PASSION CREEK CHURCH

The PCC Operating System

HOW WE THINK, DECIDE & WORK TOGETHER

An operating system is the underlying framework that determines how an organization consistently thinks, decides, and acts. This is ours, captured in one place, so we never drift from it.

INTERNAL · STAFF & LEADERSHIP · 2026

THE OPERATING SYSTEM

Contents

Eleven frameworks. Each one answers a different question about who we are and how we work.

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OUR PASSION

Make ~~attenders~~ disciples who reorient their lives to be formed by Jesus, together, for others.

01 · CHARACTER

The 5 Nevers

Before we lead anyone else, this is who we choose to be: the character we bring into every room, every meeting, and every season of ministry.

01

Never Stop Learning

Even Jesus, fully God, grew in wisdom (Luke 2:52). So we keep reading, keep asking, and keep learning how to best lead each person God gives us.

02

Never Compare

Envy rots the bones, but a tranquil heart gives life (Proverbs 14:30). Settled in God's abundance, we root for everyone's success and treat another leader's win as evidence that God is moving.

03

Never Give Up

We will not become weary in doing good, for at the proper time we will reap a harvest if we do not give up (Galatians 6:9). So we commit over the long haul, we never get bored with the basics, and we keep sowing in seasons when nothing seems to be growing.

04

Never Hold Back

We give joyfully, for God loves a cheerful giver (2 Corinthians 9:7): our time, our words, our trust, our creativity, and our resources, all carried with open hands.

05

Never Alone

Our relationships are only as valuable as our willingness to be known. In avoiding Judas the Betrayer, we miss out on John the Beloved (John 13:23), so we choose vulnerability over self-protection and community over isolation.

02 · VALUES

The 5 Priorities

A healthy church is built when you carefully pick your priorities and courageously protect them. The following are what we consider most important to protect as we make decisions and lead into the future.

01

Jesus-First

Jesus-first, not growth-first. Our first priority is to help people encounter Jesus: everything we do is centered around His person and work, and we prioritize His presence over our progress.

02

Practice-Based

Practice-based, not performance-based. We don't just want to learn about Jesus; we want to be formed by Him, following His way in our day-to-day lives and relying on His presence over our performance.

03

Honor-Filled

To honor is to ascribe value: handling people carefully, not casually, and speaking life into them. We honor those within our community, those outside it through prayer and service, and the generations to come. We don't do side meetings, and we love to talk well behind each other's backs.

04

Home-Grown

We are a community of leaders where people use their gifts, explore their passions, and become who God made them to be for the sake of others. Everyone participates in the work God is doing among us, each doing our part, peace by piece.

05

Mission-Focused

Our goal is not to make attenders, but disciples. We don't want to simply fill seats; we want to form hearts who seek after God and invite others to do the same, relying on His strength through distraction, accusation, and attack.

03 · TRAINING

The 9 Core Practices

Trying to perform for Jesus leads to death, but training to be formed by Jesus leads to life. These nine practices are how we train. All of our resources can be found at formedbyjesus.com.

01

THE WAY OF REST IN A WORLD OF HURRY

Formed by Sabbath

The practice of Sabbath is giving God 24 hours a week to stop, rest, delight, and worship.

02

THE WAY OF TRUTH IN A WORLD OF LIES

Formed by Scripture

The practice of Scripture is submitting to its authority, entering its story, learning to eat it, and choosing to obey it.

03

THE WAY OF CONTENTMENT IN A WORLD OF CONSUMPTION

Formed by Simplicity

The practice of simplicity is removing the number of digital distractions, material desires, and relational dishonesties that keep us from living a joyful life in the kingdom with Jesus.

04

THE WAY OF FRIENDSHIP IN A WORLD OF HARDSHIP

Formed by Hospitality

The practice of hospitality is creating space over a meal with saints, strangers, and sinners to experience the loving grace of God.

05

THE WAY OF PEACE IN A WORLD AT WAR

Formed by Peacemaking

The practice of peacemaking is doing the hard work of forgiving our past, forging new patterns, and framing our pain in order to fulfill our purpose of loving God and others.

03 · TRAINING

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06

THE WAY OF GIVING IN A WORLD OF SPENDING

Formed by Generosity

The practice of generosity is living like disciples who trust the God of abundance by giving like stewards who tithe to God's kingdom.

07

THE WAY OF CONSECRATION IN A WORLD OF COMPROMISE

Formed by Fasting

Fasting is the practice of abstaining from food for a set period of time to say "no" to cheaper desires and "yes" to deeper union, to confess your need and contend for your neighbor.

08

THE WAY OF FAITH IN A WORLD OF SIGHT

Formed by Prayer

Prayer is the sacred practice of delighting in God's presence, discerning God's heart, depending on God's power, and directing God's hand.

