



The SMCC Way

Theological Vision

Theological Vision = “A restatement of the gospel with rich implications for life, ministry, and mission in a type of culture at a moment in history.” (Tim Keller’s Center Church) In other words, there can be two churches with identical Evangelical Statements of Faith just blocks apart, but with deep differences in the way both approach culture, do ministry, go about the preaching of God’s Word, music, outreach, et cetera.

SMCC’s Theological Vision: We have chosen to be a particular **kind of Multi-site church**. We are best described, first and foremost, as a **GOSPEL** church. This term is meant to create an awareness that we exist as a light in a culture that has been decidedly RELIGIOUS but is rapidly conforming to the predominant culture in the U.S. as IRRELIGIOUS.

A Multi-Site Church: Even though there are several different models of multi-site churches, we have chosen a model that we believe will be most effective in fulfilling our redemptive potential here in Utah with the personnel we currently have. Some distinguishing characteristics of our model are...

1. We employ a Lead Pastor that is responsible for the operation and health of the entire organization. Each Campus Pastor reports directly and is managed by the Executive Pastor who is managed by the Lead Pastor.
2. Each Campus is owned and operated by SMCC. There is no sense in which a campus is independent or autonomous from the SMCC Way (this document) or the leadership of the Lead Pastor and Board of Elders of SMCC.
3. A rotating teaching team of Pastors are the primary communicators of Sunday’s messages at the northern English speaking campuses. The Campus Pastor at each campus is the leader of his campus with help, encouragement and counsel coming from the Campus Elder. Campus Pastors in St. George and the International Campus teach the majority of the time, while Campus Pastors at other campuses teach 4-6 times a year.
4. All funds received are given to SMCC and not to an individual Campus. However, each Campus is responsible to collect enough funds to sustain their own ministry and also contribute to the needs of the entire organization. Each Campus helps fund the Campus Support Team (CST) and the expansion efforts of SMCC.



5. The Campus Support Team is responsible for all things financial, human resources, administration of Planning Center Online (PCO), curriculum development, Web development and maintenance, graphics and other duties that assist all campuses in successfully carrying out their ministries.
6. SMCC is staff led, Elder protected. The Lead Pastor has a continuous seat on that team and is responsible to run the day to day affairs of the church. Therefore, this team (board) of Elders acts as a board of directors; giving input on every major decision, be it strategic, theological or philosophical in nature.
7. Our goal is to continue to establish new campuses throughout Utah. We intend to keep a distance of at least 10 minutes driving time between each campus. We will not establish a new campus until we have fully funded the normal ministry needs of existing campuses. We will not establish a campus unless we believe that it has a growth potential of at least 500 attendees.

A GOSPEL Church: This is perhaps the most misunderstood and least appreciated contribution SMCC can make to the greater Christian witness in Utah. We seek to define ourselves as GOSPEL CENTERED as opposed to RELIGIOUS (nicely described as the “Older Brother” in Keller’s Prodigal God) and the IRRELIGIOUS (nicely described as the “Younger Brother” in Keller’s Prodigal God).

➤ **Religion =**

- A worldview in which I maintain a central place in my own devotion and loyalties. In this worldview, God exists to serve me and my dreams.
- My goal is to obligate God through good works and devotion, believing that He owes me whatever I have “earned” from Him in regards to salvation, blessings, or His favor.
- In this Religious mode, if anything good happens in my life it is because of my success in performing religious duties that make me acceptable / loveable / bless-able to God.

➤ **Irreligion =**

- A worldview in which I maintain a central place in my own devotion and loyalties. In this worldview there is no God to appeal to (or I consider him irrelevant) I am on my own to determine my own meaning and purpose in life.
- My goal is to get for myself whatever it is that will make my life meaningful and happy according to my subjective ideas.



- In this irreligious mode, I must earn or take everything I get from others or from the world. Everything depends on my own abilities to do what is necessary to gain the power, acclaim, affection or whatever else it is that will give me what I think I need.

➤ **Gospel =**

- A worldview in which God maintains a central place in my devotion and loyalties. In this worldview I exist to serve God and His Kingdom purposes as defined by Jesus.
- My goal is to learn to trust and love Him more completely; and in this way bring honor and glory to Him.
- In this Gospel mode, I don't earn anything from Him – I simply receive from him. I am acceptable / loveable / bless-able to Him on the basis of my relationship to Christ.

SMCC's Theological Vision:

Another thing that distinguishes us from other Evangelical churches is that we are on a particular **MISSION**. We want to be known as “the first church that comes to mind when someone considers where they might want to bring their LDS friend who has just consented to give Christianity a “try.” **SMCC's Unique Evangelistic Passion:** the desired salvation of disenfranchised Mormons drives the mission and values of SMCC, and contributes to the delight in everything we do.

Another thing that distinguishes SMCC from other churches is that we are one church that meets in many locations. What this means is that we believe that we have come to a place where the SMCC WAY has proved to be effective over time. It doesn't depend on a major personality or communicator. The “secret sauce” that we want modeled and repeated at each campus is found in this document – it is The SMCC Way. Even though the average person at any particular campus will identify with and appreciate the people and ministry of their campus, we want them to see themselves as part of the SMCC family. Hopefully, over time, this identification and appreciation of the SMCC Mission, Vision and Values will result in a cooperative effort to pray for, participate in and fund ongoing strategic initiatives. An example of that is the starting of a new Campus. Another example would be the funding of a new building for an existing campus. We want SMCC to be a family that has joined together to accomplish great things with God in Utah; spreading His fame by growing the Kingdom of God here.

