



CHEMISTRY
STAFFING

CHURCH & CANDIDATE PROFILE

EXECUTIVE DIRECTOR OF OPERATIONS

Walnut Creek Presbyterian Church
Walnut Creek, California

EXECUTIVE DIRECTOR OF OPERATIONS

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Population of City

70,000

Population of County

1.2M

Community Overview

Walnut Creek is a city in the midst of a tremendous transition. What was once a sleepy, distant suburb of San Francisco, is now a burgeoning center of commercial, retail and urban living. Over the past ten years, Walnut Creek has witnessed tremendous growth in the number of downtown residential units (both rental apartments and condominiums) being built and quickly occupied. Due to convenient access to public transportation (BART), Walnut Creek is viewed as a cost-effective alternative to living in San Francisco, yet still with easy access to high quality shopping, restaurants and schools.

Why People Like Living Here

This area has great schools, parks, shopping, dining, weather and easy access to other northern California attractions.

Church History

Walnut Creek Presbyterian Church (WCPC) is an ECO Presbyterian Church, founded in 1878. (The name ECO is not an acronym. It reinforces our passion for strengthening the ecosystems of local churches. We believe that the Church is a living organism that needs life-giving resources to help it grow, thrive, and multiply. ECO is committed to cultivating a healthy, diverse, resource-rich ecosystem where pastors and congregations can flourish). Theologically, the church maintains a high view of scripture and a strong identification with the reformed tradition. For decades WCPC's ministry focus has been on world missions and ministries to children/youth.

Mission, Vision and Values

Vision: "To glorify God while drawing as many people as possible into an ever-deepening relationship with Jesus and authentic community with one other, all through the power of the Holy Spirit."

Mission: We Connect People with Christ (WCPC)

Values/Behaviors:

Christ-Centered

- We follow Jesus to become more like Jesus.

Joy-Filled

- Joy springs from being grateful to God and hopeful that the resurrection changes everything.

EXECUTIVE DIRECTOR OF OPERATIONS

Walnut Creek Presbyterian Church
Walnut Creek, CA



Love-Compelled

- Love is self-giving, even sacrificial, care for one another and for our neighbors.

What do we do?

- We are a multi-generational and multi-ethnic church in downtown Walnut Creek that (1) worships in a manner that exalts God, equips believers, and engages our friends and neighbors, (2) loves and disciples adults, students, and children, (3) supports and serves our community and world through evangelism, local and global outreach, (4) operates as a healthy organization, caring well for its staff and volunteers, (5) partners with a Christ-centered preschool, and (6) stewards our campus resources, nine apartments, and Foundation toward greater Kingdom Impact in the East Bay.

Average Weekend Attendance

200 + online viewership (100-200)

Overview of Weekly Worship Gathering

We have two worship services (9am and 11am) with a "middle hour" for conversation, community, formation, etc. We have an "ancient-future" philosophy that marries modern style with ancient rhythm and practice (for instance, weekly communion).

Worship Style of your Church

Band with typical instrumentation (drums, bass, guitar, piano, a couple vocalists)--reconditioned hymns and more modern music as well.

Tell Us About Your Facility

The WCPC campus contains a large, 30-year old sanctuary (seating for over 1,000), gymnasium with attached kitchen, multi-purpose room, numerous offices and classrooms, and is within walking distance of BART and downtown Walnut Creek. The sanctuary was rebuilt in the 1980's and the surrounding buildings are older, requiring significant maintenance. We are looking at significant upgrades that are necessary to help with the current look and comfort.

Overall Budget (this fiscal year)

\$2.1M

Overall Long-Term Debt of the Church

\$400k

EXECUTIVE DIRECTOR OF OPERATIONS

Walnut Creek Presbyterian Church
Walnut Creek, CA



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Denominational Affiliation and/or other Partnerships

ECO

Governance & Polity

Decisions are made differently at certain levels. Vision/Mission/All-Church decisions are at the level of Session (Pastor/Elders) and Staff Leadership Team. Various teams make decisions and recommendations based on purview. These teams are Elder/Staff partnerships.