09

THE WAY TO LIFE IN A WORLD THAT'S LOST

Formed by Witness

The practice of witness is leading from your with-ness to talk clearly about the gospel and leaning into your weakness to invite others into God's grace.

04 · HOW WE CHANGE

The 5 Pieces

How disciples are formed, peace by piece. True transformation doesn't happen through quick fixes or isolated frameworks, but through a holistic, patient process of engaging the essentials.

01

Teaching

Renewing our minds through Scripture: confronting the lies and images that subtly pull us away from God's truth, and replacing them with what is true.

02

Community

Not a model, brand, or method, but a body: each person with a part to play. A community shaped around the way of Jesus that resists the pull toward individualism and isolation, where people don't feel rushed, but known.

03

Practice

Habitual practices that close the gap between knowledge and experience. We hear Jesus' words and put them into practice, training in His lifestyle rather than just admiring it from a distance.

04

Holy Spirit

None of these pieces will amount to anything unless they're oriented around the personal presence of God. The Spirit is a person, not a force. We linger longer in His presence until all who come can say, "God is really among you."

05

Moments & Marathons

God is capable of meeting us in a moment, doing in a single instance what would normally take a lifetime. And God moves over a marathon, slowly working to bring people closer to Him. We trust the slow work of God.

05 · HOW WE WORK

The 10 Team Commandments

The agreements that keep our team healthy.

01

We address 2s before they're 10s.

Small foxes, the small unaddressed issues, quietly destroy flourishing. We stay alert, name them early, and address them with grace.

02

We follow through, or we flag it early.

Trust is built on follow-through. We own our commitments, close our loops, and speak up before it's too late, so no one is caught off guard.

03

We set expectations before accountability happens.

Accountability is only fair when expectations were clear first. We say it before we measure it, and no one should ever be surprised by the standard they're being held to.

04

We put the right person in the right seat in the right season.

Gifting matched to role, and role matched to season, because we embrace every stage of life and every stage of maturity.

05

We are self-correcting without becoming self-condemning.

Our work doesn't define our worth. Correction is a tool, not a weapon. We name what needs to improve without tearing down the people doing the work.

06

We love people and use plans, never the other way around.

We have zero tolerance for loving plans and using people.

05 · HOW WE WORK

The 10 Team Commandments

The agreements that keep our team healthy.

07 **We approach every obstacle with: more, then better, then new.**

More: it will eventually work, just keep going. Better: subtle tweaks lead to higher peaks. New: we kill our sacred cows for the sake of the mission.

08 **We give feedback using EBI's: Even Better If...**

Feedback framed toward improvement, not attack. We never attack feedback, and we never weaponize it either.

09 **When we make decisions, we don't rush to moralize them.**

Most decisions are wisdom calls, not matters of right and wrong. We weigh them, make them, and learn from them without labeling every choice good or evil.

10 **We lean in, weigh in, then buy in.**

When someone brings an idea, our first move is curiosity, not critique. We trust each other first, then pressure test the idea together, bringing our disagreements into the room rather than the hallway. Once it's decided, we own it together.

BEHAVIORS WE IMMEDIATELY ADDRESS	BEHAVIORS WE IMMEDIATELY REWARD
Side meetings	Taking initiative
Cutting corners	Inviting someone in
Putting others down	Going the extra mile

06 · HOW WE DECIDE

The 3 Tiers of Ownership

Your seat comes with real ownership. Problems get solved by the person closest to them, because a church where every decision waits on the lead pastor can only grow as fast as his inbox. Every decision at Passion Creek lives in one of three tiers.

01

IN YOUR SEAT

Decide It

Decide and act. Most decisions live here. If it's in your seat and within the monthly budget set for your team, you don't need permission; you need ownership. Inform the people your decision affects after you make it.

02

ACROSS THE SEATS

Discuss It

Decide, but not alone. Anything that touches another leader's seat, sets a precedent, or spends beyond your team's monthly budget requires input before action. Consult the person it touches, weigh it, then decide. Consulting is not asking permission; it's honoring the seats around you. And when you can't tell which tier a decision belongs to, treat it as this one.

03

ABOVE YOUR SEAT

Recommend It

Recommend, don't decide. Decisions above your seat get brought to your Direct Report with a proposal: what you would do and why. We bring solutions, not just problems, and once it's decided, we don't relitigate it in side meetings.

THE GROUND RULES · IN EVERY TIER

OWNERSHIP

Every decision has one owner.

AUTHORITY

Authority follows the seat, not tenure.

ORDER

Consult before. Inform after.

GRACE

We don't rush to moralize decisions.

07 · HOW WE MEET

The 6 Meetings

Every meeting we hold is one of these six, so each gathering knows its job: what you come with, and what you leave with.

01 **Decision-Making**

Come with data, options, and a recommendation; leave with a decision and one owner.

