



Governance Board Policy Manual



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PREAMBLE TO THE GOVERNING POLICIES

The Concept of Board Governance

There are a variety of ways in which a board can understand itself. A governance board views itself responsible for the overall direction of an organization, but assigns operational responsibilities to the staff through the senior leader. It has ultimate accountability for the organization, but views its responsibility as leadership, not management. Recognizing that time constraints make it impossible for board members to have intimate awareness of internal affairs, it delegates management to full-time staff, and exerts its leadership primarily through establishing policies and principles.

In terms of its relationship to the staff, this is how the FBC Governance Board has chosen to define themselves. This means that the Board's primary governance responsibility is to deal with the fundamental, enduring aspects of FBC's life. This requires the Governance Board to define and determine the church's mission and ministry ends, to develop policies within which these ends are pursued, to delegate responsibility to the Senior Pastor for carrying out those ends and policies, and to provide him with prayerful evaluation, monitoring and wise counsel, as well as modeling godly character to the congregation.

The Governance Board's Primary Responsibility

As Christ-followers, every board member has personal responsibilities, given by the Lord. We also have personal ministries, where we serve by God's direction. But there is a collective responsibility we have as participants in the Board. *The primary responsibility of FBC's Board, under the leadership of the Holy Spirit, is to provide spiritual leadership and oversight for the congregation.*

- This leadership is vested in the Board collectively, not in individuals. We lead together, with a single voice.
- We are accountable primarily to the Lord Himself, as the Head of the Church, to whom we will give account. Our responsibility is to carry out the mission for the church mandated in God's Word, as well as to discern and do His specific will for FBC.
- We are responsible and accountable to the congregation, to lead the flock as servant-leaders.

- We are responsible to keep the big picture in mind, and to emphasize issues of mission, direction and ministry effectiveness. A primary purpose is to be sure FBC is pursuing its God-mandated mission, fulfilling its God-shaped potential, and seizing its God-given opportunities. This requires a disciplined avoidance of enmeshment in management concerns. Board members must be willing to challenge themselves and one another, urging themselves on to big dreams and special goals, in faithfulness to the Lord and the congregation.
- Additional Board responsibilities include dealing with matters of church discipline and providing personal care for the flock in a variety of ways.

The New Testament does not precisely define how overseers are to carry out their governance responsibility. We have adopted and adapted a model called “policy governance” to describe the method of functioning.

The Governance Board’s Governance Responsibilities

Board governance involves five major responsibilities:

- A. The Board **DEFINES CONGREGATIONAL IDENTITY**: *Who are we called to be?*
- B. The Board **EXERCISES SPIRITUAL OVERSIGHT**: *What is the flock’s condition?*
- C. The Board **VALIDATES PASTORAL LEADERSHIP**: *What is our link to the staff?*
- D. The Board **DEFINES CONGREGATIONAL POLICIES**: *What are our boundaries?*
- ET The Board **ENSURES CONGREGATIONAL VITALITY**: *What is our church health?*

An Introduction to the Governance Policies

Effective boards do not make most decisions; they make the most important ones, in the form of policies. These define what we always do, and what we never do. This is set out in the Policy Governance positions established by the Board.

A major responsibility of the Governance Board is to determine policy, by determining

the major values first, before dealing with lesser ones. These fall into three types: governance process (the Board's own rules of procedure); executive limitations (what the Senior Pastor/ staff must not do); Board-Senior Pastor linkage (the connections between the Board and the Senior Pastor); and the fundamental concept is that the Board's goal should be to determine (under Christ) the goals and to proscribe unacceptable means to reach those goals.

The Governance Board makes policy to a level of sufficient detail to empower others to act. The Board should define and delegate, rather than react and ratify.

Staff and volunteers are given room to act within the policies.

GLOBAL GOVERNANCE COMMITMENT

1010

The purpose of the Board is to lead FBC to honor and obey the Lord Jesus Christ and to guide the congregation to represent His kingdom to our local and global community through effective means and responsible stewardship as expressed in our mission statement.

GOVERNANCE STYLE**1020**

The Board will govern according to biblical mandates and priorities with an emphasis on:

1. Church health more than numerical growth.
2. Vision rather than internal preoccupation.
3. Encouragement of diversity in viewpoints.
4. Strategic leadership more than administrative detail.
5. Clear definition of Board and Senior Pastor roles.
6. Collective rather than individual decisions.
7. Being proactive rather than reactive.

Accordingly,

- A. The Board will develop a sense of group responsibility. The Board will use the expertise of individual members to enhance the ability of the Board as a body rather than to substitute judgments of individual board members or the Senior Pastor for the Board's values. The Board will allow no officer, individual, or committee of the Board to hinder or to be an excuse for not fulfilling board commitments.
- B. The Board will direct, control, and inspire the organization through the careful establishment of written policies reflecting FBC's purpose and values about the ends to be achieved and the means to be avoided. These policies will be focused on long-term accomplishment of FBC's mission as a church as opposed to the detailed administrative steps necessary to achieve it.
- C. The Board will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation, policy-making principles, respect for roles, and ensuring continuance of governance capability.
- D. Continual board development will include orientation of new members in the Board's governance process and periodic discussion for board improvement.
- E. The Board will monitor and discuss its own governance performance at least annually. This will include comparison of board activity and discipline to Governance Process and Board-Senior Pastor Linkage.
- F. Any board member may bring to the attention of the Board perceived non-compliance with board policies.