Current Paid Staffing Level

Full Time & Part Time Staff:

- Lead pastor
- Assistant Pastor of Connections and Community Groups
- Ministry Associate
- Weekday Preschool Director
- Preschool Administrative Assistant
- Director of Student Ministries
- Assistant Director of Student Ministries
- Facilities Manager
- Director of Worship Arts
- Stream Team Lead
- Communications and Technical Specialist

Open Positions starting soon:

- Assistant Pastor
- Director of Connections
- Director of Operations
- Children's Ministry Director

Major Ministries of the Church:

- Christian Formation
- Student Ministry
- Children's Ministry
- Outreach
- PreSchool

EXECUTIVE DIRECTOR OF OPERATIONS

Walnut Creek Presbyterian Church
Walnut Creek, CA



Outreach Programs Overview

- We are deeply committed to UP (Loving God), IN (Loving One Another), and OUT (Loving Neighbor) formation of our people.
- Our evangelistic-outreach initiatives are relational, premised upon our people as sharers and bringers.
- We are also a church that cares deeply about mercy and justice with Local and Global Mission Partners. We also partner with local ministries and others (such as local elementary schools).

In the most generic sense, how would you describe your church theologically?

We adhere to the Historic Christian Faith. In this respect we are orthodox, catholic, and reformed.

Published Theological Statement

JESUS CENTERED

Jesus reveals to us who God is and what God is like. Jesus models to us a new way of being in the world, but Christ is not only the model, he is also the means. After we turned away from God, Christ wooed us back with his sacrificial love poured out on the cross and with the power of his Resurrection.

GRACE SATURATED

Grace is the oxygen of healthy Christian formation. God's work in us, a work only God can bring to completion, is a work of sheer grace. God forgives us of our sin, our turning away from God and toward self-sufficiency, and receives us through grace. Our church is a welcoming community because we are saturated in this amazing grace.

SCRIPTURALLY GROUNDED

While Creation gives us a general understanding of God, Scripture is the unique revelation of who God is and how God works. Through Scripture, we hear God speak about who Jesus is and what he came to do. Through Scripture, we hear about sin and salvation. Through Scripture, we hear about the Kingdom of God. We engage honestly and faithfully with Scripture, seeing it as God's authority, sitting under it in humility, and trusting in the work of the Holy Spirit to illumine our understanding.

CHURCH DEPENDANT

The church is the ordinary means used by God for the Gospel ("Good News") work in our world. We respect the tradition of the ancient church and affirm the historic Christian faith passed down by our fathers and mothers over two thousand years and lived out amongst our brothers and sisters all over the world today. We also recognize that the Holy Spirit is breathing reformation in the church at all times and in all places.

EXECUTIVE DIRECTOR OF OPERATIONS

Walnut Creek Presbyterian Church
Walnut Creek, CA



INTELLECTUALLY HONEST

Doubts, questions, and new ideas are encouraged here. Because we believe that all truth is God's truth, we don't shy away from rigorous inquiry. We understand there to be no conflict between faith and science, and we seek to love God, not only with our hearts and hands, but with our minds as well.

COMMUNALLY DESIGNED

Because we were created by a Triune God who has forever existed in community (Father, Son, Spirit), we recognize we are designed to live in community with one another. Having been invited into God's inter-trinitarian dance of love, our lives are richer and more beautiful when lived out in relationship with one another.

KINGDOM ORIENTED

Jesus orients his work, purpose, and his very person in what he calls "The Kingdom of God". We don't privatize or shrink the scope of the good news Jesus comes to proclaim. We don't stop short of Christ's mission to "renew all things." The entire cosmos is the theater for this restorative work. It's a big idea and we are all invited to join Jesus' in the reconstruction project.

What theological hills will you die on?

- Scripture as God's Word and speaks with authority
- Belief in Triune God
- Historical veracity of Jesus' life, death, and resurrection
- Power of the Holy Spirit

Hot-Button Social/Cultural Issues for Your Church

In 2020 we invested in understanding racism and its ongoing presence and impact, and that is a continuing concern. Someone who is dismissive or unsympathetic toward those concerns, or more broadly is not attuned to loving the poor, the outcast, the prisoner, etc. would not be a good fit. WCPC's theology is orthodox and we look at all social issues in light of Jesus' teaching and emphasis (love your neighbor).

Biggest Church 'wins' in last 18 months?