02 **Brain-Trust**

Come curious and build on every idea; leave with a refined list worth deciding on later.

03 **Alignment**

Come with updates and listen across teams; leave with one shared direction.

04 **Training & Development**

Come ready to learn and apply; leave with sharper skills and deeper conviction.

05 **Review & Retrospective**

Come with honest observations and real numbers; leave with lessons and improvements.

06 **Relationship Building**

Come present, share stories, encourage one another; leave with deeper trust.

THE ONE RULE

One meeting, one mode. When a Brain-Trust drifts into Decision-Making, people stop offering ideas. Name the mode at the start; change it out loud.

EVERY MEETING, EVERY MODE

Clarity going in, ownership coming out. No meeting starts without an agenda, and none ends without action items.

08 · HOW WE PACE

The 3 Seasons

Every year at Passion Creek moves through the same three seasons: grow, reset, implement. Our objectives and goals reflect the season we are in.



01 · JANUARY – APRIL

Sprint *We grow.*

A season of momentum and heavy outreach: reaching new people, building new energy, breaking new ground. We finish strong knowing rest is on the other side.

02 · MAY – JULY

Recover *We reset.*

Growth creates new complexities, so summer is where we step back, assess the strain, and redesign the structure. It's also where we slow down and embrace family and vacation.

03 · AUGUST – DECEMBER

Marathon *We implement.*

Everything designed over the summer gets put to work through the fall. It's the second go time of the year, run at a marathon's pace: less adrenaline, more endurance.

THE ANNUAL RHYTHM · THREE SEASONS, ONE MISSION

JAN	FEB–MAR	AUG–SEP	DEC
Annual Theme	*A Core Practice*	*A Core Practice*	*Advent*

CLOSING EACH SEASON · CELEBRATE, THEN LOOK AHEAD

APR · END OF SPRINT	JUL · END OF RECOVER	DEC · END OF MARATHON
Pool Party	*RENEW Night*	*Dream Team Gala*

09 · HOW WE WIN

The 3 FADs

Focus Areas & Deliverables: a one-page scoreboard for every seat. Each season, every leader defines their role and how they're winning in it.

01 Define the Job Profile

One sentence: the primary responsibilities of your position, written so clearly that anyone could read it and know why your seat exists.

02 Pick Three Focus Areas

A shortlist of the overall goals for your department this season. Not everything you do, but the few things that matter most, chosen carefully and protected courageously.

03 Set the Win and the Deliverables

Every focus area gets one objective, backed by up to three deliverables. "As measured by…" turns good intentions into visible progress, because we set expectations before accountability happens.

04 Refresh It Every Season

No one writes theirs alone: you draft it with your Direct Report as a season begins and review it together as it ends. In between, we talk about it every week or two, so no one is surprised when the season is up. The seat may stay the same; the focus areas won't.

IF EVERY FAD GETS FINISHED

The goals were not big enough. Healthy FADs land around 80%, because we set them beyond what feels safe.

IF THE FADS KEEP COMING UP SHORT

Not a verdict, but information. Under 50% for three seasons in a row is a major sign the right person is in the wrong seat (see Commandment 04).

10 · HEALTH

The 6-Point Inspection

Every plane is required to pass an annual inspection to stay in the air. So is ours. Each Recover season, we assess the health of the church in six categories.

01

DOCTRINE & DIRECTION

Cockpit

Is the destination clear, and is our teaching, prayer, and vision actually taking us there? Are our leaders setting the right tone and trajectory, so the people following them know what winning looks like?

02

ONBOARDING & SCHEDULING

Body

Are people distributed to the right places, or is an imbalance quietly building toward a crash? Are the steps for newcomers clear and easy, and is the leadership pipeline strong?

03

FINANCES & FUNDRAISING

Fuel Tank

Is there enough to operate, extra to circle the airport, and generosity left over for new opportunities?

04

SERVICE FLOW & EXPERIENCE

Left Engine

Are our services creating an atmosphere of worship, and is friction being removed from every next step with Christ and His Church?

05

LOCATION & FACILITY

Right Engine

Do newcomers feel loved and at home, and does our signage communicate our values and eliminate confusion?

06

OUTREACH & MARKETING

Wings

Are we still reaching beyond ourselves, into neighborhoods, schools, and workplaces, and is our front door easy to find?

11 · LANGUAGE

The Mantras of Our Movement

The phrases we've picked up along the way.

We don't make attenders, we make disciples.	2022
Dazzled or disappointed.	2023
Moments & marathons.	2024
Set the tone.	2024
Unseen isn't unnoticed.	2025
We set the sails, He brings the wind.	2026
Peace by piece.	2026

HOW WE USE THIS DOCUMENT

This document is read with every new staff member, revisited each season, and reviewed at the annual inspection. If it stops describing how we actually work, we change it. Or we change how we work.