BOARD JOB DESCRIPTION

1030

The Board serves the Lord and the congregation of FBC by determining and requiring appropriate organizational performance.

Accordingly,

- A. The Board will develop written governing policies that address the following major categories of decision for FBC:
 1. Governance Process: Specification of how the Board conceives, carries out, and monitors its own responsibilities.
 2. Executive Limitations: Constraints on Senior Pastor authority that determines the reasonable and ethical boundaries within which all Senior Pastor activity and decisions take place.
 3. Board-Senior Pastor Linkage: How the Board delegates and monitors the proper use of its power to the Senior Pastor and his role, authority, and accountability.
 4. Ends: FBC ministry outputs, outcomes, benefits, beneficiaries, and the determination of the relative value of these Ends.
- B. The Board will ensure that Senior Pastor performance meets the requirements of the Ends and Executive Limitations.

AGENDA PLANNING**1040**

To shepherd FBC with a governance style consistent with biblical principles and policies the Board will follow an annual agenda that:

1. Completes re-exploration of Ends.
2. Continually improves board performance through education, enrichment, and deliberation.

Accordingly,

- A. The agenda cycle will start with the Board's development of its agenda for the next year.
 1. The agenda cycle is January through December.
 2. Development of the agenda must take place as soon as possible after the election of new board members.
- B. The chairman working in conjunction with the Senior Pastor and vice-chairman, and utilizing input from the Board will outline the proposed annual agenda and present it in written format to the Board.
- C. The Board will conduct agenda items requiring board approval as expeditiously as possible.
- D. Governance and Ends-determination related education will be arranged in the last quarter of the year, and held during the next year.
- E. Senior Pastor performance will be included on the agenda if monitoring reports show policy violations or if policy criteria are to be debated.
- F. The last meeting of the Board in October will conclude the agenda cycle so that administrative planning and budgeting can be based on accomplishing a one-year segment of the Board's most recent statement of Ends.

CHAIRMAN'S ROLE**1050**

The chairman assures the integrity of the Board's process and represents the Board to the congregation.

Accordingly,

- A. The chairman should ensure that board behavior is consistent with its own rules and those legitimately imposed on it from outside the organization.
 1. Meeting discussion content will be those issues, which, according to board policy, belong to the Board to decide, not the Senior Pastor.
 2. Deliberation will be fair, open, and thorough, but also timely, orderly, and kept to the point.
- B. The chairman will establish the agenda of the Board meetings in compliance with the policy calendar established by the Board and in consultation with the Senior Pastor and the vice-chairman.
- C. The chairman has authority to make decisions as outlined in the Governance Process and Board-Senior Pastor linkage. The chairman has no authority as an individual to make decisions for the Board in the areas of Ends or Executive Limitations, nor does he have authority to supervise or direct the Senior Pastor.
- D. The chairman will chair board meetings with all commonly accepted power of that position.
- E. The chairman will notify board members if a limitation of board policy is believed to have been violated and initiate appropriate actions. The chairman will also discuss and review corrective actions with any board members when they are in violation of stated board policies.
- F. The chairman may delegate authority but will remain accountable for its use.

BOARD RESPONSIBILITIES AND CODE OF CONDUCT**1060-A**

The Board commits itself and its members to ethical, businesslike, lawful and biblical conduct, including proper use of authority and appropriate behavior when acting as board members.

Accordingly, board members must:

- A. Reflect character and integrity in all areas of their life in accordance with biblical mandates for leaders and followers of Jesus Christ.
- B. Attend board meetings and participate in discussions and policy decision-making. If a board member misses more than two consecutive meetings or three meetings in a three-month period, without prior board approval, the Board will review the status as a board member and the member will be subject to removal upon a 3/4-majority vote of the Board.
- C. Seek to make informed decisions by insisting on complete and accurate information and giving prayerful deliberation.
- D. Support all decisions of the Board, even if the decision is contrary to personal preferences. The Board will govern in unity, not necessarily in unanimity; the Board will deliberate in many voices but govern in one.
- E. Invest personal energy and skills in advancing the mission of FBC.
- F. Have undivided loyalty to the interests of the Lord and the congregation of FBC. This loyalty supersedes any conflicting loyalty to other interest or advocacy groups, or other boards. It also supersedes the personal interests of any board member acting as a recipient of the FBC ministry.
- G. Avoid conflict of interest with respect to their financial responsibility.
 - 1. There must be no conduct of private or personal business between any board member and the organization except as procedurally controlled to assure openness, competitive opportunity, and equal access to inside information.
 - 2. When the Board is to decide upon an issue about which a member has an unavoidable conflict of interest, that member shall recuse himself without comment from deliberation and vote.