- Implementing livestream options for Sunday services
- Storytelling moments for our congregation
- Key hires (getting the right people on the bus)
- Deepening stewardship and generosity
- Creating a culture of mutual love and trust

EXECUTIVE DIRECTOR OF OPERATIONS

Walnut Creek Presbyterian Church
Walnut Creek, CA



Biggest Opportunity for Your Church in the Next 12 Months

- As a staff team, continue working together so that we can begin building toward future ministry.
- Begin to realize ourselves as a church that exists for its friends, neighbors, and co-workers

Church's Biggest Challenge for the Future

Growing quickly while wanting to grow "rightly" (conversion growth)--and with the backdrop of a post-Christian, secularizing context

Title of Position You Are Hiring

Executive Director of Operations

Full Time Position?

Yes

Reporting Relationship

Reports to Lead Pastor and with a dotted line to our Session (Elder Board)

Overall Description of this Position:

Similar to a Chief Operations Officer in the corporate environment, the Executive Director of Operations (EDofo) has responsibility for the management of the administrative, human resource, financial, communications, and facilities services of the church in support of the vision of the Lead Pastor and the Session. The EDofo works under the direction of the Lead Pastor to provide, with him or her, leadership for the WCPC staff. The EDofo serves as a key point of connection and continuity between ministries, staff members, congregants, and departments and committees. The specific duties of the role are shaped to complement the Lead Pastor and serve the needs of the church to accomplish the mission and vision of WCPC. The Lead Pastor and the EDofo must have a strong, trust-based relationship that results in a seamless working partnership.

Goals and Expectations:

Thoughts from team members regarding goals and expectations:

- In our leadership structure, the lead pastor swivels to coach, lead, and manage pastoral staff. The Executive Director of Operations will swivel to coach, lead, and manage professional staff. This person will also be able to build healthy and sustainable infrastructure/scaffolding for the vision and forward movement of the church. He/She will help create and perpetuate healthy staff culture involving deep trust, creative conflict, commitment, accountability, and attention to results and be deft at operations, finances, and HR.

EXECUTIVE DIRECTOR OF OPERATIONS

Walnut Creek Presbyterian Church
Walnut Creek, CA



- Success will not be determined by his/her accounting acumen. The Michael Jordan of Accounting won't move the needle at WCPC. Similarly, someone with HR expertise won't move the needle since most people define HR as administration and compliance. Rather, the ideal candidate will have demonstrated success as a COO: someone who speaks accounting and knows good HR processes, but their real value-add is optimizing the overall operations of WCPC. This means effective hiring, supervision, and leadership for accounting, HR, IT, and facilities, so that the staff are healthy, engaged, and performing at a high level.
- In other words, (success is) building a strong culture. It also means bringing leadership, organization, strategy, and project management to the staff team, so that we have that practical, operational excellence infused in each ministry area and especially in cross-functional and church-wide events.

Do you have a job description for this role?

Executive Director of Operations

Overview

Similar to a Chief Operations Officer in the corporate environment, the Executive Director of Operations (EDofO) has responsibility for the management of the administrative, human resource, financial, communications, and facilities services of the church in support of the vision of the Lead Pastor and the Session. The EDofO works under the direction of the Lead Pastor to provide, with him or her, leadership for the WCPC staff. The EDofO serves as a key point of connection and continuity between ministries, staff members, congregants, and departments and committees. The specific duties of the role are shaped to complement the Lead Pastor and serve the needs of the church to accomplish the mission and vision of WCPC. The Lead Pastor and the EDofO must have a strong, trust-based relationship that results in a seamless working partnership.