Key Observation: One of the reasons many disenfranchised Mormons remain outside a Christian church is that they do not trust that a church will tell them the truth about God or love them unconditionally.



Our Challenge: Winning people's trust so that we can effectively share the Good News with them and see them follow Christ and grow in Him. Therefore, one thing that will be said about SMCC is that **we can be trusted**.

Our Mission: We exist to help AS MANY PEOPLE AS POSSIBLE take their NEXT STEP toward becoming FULLY DEVOTED and FULLY DELIGHTED (FDFD) followers of Jesus Christ.

- AS MANY PEOPLE AS POSSIBLE - SMCC is committed to reaching its "redemptive potential." In other words, we want to continue to grow our capacity to reach as many people as possible while depending on God to fill that capacity with His "sheep." We will never be comfortable with non-growth. If we don't continue to grow in the number of people we serve and the number of people taking their next step of growth, we will re-examine our methods and philosophy of ministry. We are more interested in effectiveness than we are a particular approach to ministry. Our ministry model could be called "ATTRACTIVE." However, in being 'attractive' we haven't given in to the error of preaching "man-centered" sermons or compromising on the hard things that are required to be said if the Gospel is to be proclaimed accurately. We are not and will never be a church for "Insiders." We understand that there is a gravitational pull in that direction, so we are vigilant in keeping SMCC a place where people with no background in Evangelical or Gospel Christianity can come and understand and enjoy everything they hear and see. We are on a mission for and with God to spread His fame as far as possible and to saturate Utah with a Gospel witness for Him (see the Great Commission in Matthew 28:18-20). This means we will take extraordinary and, at times, risky steps to accomplish this goal.
- TAKE THEIR NEXT STEP (Part One) - SMCC is committed to NOT making it more difficult for those that are coming to Christ than it already is (see the Jerusalem Council decision by Peter: **Acts 15:19** "It is my judgment, therefore, that we should not make it difficult for the Gentiles who are turning to God"). Unfortunately, too many churches are geared for the "Insider." These are the people who already know their way around the Bible, the customs and practices of church, and the nuances of "Christian-speak." Each person at SMCC is INVITED (not expected) to take their next step.
 - An example of a NEXT STEP is inviting new people to "Connect Now." This is an opportunity to get their questions answered and spend some face to face time with Pastors. Other examples include...



- SMCC U Class
 - Baptism
 - Small Group Bible Studies of any kind
 - Serving in SMCC ministries or outside the walls of SMCC
 - Leadership – Of a small group or ministry
 - Becoming a growing giver to the ministry of SMCC
- TAKE THEIR NEXT STEP (Part Two) Instead of challenging people to go from “no faith” or “wrong faith” (zero) to a “mature” Christian faith (100) quickly or all at once; we instead **invite** them to take their “next step” on their faith journey toward full devotion and full delight in Christ. The reality is, we aren’t trying to GET anyone to DO anything. Our posture is one in which we MODEL JOY in our journey and then INVITE others to ENVIRONMENTS that are specifically designed for them to take their NEXT STEP. This approach allows each person to first appreciate what God HAS DONE for them before they take their first steps toward Him. Our hope is that they continue this journey, taking steps of faith that correspond to where they “really are” in their walk with God, instead of trying to live up to a standard they assume we have set for them. Our goal is to lead people to a place where they respond to the authority of God in their life, instead of “church” authority. We never want someone to feel like they are our “project.” No one at SMCC should fear disappointing us (the leadership of SMCC) or letting us down. We are all here to serve others with no strings attached. Hopefully, this will lead to an environment where people don’t feel the need to “fake it” in order to belong at SMCC. One of the ways our Theological Vision is reinforced by this aspect of our Mission Statement is this: we will not expect or pressure in any way our people to make a DECISION – on the spot or right away. We believe that these calls for a decision are often ways to manipulate people during an emotional moment. We understand that people do make commitments during emotionally charged times, but we will not try to take advantage of that. We value the steady, long, and respectful approach in seeking to develop Christ-like values and character in each person that God entrusts to us.
- TAKE THEIR NEXT STEP (Part Three) - In this approach everyone has a next step – it keeps our church from being split into two groups; those who “get it” and those that “don’t.” Jesus had two categories; LOST and FOUND, not “mature” and “immature,” or “good and bad,” et cetera. We want everyone to know that they have a next step to take, no matter where



they are at in their personal spiritual journey. We also want everyone to know that grace is required and will be given during this process at SMCC. Therefore, everyone has a “next step” that they can take with joy.

- FULLY DEVOTED and FULLY DELIGHTED (Part One) - In the Great Commission (Matthew 28) Jesus Christ challenged his disciples to go into all the world making disciples of all people groups. Then he said that they were to do this by *“teaching them to obey all that I have commanded...”* Full devotion to Christ is full submission to everything Christ commanded. And this submission is the result of a growing trust that God's will and ways are good and that He has our best interest at heart. Full devotion to Christ is the path to full enjoyment in Christ because our obedience places us in a place for God to grow us and change our character. Therefore, we will continually emphasize that all of God's commands are good for us.

