

Ministry Action Plan

Ministry Area	Chief Financial Officer
Name	Norwood Davis
Ministry Season	September 1, 2011 – January 31, 2012

*We exist to inspire life, share life and give life, because Jesus said:
"I have come that they may have life and have it to the full."*

John 10:10

Core Responsibilities

1) Financial Integrity Systems

- Financial Security (counting tellers & deposits)
- Accounts Payable, Payroll, IRS Contribution reporting
- Accounting and Expense reporting
- Annual Audit Process
- Cash Flow Management
- Treasury Management
- Financial Analysis & Forecasting
- Risk Management & Insurance

2) Human Resources/Legal/Governance

- Ensure an efficient and effective hiring process
- Benefit Management
- Corporate Governance (e.g., by-laws, policies & procedures, external standard compliance)
- Executive liaison and project manager for all legal matters including contracts, litigation, regulatory compliance, etc.
- Executive leadership for 12Stone subsidiary activities.

3) Information Technology

- Computers, Networks, Kiosks and Backup Systems
- Wi-Fi Systems
- Databases (Shelby, Web, Phone)
- Web Site Management
- Security System
- Phone

4) Special Projects

- Scouting and selection of potential new campus locations.
- Provide executive leadership for high profile, externally facing projects.
- Executive liaison to county leadership in government, business, non-profit and education sectors

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New Territory Goals

1. Finance

- i. Guide executive team through significant capital decisions necessary in this period. Execute appropriate analysis, integrate appropriate stakeholders and manage pace of decision process appropriately.
 - a) Flowery Branch – Purchase & Terms of Debt Structure
 - b) Hamilton Mill – Acquisition & divestiture decisions.
 - c) Braselton – Long-term structure decisions.
- ii. Align administration of Mesa Development, LLC (Sugarloaf) to WIF guidelines and expectations to ensure long-term success.

2. Human Resources

- i. In coordination with Legal Counsel, review and structure intern program to mitigate existing risks and to position the program for a new scale in the Leadership Center era.

Leadership Development Focus

1. In coordination with Executive Pastor, review and realign, as appropriate, current external commitments and boards to new realities in both my position and personal life.
2. Goal – Hone my personal expression of the Ministry Practices of “Strive for Disciplined Diligence” and “Keep your Ministry Relevant” to serve as a model for my staff and to optimize my personal leadership at home and work.