Key Responsibilities:

Financial Oversight/Accounting - 25%

- Holds the overall responsibility for the integrity of the accounting structure of the church - provides senior-level oversight to the on-going operational structure
- Manager of the church's annual budget process
- Prepare reports, provide analysis and accountability with ministry departments as needed each month
- Resource the Session with financial reports as requested
- Monitor giving and operations cash flow to ensure the on-going financial health of the church
- Directly oversee annual financial review by outside auditors
- Approves all contractor agreements in accordance with session and trustee policies
- Oversee the generosity initiatives with the Senior Pastor to create a culture of growing generously

EXECUTIVE DIRECTOR OF OPERATIONS

Walnut Creek Presbyterian Church
Walnut Creek, CA



Human Resource Management - 25%

- Provides day-to-day resourcing to staff on various issues
- Accountable for personnel-related processes and policies, including consistency and fairness in compensation recommendations, benefits, policies and procedures among other duties
- Facilitate good collaboration and communication between staff members and teams
- Create and maintain systems to help staff function effectively
- Coach and support staff members as needed
- Make recommendations to the personnel team for changes in staffing structure, compensation, or benefits
- Oversee and participate in the staff hiring and termination process
- Assist in resolving conflict or issues in the workplace
- Ensure compliance with internal policies as well as state and federal employment regulations
- Oversee the evaluation of staff through the leadership team, ensuring they are accountable to their ministry goals, pursuing spiritual, emotional, and relational health, and continued leadership development
- Maintain a staff recognition program

Operations - 25%

- Oversight of the daily administrative and operational activities of WCPC including communications
- Accountable for management of church communications including electronic media and various marketing and informational pieces
- Ensure established standards of practice are maintained in all areas
- Oversees the security programs of the church. Facilitates the development of a campus Safety and Security plan.
- Manages the church and WCPC Foundation insurance policies, ensuring appropriate coverages, renewal schedules, and filing of claims
- Compliance Officer and Risk Manager for the church
- Participate in church's strategic planning efforts
- Reviews contracts subject to renewal
- Ensures proper record retention and document security
- Implement systems and processes for our staff to work efficiently and effectively

Steward the Church's Facilities - 20%

- Responsible for the care, oversight, and management of the church facilities, including the main campus and rental properties
- Reviews the development of campus utilization and implementation of long-term facility maintenance and capital upgrade plan
- Manages and oversees facility capital purchases related to regular maintenance of the facilities and equipment.
- Administers service agreements and facility-related contracts

EXECUTIVE DIRECTOR OF OPERATIONS

Walnut Creek Presbyterian Church
Walnut Creek, CA



Volunteer Management - 5%

- Recruit, train, and support the accounting, administrative, and facilities volunteer teams recognizing a volunteer leader/champion of each team

Other duties as requested

Expectation of adherence to the WCPC staff values

- Character- Exercises the fruit of the spirit
- Competency - Possesses skill and passion for the work
- Capacity - Has the integrity to work hard without under/overworking
- Chemistry - Gets along with and genuinely loves being around the staff team
- Culture - Recognizes that creating and cultivating healthy staff culture is crucial

Desired Background and Skill Set

- Growing and deepening faith in Jesus Christ
- Maintain a life of integrity that reflects a genuine faith in Christ
- Team player
- Strong record of effectiveness as a manager and decision-maker
- Sound management of the "business" of the church is essential to free up the ministries of the church to function at their best
- Team builder who can bring out latent skills and talents in others
- Ability to develop, implement and monitor ministry strategic planning systems and the related budgeting process
- Strong knowledge of church bookkeeping needs and processes
- Good analytical skills
- Forward-thinking and creative to keep systems and processes current and effective
- Strong written and oral communication skills
- Familiar with insurance needs, banking, taxes, and governmental and legal requirements related to non-profits
- A breadth of knowledge of purchasing and contracting
- Proficient in Microsoft Office (Word, Excel, PowerPoint, Outlook).
- College degree or equivalent work experience and at least 5 years of management experience; a Master's Degree in business or equivalent with business and/or entrepreneurial experience is desirable.
- Must be bondable

Works with: All Directors, Session, Volunteers

EXECUTIVE DIRECTOR OF OPERATIONS

Walnut Creek Presbyterian Church
Walnut Creek, CA



**CHEMISTRY
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Attends: Weekly Staff and Directors Meetings, Monthly Session Meetings, Stewardship and Personnel Team Meetings, Foundation meetings

Supervises: Supervises Administrative, HR, Payroll, Communication, and Facilities Management staff; provides guidance and oversight to Lay Ministry Leaders of Finance, Building & Grounds, Human Resources, and Communications

COVID-19 reality, sheltering in place notes:

- Oversee Covid-19 policies and procedures

Educational Preferences

Bachelor's degree or equivalent work experience; while we don't feel that formal theological training is critical to do the job well, a background in reformed Christian principles would help with alignment with our church's views.