- FULLY DEVOTED and FULLY DELIGHTED (Part Two)- God is most glorified in us when we delight to do His will. Our compelling motivation as believers is the knowledge and appreciation that God is of supreme value and most worthy of glory, honor and obedience. Therefore, we INVITE people to pursue what is in their own best interest; that is, full devotion to Christ. This means that instead of seeking to motivate our people through an appeal to OBLIGATION or DUTY (guilt and shame), we will continue to motivate them and appeal to them on the basis of what is consistent with their own joy (Christian Hedonism – See John Piper's *Desiring God*). In other words, we believe that the best life possible is the life lived for the glory of God and consistent with his purposes.

- FULLY DEVOTED and FULLY DELIGHTED (Part Three) - Devotion without delight is very difficult to maintain. At SMCC we use the following shorthand way of describing the Gospel: “We are way more wicked, depraved, rebellious and sinful than we ever could have imagined. And at the very same time, we are far more loved, forgiven, and accepted in Jesus Christ than we ever could have hoped.” The Gospel is BAD NEWS (we have failed to honor God and we deserve His punishment) before it is GOOD NEWS (In Jesus Christ God provided a substitute who would die for our sins and take our punishment on Himself). We invite our people to obey the commands of God, knowing that their failure to do so perfectly is not going to result in condemnation (Romans 8:1). The knowledge of God's grace and goodness to us in the person of Jesus Christ makes us able to devote ourselves to godliness because, ultimately, we know we cannot fail. That leads to devotion with delight. God delights in us no matter what progress we've made in our devotion to Him. We like to say,



“There is nothing I could do to get God to love me more or less.” He simply loves all of us that belong to Him by faith.

Our Strategic Vision = A Particular Kind of Church

Strategic Objective #1: An IRRESISTIBLE CULTURE

One of the things that makes SMCC unique is our commitment to developing a COMPELLING or irresistible CULTURE. We believe that Mormons are more committed to a CULTURE than to a set of theological concepts. Therefore, it is imperative that we give them a SUPERIOR culture to call home. This culture is best described as a culture full of GRACE and TRUTH (see John 1:14). This culture full of grace and truth stands in stark contrast to what most people experience in the Mormon culture they left.

Our SMCC cultural values: These are the values that make us “distinct” from other good churches and help us form the culture needed to fulfill our Mission. We seek to make SMCC a place where ...

1. The members VALUE and SERVE the GUESTS.

This is contrary to the experience of both members and guests at most churches. Unfortunately, there is a gravitational pull toward doing church for the INSIDER. This means, in most churches they take care of those who pay the bills. And in those churches, if anyone has to walk away, it won't be the member...after all, they believe, it's their church. In contrast to that, we want our guests to feel valued and we want them to know that we have been expecting them. The best way for a member to enjoy the ministry at SMCC is to join with SMCC in helping as many people as possible take their next step in becoming FDFD. This all starts with them VALUING the guest.

2. Everyone can BELONG BEFORE they BELIEVE.

At SMCC we want a culture that is inviting for guests. This means that they can feel at home before they believe like us. Jesus is known for this; the people who were nothing like Him liked to be around Him. We want the same thing said about us. This means we use language that is easy for everyone to understand. We also address the OUTSIDER and not just the INSIDER in our sermons. We recognize that for many people the Bible is new and the lessons it teaches might not be self-apparent. Also, it is important to us that we limit our freedom so that the new person is not “weirded out.” We won't do anything that unnecessarily freaks them out or causes them to experience a cringe moment. Again, these people are our guests and we want them to feel at home.



3. Maturity is measured by HOW WELL we LOVE God and others.

At SMCC we try to value what Christ valued supremely; love. Christ summarized all the commands found in the Old Testament with two: Love God and love others. He added one more command regarding how we might love others; we are to love others in the same way that Christ loved us (John 13:34). This means that for SMCC to be irresistible we must all ask ourselves one question: "What does (Christ's) love require of me?" Jesus also said that "outsiders" will know we are His disciples if we love like He loved. We, of course, love knowledge and insight; and we seek to become as wise in the scriptures as possible. Therefore, the driving motivation behind everything we communicate is not about winning an argument as to who is right theologically. It should be clear to all who come to SMCC that we are committed to speaking the truth, and at the same time, it should be even more apparent that we are committed to loving them. We will move forward in ministry asking the question, "What does love require of me?"

4. We trust the PROCESS in which GOD CHANGES us from the INSIDE OUT. At SMCC we have made a commitment to love people instead of trying to change them. No one likes to feel like they need to change in order to feel accepted. So the acceptance by us comes first, then we invite people to get involved in environments and relationships where God can change them. Instead of trying to change people we believe that there are 5 faith catalysts God uses to grow His people:

- Practical Teaching
- Personal Ministry
- Private Disciplines
- Providential Relationships
- Pivotal Circumstances

We want God to do His work in our people's lives without them feeling like they need to impress us. This leads to change from the inside out.

