10, 11, 12, 13 (controlled from panel); and, South Side Education #6, 7, 8, 9 (controlled from panel). Choir Room Pastor's study and church offices are refrigerated air; all other units are evaporative coolers.
North and south education units have controls located in the hallway that can be used to change from high to low cool or to vent outside air. They should not be used to turn off the units, but can do this function as well. If either unit does not work from the panel, check these controls before calling a repairman.

II. HEATING

Sanctuary

The Sanctuary heating system operates using the same circulating system, timers, air handling controls and thermostats as the cooling system, using the main boiler.

The following areas and rooms also require the use of the circulating pump off the main boiler: the front Education wing, Fellowship Hall and Kitchen, Parlor, Room 17, Nursery #3 & #4. For any one of these rooms to have heat, the circulating pump must be on and again, at present, it can ONLY be operated from the timer in the boiler room. There are several different air handlers as follows: Room 17-controls in room; Parlor-controls in room; Room #3 & #4-controls in hall outside rooms; Fellowship Hall & Kitchen-controlled from panels; North Education & South Education-controlled from panels.

The Choir Room, Pastor's Study, Offices (including library #14, 1, 2 & 5), Multi-Purpose Room and the other four rooms in back wing (#20, 21, 22 & 23 together-controlled from #20) have independent units.

See attached diagrams for location of units, controls and/or thermostats.
COOLING SYSTEM

U Location of Units (Sanctuary air handler in the Balcony)
C Controls
1 Circulating Pump Timer
2 Sanctuary Timer (in the Balcony)
3 Chancel Timer
4 Control Panels
T Thermostats

All evaporative coolers and Choir Room and Pastor's Study Cooling/heating units are located on the roof.
ST. PAUL'S UNITED METHODIST CHURCH

HEATING SYSTEM

Location of Units (Sanctuary Air Handler in the Balcony)
C Controls
1 Circulating Pump Timer
2 Sanctuary Timer (in the Balcony)
3 Chancel Timer
4 Control Panels
T Thermostats

Choir Room & Pastor’s Study Heating/Cooling units are located on the roof.
## APPENDIX E

### VENDOR LIST

<table>
<thead>
<tr>
<th>Service</th>
<th>Vendor</th>
<th>Contact Information</th>
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<tbody>
<tr>
<td>Air Conditioning/Heating repair</td>
<td>Neal Refrigeration Service</td>
<td>Pager 577-3301</td>
</tr>
<tr>
<td>Appliance Repair</td>
<td>All-Right Appliance Service</td>
<td>591-7507</td>
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<tr>
<td>Carpet Cleaning</td>
<td>A. Campion Carpet Service</td>
<td>584-9798</td>
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<td>Cleaning Supplies</td>
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<td>591-8880</td>
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<td>Fire Extinguishers</td>
<td>Jay L. Harman Fire Equipment Co.</td>
<td>533-7021</td>
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<td>Glass Replacement</td>
<td>Baker Glass</td>
<td>591-9486</td>
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<td>Insurance Agent</td>
<td>Virginia Rodarte</td>
<td>532-4421</td>
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<tr>
<td>Lawn Equipment Repair</td>
<td>Rosedale Lawn Mower Repair</td>
<td>774-0904</td>
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<td>Lighting (specialized lighting)</td>
<td>Triangle Electric Supply</td>
<td>533-5981</td>
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<tr>
<td>Pest Control</td>
<td>Desert Pest and Termite Control</td>
<td>598-8821</td>
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<td>Plumber</td>
<td>Phil's Plumbing Shop</td>
<td>772-3886</td>
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<td>Sprinkler Repair</td>
<td>Beverly Hills Landscaping</td>
<td>539-4185</td>
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<tr>
<td>Vehicle Repair/Maintenance</td>
<td>Roadway Chevron (6200 Edgemere)</td>
<td>779-3020</td>
</tr>
</tbody>
</table>
APPENDIX F
POLICY & PROCEDURE MANUAL

INDEX

Volume I  Financial Administration

Budgeting
Collecting and Counting
Posting Contributions
Computer Software: Methods and Applications
Record Keeping

Volume II  Buildings and Property

Building Use Policy
Room Use Agreement
Key Policy
Safety Committee Guidelines
Vendors List
Building Maintenance Log
OSHA Chemical Requirements
Equipment: Owners Manuals, Warranties, Inventory
Insurance
Records Storage
Parsonage Policies, Maintenance & Inventory
Congregational Support (Volunteers)

Volume III  Personnel Administration

Hiring & Employment Policies
Compensation, Vacations
Hours of Work, Holidays, Absence from Work
Position Descriptions
Record Keeping: Personnel Files