Experience

We are open to considering all degrees of experience. It is important that this person is comfortable both coming along-side young families and able to lead volunteers

Denominational Affiliation

It is important for the person to be aligned with the [Essential Tenets of ECO](#).

How important is geographical location to you?

Our preference would be to find someone from within the California area, but open to others who could relocate with ease.

What skills are you looking for specifically?

- Someone who speaks accounting and knows good HR processes
- Someone who is effective at hiring, supervision, and leadership for accounting, HR, IT, and facilities
- Project management abilities so that we have that practical, operational excellence infused in each ministry area and especially in cross-functional and church-wide events

What technical abilities (if any) are required?

Definitely a general awareness about the ways to "automate" things in the world of operations. He/She needs to understand or be a quick study in the various applications that exist at WCPC in order to create smooth operational processes. Some application examples: QuickBooks, Planning Center, ApprovalMax, APS Hire.

EXECUTIVE DIRECTOR OF OPERATIONS

Walnut Creek Presbyterian Church
Walnut Creek, CA



Equipper or Doer?

Equipper- excellent at coaching, delegating, orchestrating, managing, delegating, partnering, and encouraging

Attractional vs. Missional

YES! The church must be BOTH in a post-Christian, secularizing context

Budget Area Supervision

The General Funds budget is \$2.1M but the expenditures are probably more like \$2.5M and there is heavy facilities use (income) and repairs and maintenance (expense).

Personal Characteristics Desired

- Trustworthy
- High EQ
- Cares about people and details
- High integrity
- Inspires trust
- Take the job seriously but not yourself
- A sense of humor
- People person

What would immediately disqualify someone?

- An inability to be flexible
- Not willing to hold others accountable
- Someone who couldn't embrace/advocate for diversity and see the beauty in it

Urgency

10

Other "Must Have" Skills

- Servant leader
- Attention to the details as they relate to achieving goals
- See the whole and the parts clearly

Other "Nice to Have" Skills

- A good aesthetic sense.
- Giftedness for nurturing, developing other staff members

EXECUTIVE DIRECTOR OF OPERATIONS

Walnut Creek Presbyterian Church
Walnut Creek, CA



CHEMISTRY
STAFFING

Finally...

We would like to see a person who comes under the leadership of the Lead Pastor and is excited to work together to accomplish shared goals. A person who sees their partnership as paramount to doing the job well and who is able to push back but always in a spirit of collaboration. There is the “business” of the church but it is not separate from the “mission” of the church. They are inextricably linked and there should be an integration/partnership between the two leaders that promotes health across the board - staff, volunteers, leadership.

EXECUTIVE DIRECTOR OF OPERATIONS

Walnut Creek Presbyterian Church
Walnut Creek, CA



**CHEMISTRY
STAFFING**

Public Job Posting

Executive Director of Operations

Walnut Creek Presbyterian Church

Walnut Creek, CA

Walnut Creek Presbyterian Church, a diverse, growing church on a 5-acre campus in the heart of downtown Walnut Creek, is looking for an Executive Director of Operations (EDoO). This person will be responsible for the management of the administrative, human resource, financial, communications, and facilities services of the church in support of the vision of the Lead Pastor and the Session. The EDoO serves as a key point of connection and continuity between ministries, staff members, congregants, volunteers, and elder ministry teams.

What you'll be doing:

- Responsible for the overall integrity of the accounting structure of the church
- Lead, develop, and manage people, with direct oversight of four staff and indirect partnership with all others on staff members
- Strengthen the operational effectiveness of everything WCPC does -- develop, implement, and monitor ministry strategic planning systems
- Provide leadership for and oversight of the daily administrative and operational activities of WCPC including communications and facilities

What you need to have:

- Growing and deepening faith in Jesus Christ
- Strong record of effectiveness as a manager and decision-maker
- Team builder who can bring out latent skills and talents in others
- Ability to develop, implement and monitor ministry strategic planning systems and the related budgeting process
- Strong knowledge of church bookkeeping needs and processes
- Good analytical skills; strong written and oral communication skills

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Apply here: <https://www.chemistrystaffing.com/walnut-creek-director-operations>