5. The truth of the BIBLE is explained in a HELPFUL and HOPEFUL way.

At SMCC it is very important that we are faithful to the intent of scripture in everything we communicate. We work hard at "getting it right" or "faithfully handling the word of truth." (2 Timothy 2:15: *Do your best to present yourself to God as one approved, a workman who does not need to be ashamed and who correctly handles the word of truth.*) In supplying the believer with the Holy Spirit and the Word of God, we believe that God has given us everything we need to be successful in our walk with God. (2 Tim 3:16-17: *All Scripture is*



God-breathed and is useful for teaching, rebuking, correcting and training in righteousness, 17 so that the man of God may be thoroughly equipped for every good work.) Not only do we want to be Biblical, we also want to be as **HELPFUL** as possible. This means we try to give our people practical next steps or insights or wisdom to put into practice. Maybe the most important thing for our former LDS attenders is that we try to be as **HOPEFUL** as possible. These are people who have been beat up and abused by a very controlling and shaming false religion. Some, for the first time when coming to SMCC, have heard a message of hope – the idea that there is nothing they can do to earn God's favor; and once they are His, there is nothing they can do to lose God's favor.

Strategic Objective #2: Develop IRRESISTIBLE ENVIRONMENTS

When we are successful at creating irresistible environments at SMCC, all people will feel valued, that we were expecting them, able to learn and connect with God and others.

- Because we focus on creating (and "quality controlling" environments) we will discipline ourselves away from trying to control people. No one likes to be seen as someone who needs FIXING. One of our cultural values is that we trust God to change people. By offering compelling, healthy and attractive environments, we make room for God to do His thing. What we seek to communicate to all those that come to SMCC is this, "We have taken the time and expended the energy for you to enjoy an appropriate environment for you to take your next step in your walk toward FDFD." Therefore, all the environments at SMCC are to be as "inviting" as possible.
- When we focus our energies on creating irresistible environments, we fulfill our (the staff and leadership's) part of the INVEST and INVITE approach to evangelism. We want our people to be proud enough of each environment at SMCC that they want to invite friends and family to church. Our evangelistic program: those who call SMCC home invest in redemptive friendships and invite those friends to church. They trust those that have a role in creating each environment that their guests will not find anything "cringe worthy" or offensive. The three things we want a guest to be able to say after visiting one time is: 1." I really enjoyed it." 2. "I understood everything." 3." I think I could do this."
- Church growth is something we cannot control, but there is something we can control and that is our effort in creating excellent, appropriate and consistent environments. Therefore, we will make all our church environments INTERESTING and ENJOYABLE — just like God is interesting and enjoyable.



- o The adult environments will often be themed to correspond to the sermon series. The message series' are designed to help people connect with God, with each other, grow in Biblical wisdom and develop Christ-like character. They will always provide content for small groups discussions. We will seek to provide the best music and worship environment possible by...
 - Singing songs that are theologically correct.
 - Singing songs that can be sung by most people.
 - Singing songs that have a contemporary feel.
- o We want our children to drag their parents to church, so the children's environments will be fun, safe, and clean. A child in these environments should want to come back, bring a friend, and love their teacher / volunteer staff.
- o Our Youth environments will encourage age appropriate fun, development of relationships and next step with God. They will enjoy their own music and teaching time that is geared to who they are and who we want them to become. The Sunday morning youth environment is enjoyable for everyone, with teaching geared toward those that believe in Christ. The mid-week youth environment is geared toward Christians, with more small-group interaction. The youth camp environment is geared for all, including the teaching.

Strategic Objective #3: Communicate GRACE and TRUTH with everyone, all the time.

Unfortunately, many churches communicate truth in such a way that it is harsh and suffocating to the outsider. The solution to this problem is not to downplay truth so that everybody feels comfortable holding on to "their truth" with no appreciation or submission to God's truth (the opposite problem) - churches that do this have a warped sense of grace, thinking it means you can be good with God and not trust Him or His Word, which is unbiblical.

Question: What does it mean for us to communicate with "grace?"

Answer: It means that we...

- Start with where our people are presently. We don't make them climb into our world of ideas and understanding; we make the effort to understand them and communicate in ways that "put the goodies on the bottom shelf".
- We respect their journey and do not require that they make decisions that they are not confident that they are ready to make.



- We communicate unconditional love – from God to them and from us to them.

Question: What does it mean for us to communicate with “truth?”

Answer: It means we...

- Declare whatever corresponds to reality. Scripture is the best source we have to judge what is true and not true.
- We understand that reality can be difficult to deal with; therefore, we communicate truth in helpful and hopeful ways.
- We do not believe that our “perception” is our “reality.” Reality is reality and perception may or may not correspond with that.
- Truth is our friend. When we live in the light (truth) we will glorify God and experience freedom.
- Truth is not “relative.” It is timeless and transcends culture.
- When we don’t know, we say, “I don’t know.” It is very important that we communicate that there are things we simply don’t know instead of being dogmatic on subjects that are not clear in scripture.
- We will never “bait and switch” anyone for any reason, ever (ie promote an event as something that it is not instead of what it is REALLY MEANT TO BE).
- We will not “over-promise” (hype an element of our church, an event, a speaker, or anything else) and “under-deliver.”

Platform Communication:

- We will not speak about Mormonism directly, but will correct LDS theology on a regular basis without mentioning the source of that aberrant theology.
- We want skeptics, atheists, the unchurched and agnostics to hear the Gospel, therefore we will preach with their questions and concerns in mind, even if they aren’t in the room yet. When we speak to people who aren’t in the room yet, those people will eventually enter the room (and may hear the message online). Our church will become a safe place to bring a doubting, disinterested or agnostic friend. When they show up we hope that they understand that we were expecting them. If they find the message helpful the first time, they’re likely to come back a second time and even bring someone else along. They might even say, “It’s like you were talking directly to me.” Even the Christians in the room will slowly pick up on something; they will learn from us how to have a conversation with their non-Christian colleagues, family members and neighbors.

Interpersonal Communication:

- Communicate with accuracy, authenticity, sensitivity and clarity; as emotionally and relationally intelligent adults.



- Convey to those under our care that we have their best interest at heart as well as the interests of the Kingdom.
- Operate as people accountable to God and His Word who make wise decision based on what the Bible says and Godly counsel, not as people who “feel” their way through life (We avoid language like, “God spoke to my heart the other day...” or, “I feel like it was God’s will that I ...”).
- Be life-giving and “non-adversarial” in the way we approach conflicts with others.
- Be interested and curious with all people.
- Listen and ask questions.
- Don’t expect non-Christians to act like Christians.
- Tell the truth and own your failures.

Strategic Objective #4: An Irresistible Volunteer Experience

We believe that our volunteers are the key to a successful ministry future at SMCC. Therefore, volunteer Teams at SMCC get the highest percentage of each staff member’s time and energy. We pay staff that are highly capable in each area of ministry, but that doesn’t mean that the staff member’s primary responsibility is to DO the ministry. We hire staff to BUILD TEAMS. The staff member’s #1 responsibility is to recruit, train and motivate others to DO the ministry.

We believe that serving in some capacity as a volunteer is good for people. In other words, we give our people a gift when we give them something meaningful to do that will grow the Kingdom of God at SMCC. With that in mind, it is the staff person’s responsibility to develop an irresistible volunteer EXPERIENCE in which we...

- Strive for excellence in all that we do.
- Carry out worship services, ministries, events and meetings that ...
 - Reflect the interests and needs of our target audience in all our programming and communication decisions.
 - Develop programming that is excellent, interesting, and personal; demonstrating that a great deal of thought and preparation has been put into each event, class or environment.

It is also essential that we develop TRUST from our volunteers by treating them with RESPECT. This is accomplished by providing each volunteer with...

1. A HEALTHY ministry team. All the same criteria we use to measure the health of our SMCC staff should be used to measure the health of a volunteer team. (See Strategic Objective #5)
2. An opportunity to GROW SPIRITUALLY. We are not recruiting people to simply do a job. We have to see their role as a volunteer at SMCC as part of God’s



growth plan for them. Special time and effort is to be invested into each volunteer's spiritual growth. The last thing that we want a volunteer to feel is that they are simply a MEANS to accomplish OUR ENDS. We INVEST in our volunteers, we don't USE THEM.

3. An opportunity to develop the SKILLS needed in order to be successful. Along with this, we will give them the correct materials, tools, and equipment in order to be successful.
4. An OUT. We do not expect our volunteers to serve for more than SIX MONTHS without an opportunity to either step off their current team and / or serve in another capacity. This means that a staff member will check in with each leader of a volunteer team at a minimum of every six months in order to get constructive feedback, encourage them, and to thank them.
5. A CHALLENGE big enough for them to be passionate about. It is essential that our staff be able to CAST VISION for the mission, vision and values of SMCC in such a way that it creates buy in from volunteers. In casting vision it needs to be clear to the volunteer as to how what they do impacts the overall mission of SMCC.
6. A well ORGANIZED ministry plan and environment. This means that the scheduling of volunteers is done accurately and in a timely manner. It also means that there are enough volunteers on the team so that no one volunteer feels overwhelmed.
7. Personal ATTENTION. This is especially true for how we engage high capacity TEAM LEADERS.

Strategic Objective #5: We will continue to develop a STAFF CULTURE that is healthy and life-giving. We believe that we will never see maturity and joy in our congregation unless we first develop those qualities among our staff. Our goal is to make employment at SMCC the BEST JOB each person has EVER HAD. In order for that to be true we need a staff culture that is filled with people who are committed to...

- Continuous incremental IMPROVEMENT. In order to achieve this as an organization we encourage every staff member to MAKE IT BETTER. All observations and suggestions as to how we can make SMCC better are welcome.
- An ALL IN or WHATEVER IT TAKES attitude. We are looking for all staff to see what they do at SMCC as more than a job. We want each employee to take what we do here PERSONALLY.
- Communicate as EMOTIONALLY HEALTHY ADULTS. This means we...
 - Are able to ask for what we need, want, or prefer – clearly,



- directly and honestly.
- Recognize, manage, and take responsibility for our own thoughts and feelings.
- When under stress, state our own beliefs and values without becoming adversarial.
- Respect others without having to change them.
- Give others the room to make mistakes and not require them to be perfect.
- Appreciate people for who they are – the good, the bad, and the ugly – not for what they give back to us.
- Accurately assess our own limits, strengths, and weaknesses and then freely discuss them with others.
- Have the capacity to resolve conflict maturely (calmly) and negotiate solutions that consider the perspective of others.
- Bring your BEST SELF to work: spiritually, emotionally, relationally, financially and physically. This is important since our personal life interacts with everyone else's professional life.
- BE REAL. At SMCC we want people on staff to be able to trust that each person they work with have no hidden agendas, aren't passive aggressive, and everything they say can be trusted.
- OWN IT. If every staff member owns their mistakes and failures, then it frees others to do the same.
- Remain RELATIONAL. We must value relationships at a higher level than the solution to the problems we face.

In order for us to develop an excellent staff culture at SMCC and for this to be the best job an employee of SMCC ever had, it is important that a staff member at SMCC have a supervisor that...

1. Gives regular constructive feedback about the job they are doing.
2. Receives opportunities to learn and grow in skills related to their responsibilities specifically and interpersonal work, generally.
3. Receive encouragement to manage a proper work / life balance that includes periodic breaks and vacations.
4. Recognizes when "above and beyond" behavior is achieved.
5. Shows compassion when an employee is dealing with difficult circumstances.

In order to elevate the staff culture at SMCC we are looking for employees that...

1. Have a HEART for God's people. We want people on the team that love others.
2. Gets RESULTS. We are a high expectation organization in that we take very seriously the need to be good stewards of all the resources that



are entrusted to us by God's people. Part of this stewardship is having staff people that are excellent at achieving the desired results of an excellent ministry.

3. Are High ENERGY. We want people that have a PASSION for ministry at SMCC.
4. Have TEAM BUY-IN. We want staff members who want to see the organization win, not just themselves.
5. A TEACHABLE spirit. We are looking for staff members that are humble enough to learn from others and from God.
6. EMOTIONAL strength. We are looking for staff that can help carry the load of ministry with the rest of the team.
7. RELIABILITY. We want to be able to count on staff members when it really counts.
8. PROTECTION of the ministry. We are looking for staff members who will have the back of the others on staff, and especially their leaders.

Appendix

OUR BELIEFS

We believe the Bible to be inspired and infallible, and as such, the supreme authority in faith and life.

We believe that there is one God, eternally existing in three persons - Father, Son (Jesus Christ) and Holy Spirit.

We believe that Jesus Christ, by offering Himself on the cross, paid the penalty of man's sin, and all who receive Him by faith are born of the Holy Spirit and thereby become children of God.

We believe in the present ministry of the Holy Spirit, by whose indwelling the Christian is enabled to live a godly life.

We believe in the resurrection of both the saved and the lost - those that are saved to the resurrection of eternal life and those that are lost to the resurrection of condemnation and eternal separation from God.

We believe in the spiritual unity of all believers in our Lord Jesus Christ, as He is understood from the Bible alone, regardless of denomination affiliation.

We believe that baptism is an outward sign of an inward reality demonstrating that a person has a new life in Jesus Christ and the recognition of the living presence of the Holy Spirit.

We believe that our purpose for living is to glorify God by enjoying Him forever.*

Pending elder approval;

* This includes partnering with God within our station in life to bring the potential for spiritual and physical flourishing to every person, family, city and nation.



FUNDING

Definitions

Account: An “account” is a physical designation for holding cash assets at a financial institution. SMCC maintains bank accounts and other deposit accounts at various approved financial institutions.

Fund: A “fund” is a conceptual designation for cash assets that will be used for a specified purpose(s). Cash designated as part of a “fund” is held in one or more accounts. For example, cash designated for the SMCC Reserve Fund may be held in multiple accounts at multiple approved financial institutions.

SMCC Funds

The SMCC Way is financially sustained through various funds. The SMCC by-laws endow the Elder Board with the authority to create funds, approve policies to manage the funds, and remove funds. Currently, the SMCC Elder Board has approved the following funds:

1. Operating Fund
2. Greater Things Fund
3. Reserve Fund
4. Benevolence Fund
5. Missions Fund

This Appendix will further define the sources and uses of money that inhabits each of these funds.

Operating Fund

There is one operating fund for the church. Cash for this fund is held in one bank checking account.

Sources of cash for the Operating Fund are:

- Tithes and offerings received from attenders at all campus
- Cash received from attenders to cover specific ministry expense (eg. Bible study materials, etc.)
- Special support funding given to SMCC by other organizations
- Proceeds from facility rental
- Proceeds from sales of products or services provided by SMCC (ie. the breakfast café')
- Investment income (ie. bank account interest)
- Any other undesignated donations or income not specified for another fund

Uses of cash for the Operating Fund are:



- All operating and capital expenses incurred by an SMCC campus
- All operating and capital expenses incurred by SMCC that benefits all campuses

Greater Things Fund (GTF)

Sources of cash for the GTF are:

- Special offerings by SMCC attenders who want to contribute to the mission of SMCC in excess of a tithe given to their campus
- Capital campaigns authorized by the Elder Board to raise cash for specific capital projects
- Campus income in excess of the cash required to cover a campus' expenses and Reserve Fund obligations

Uses of cash for the GTF are:

- Seed capital for launching a new SMCC campus
- Subsidy funding for SMCC campuses whose campus expenses exceed their campus income
- Capital funding for special projects as designated by the Elder Board

Reserve Fund

SMCC maintains one churchwide reserve fund; not separate reserve funds for each campus. SMCC desires to keep as a minimum two months of churchwide operating expenses and \$0.50 per square foot of owned real estate in the Reserve Fund for emergency use only. Elder Board approval is required to release cash from the Reserve Fund. Once such approval is granted the Elder Board will simultaneously develop a plan to cut expenses to match income BEFORE the Reserve Fund is depleted of cash.

Sources of cash for the Reserve Fund are:

- Excess funds accrued in the Operating Fund or GTF may be transferred to the Reserve Fund when authorized by the Elder Board
- Capital campaigns authorized by the Elder Board to raise cash specifically for the Reserve Fund

Uses of cash for the Reserve Fund are:

- Operating expenses when a severe imbalance exists between operating income/expenses AND no cash exists in the GTF to subsidize the imbalance
- Capital expenses incurred by an unexpected breakage of costly but necessary systems to operate SMCC facilities (eg. an HVAC system breakage)

Benevolence Fund



Sources of cash for the Benevolence Fund are:

- Special donations by SMCC attendees specifically designated for the Benevolence Fund

Uses of cash for the Benevolence Fund are:

- Financial assistance given to specific people or families experiencing unusual financial hardship. See the SMCC Benevolence Policy for the specific requirements and authorizations needed to release cash from this fund.

Missions Fund

The Missions Fund is a “pass-through” fund meaning that the total cash donated to this fund totals the authorized expenses for this fund specified in the uses of cash section below.

Sources of cash for the Missions Fund are:

- Special donations by SMCC attendees designated for a specific missions-related organization or designated for a mission trip sponsored by SMCC

Uses of cash for the Missions Fund are:

- Donations to specific organizations supporting Christian missions-related activities
- Expenses related to mission trips sponsored by SMCC

GOVERNANCE

Purpose

Healthy church governance begins with a strong trust relationship between the Elder Board and church staff. Clarity regarding Elder Board responsibilities and Lead Pastor responsibilities significantly contributes to building trust between the Board and the staff. At SMCC we employ a “Pastor led, Elder protected” governance model within our multi-site church. The current corporate bylaws of SMCC defines the duties and qualifications of the Elder Board and the Lead Pastor within this governance model. This Appendix further defines the relationship between these two roles. The goal is to bring clarity to these roles thus facilitating a well governed church.

If anything in this appendix contradicts or conflicts with the SMCC bylaws, the bylaws always take precedence.

Biblical Foundation

The New Testament provides the core foundation for the role of an Elder in 1 Peter 5:1-4. This passage serves as the elder job description – “shepherd of the flock”. It also defines the leadership approach of an elder – “not lording it over those entrusted to you, but being examples to the flock”. The New Testament also defines the qualifications to serve as an elder in 1 Timothy 3:1-7 and Titus 1:6-9. Since we believe the Bible to be inspired and infallible, and as such, the supreme authority in faith and life, we believe anyone serving as an elder at SMCC must meet these Biblical qualifications and serve in the manner these passages prescribe. In addition, an SMCC elder must tithe to SMCC.

Organizational Foundation

SMCC is a multi-site church. While there are several different models of multi-site churches, we have tailored our multi-side model to effectively fulfill our redemptive potential in Utah. The SMCC multi-site model has the following characteristics:

1. An Elder Board consisting of a plurality of elders primarily responsible for defining our mission, vision, and core values and maintaining our doctrinal integrity.
2. A Lead Pastor responsible for executing the SMCC mission by managing daily operations, leading the staff, maintaining a healthy staff culture, implementing ministry programming, and teaching.



3. An executive team supporting the Lead Pastor and providing centralized support for the church.

4. Physical “brick and mortar” locations (campuses) led by a Campus Pastor. Each campus is owned and operated by SMCC. A campus never operates independently or autonomously from SMCC, “The SMCC Way”, or the leadership of the Lead Pastor and Elder Board.

5. Partner churches not owned or operated by SMCC. These churches voluntarily adopt our Statement of Faith and enjoy using content produced by SMCC. Partner churches are not governed by the SMCC Elder Board but are subject to the terms and conditions of the SMCC Partner Church Agreement.

6. All funds donated to SMCC belong to SMCC and not to an individual campus. As a new campus grows, we expect enough donations from the campus to sustain the campus ministries, proportionally support the central staff, and help fund the expansion of SMCC.

Understanding the above helps us frame our “Pastor led, Elder protected” governance model.

Pastor Led, Elder Protected

To understand what we mean by a “Pastor led, Elder protected” governance model, we must define what decisions belong to the Elder Board and what decisions belong to the Lead Pastor. Think of this as two “lanes of authority”. In one lane the Elder Board is responsible for “driving” (making decisions) and in the other lane the Lead Pastor is responsible for “driving” (making decisions).

The Elder Board “lane” is defined in Article 5, paragraph 5.1 of the Amended Bylaws of SMCC. It lists specific governance duties that require Elder Board action. These duties are called the “enumerated powers” of the Elder Board. These enumerated powers are given to the Elder Board so they can **PROTECT** the church primarily from financial ruin, legal peril, doctrinal error, or ethical impropriety. Any decisions or policies related to these duties must be made by the Elder Board. It is the Lead Pastor’s responsibility to bring before the Elder Board all issues requiring Elder Board action. It is then the Elder Board’s responsibility to act, make decisions, or create written policies to resolve these issues.



All other issues, decisions, or actions that do not fall within the enumerated powers of the Elder Board are, by definition, in the Lead Pastor's "lane". He has the authority to **LEAD** on all such issues, decisions, or actions so long as his actions do not infringe on an Elder Board enumerated power or contravene any policy issued by the Board .

A final thought on this topic. When discussing controversial topics or making difficult decisions the Elder Board and Lead Pastor will build trust with each other by first agreeing in whose "lane" the decision resides.

Policies vs. Systems/Processes/Procedures

Another key element of a "Pastor led, Elder protected" governance model is clarity regarding the difference between policies and systems/processes/procedures.

Policy

A policy is a written document that defines specific rules or parameters related to an enumerated power of the Elder Board. Policies are written and approved by the Elder Board and must be followed by the staff. Often, the Elder Board will consult with and seek input from the Lead Pastor (who may also seek input from the staff) while a policy is being developed. But ultimately the Elder Board must approve policies and the staff must adhere to them. A well written policy states WHAT must happen within the organization.

Systems/Processes/Procedures

Once a policy has been issued by the Elder Board, it is the Lead Pastor's responsibility to implement the policy throughout the organization by crafting systems, processes, and/or procedures that ensure the policy is followed. A well written system/process/procedure defines HOW a policy will be enforced.

In short, a policy defines the "what" and a system, process, or procedure documents the "how". Policies are issued by the Elder Board. Systems, processes, and procedures are issued by the Lead Pastor (or his designees).

Elder Board Makeup

We strive to have an Elder Board that consists of at least one man from every SMCC campus. The purpose for this approach is to have Elders who can speak directly to the mood and overall health of each campus. This also allows someone with direct knowledge of a campus to speak into an issue related to the campus. It allows for an "insiders" perspective. However, an Elder must first and foremost consider the well-being of the entire church regarding any issue before the Board – even if what's best for the church in the long-term is not what's best for his campus in the short-term. As an example, an Elder should not vehemently advocate for financial resources for his campus if utilizing those



financial resources elsewhere will promote the most growth and expansion of SMCC.

Campus Pastor - Campus Elder Relationship

Let's begin this section by defining what should NEVER be a part of relationship between a campus elder and a campus pastor:

- The campus elder is not the campus pastor's boss. A campus elder should never issue directives to the campus pastor nor say anything that contravenes direction the campus pastor has received from their manager.
- The campus elder is also not the Lead Pastor's "boss". No elder has the authority to issue any directives unless they are acting in concert with the entire Elder Board. Only the Elder Board, acting as a plurality of Elders, may provide direction to the Lead Pastor.
- The campus elder should never express any disagreement with decisions made by the Lead Pastor or executive team. Instead, the elder should address these disagreements with the Lead Pastor and/or the Elder Board.
- The campus elder should be careful to not "lord his position" over the campus pastor in an effort to unduly influence the campus pastor in areas that are simply the personal preferences or stylistic preferences of the campus elder. Rather the campus elder should be quick to support his campus pastor when the campus pastor has made a reasonable decision that may not have been the personal preference of the campus elder.
- The campus pastor should never complain to their campus elder about decisions made by the Lead Pastor or executive team. Instead, the campus pastor should dialogue directly through their supervisory chain of command regarding their dissatisfaction.

Next, let's define appropriate components of the campus pastor – campus elder relationship:



- A campus pastor can receive a great deal of help by listening to the feedback of his Elder. An Elder should be used as the “eyes” and “ears” of the Pastor regarding what is REALLY going on in his congregation. Sometimes it is difficult getting a read on how people are feeling, what is not working, or what people are experiencing regarding teaching, ministry programming, and other aspects of the campus. A wise campus pastor asks for and listens to this feedback from his Elder. Obviously, no one has perfect discernment, but this feedback can lead a pastor to pay attention to areas of concern based on this feedback.
- A campus elder should be a major source of encouragement and friendship for his campus pastor. Such a relationship shows a shared passion for the things of God and establishes trust. The campus pastor and campus elder should be committed to each other’s success as a person (family life, business, other pursuits) and as a Christian. Mutual encouragement seems like it should be a natural benefit of this relationship.
- A campus pastor should receive and value the counsel of his campus elder regarding what the elder observes about campus ministry and the character of the campus pastor.
- A campus pastor and campus elder should form a “team” – showing a united front to the campus attenders. Any disagreement between the campus pastor and campus elder should be addressed behind closed doors.

Summary

1. Healthy church governance begins with a trust relationship between the elder board and church staff.
2. Trust is built when there is clarity and unity regarding what decisions require Elder Board action and what decisions rightly belong to the Lead Pastor.
3. The Elder Board issues policies designed to protect the church. The Lead Pastor (or his designee) implements these policies via systems, processes, or procedures.

4. Campus elders should befriend, encourage, mentor, and counsel their campus pastors; but they should never play the role of their boss.