BOARD RESPONSIBILITIES AND CODE OF CONDUCT

1060-B

3. Board members must not use their positions to obtain employment for themselves, family members, or close associates. Should a member desire employment for one of the above parties, he must first resign or receive a waiver from the Board for good cause.
 - a.) Members must disclose their involvement with other organizations, with vendors, or any other associations that might produce a conflict.
- H. Not attempt to exercise individual authority over the organization except as explicitly set forth in board policies.
 1. Members' interaction with the Senior Pastor or with staff must recognize the lack of authority vested in individuals except when explicitly board-authorized.
 2. Members' interactions with the public, press, or other entities must recognize the same limitation and the inability of any board member to speak for the Board except as specifically authorized or to repeat explicitly stated board decisions.
 3. Members need to be sensitive in expressing their personal opinions on church matters anticipating how they may influence others, or how others could reasonably infer that the opinion was the position of the Board.
- I. Be a point of contact for the congregation to the Board. Members of the congregation may bring needs and concerns to any board member. Upon receiving a direct request for board attention, the Board member must either bring the need or concern to the Board or inform the member of the congregation of a more appropriate setting to have the need or concern addressed.
- J. Using discretion, keep the specifics of board discussions and draft documents confidential, unless given permission by a decision of the Board. However, board members may share decisions of the Board and approved board policies.

PRINCIPLES OF AD HOC COMMITTEES

1070

Committees, when used, will be assigned to reinforce the wholeness of the Board's job but never to interfere with delegation from board to Senior Pastor.

Accordingly:

- A. Committees are to help the Board do its job. Committees ordinarily will assist the board by preparing policy alternatives and implications for board deliberation.
- B. In keeping with the Board's broader focus, committees will normally not have dealings with current staff operation.
- C. Committees may not speak for or act for the Board except when formally given such authority for specific and time-limited purposes. Exceptions and authority will be carefully stated in order not to conflict with authority delegated to the Senior Pastor.
- D. Committees cannot exercise authority over staff. Because the Senior Pastor is responsible only to the Board, he will not be required to obtain approval of a board committee before an executive action.
- E. Committees will be used sparingly and ordinarily in an ad hoc capacity.
- F. This policy applies to any group formed by board action, whether or not it is called a committee and whether or not the group includes board members.

MINISTRY TEAM POLICIES

1075

DEACON MINISTRY TEAM

PURPOSE: To support the spiritual health of the congregation at First Baptist Church.

TEAM STRUCTURE:

1. The Deacon Ministry team will work in cooperation with a designated staff member.
2. The Deacon Ministry team leader will be chosen by the staff and current leader.
3. The staff member and current team leader will select additional team members as needed.
4. All team members shall be approved by the Governance Board.
5. All team members shall be members of First Baptist Church.
6. The team will meet as needed, and a majority of the members shall constitute a quorum for voting purposes.
7. Team members shall serve a renewable two-year term; renewal will need to be approved by the Governance Board.
8. In accordance with 1 Tim 3:8-13
 - ⁸ *In the same way, deacons are to be worthy of respect, sincere, not indulging in much wine, and not pursuing dishonest gain. ⁹ They must keep hold of the deep truths of the faith with a clear conscience. ¹⁰ They must first be tested; and then if there is nothing against them, let them serve as deacons.*

RESPONSIBILITIES:

1. Endeavor to achieve the purpose of First Baptist Church.
2. Assist the Senior Pastor in his care of the congregation.
3. Consider and recommend all applicants for membership and requests for letter of transfer or dismissal to the Governance Board.
4. Administer the deacon fund according to policy established by the team.
5. Provide for and assist in the ordinances of communion and baptism.
6. Visit inactive members of the congregation and care for the sick, needy, and distressed.
7. Recommend those who may be gifted, desirous, and qualified to be licensed to preach or desire ordination to the Governance Board.

DEACONESS MINISTRY TEAM

PURPOSE: To support the vision of First Baptist Church by helping meet the physical, emotional, and spiritual needs of the FBC family.

TEAM STRUCTURE:

1. The Deaconess Ministry team will work in cooperation with a designated staff member.
2. The Deaconess Ministry team leader will be chosen by the staff and current leader.
3. The staff member and current team leader will select additional team members as needed.
4. Team members shall consist of:
 - The Ministry Team Leader
 - The lead person for Shut-In care (Responsibility #1)
 - The lead person for Meals (Responsibility #2)
 - The lead person for Funeral Lunches (Responsibility #3)
 - The lead person for Sending Cards (Responsibility #4)
 - The lead person for Military and House of Compassion care (Responsibilities #5 and #6)
 - The lead person for Baptisms and Baby Dedications (Responsibilities #7 and #8)
 - The lead person for Communion (Responsibilities #9 and #10)
 - Any others as determined by the Team
5. The lead in each area shall recruit help from the congregation to be able to fulfill their duties.
6. Those who are serving communion need to be members of First Baptist Church.
7. The team will meet as needed; a majority of the members shall constitute a quorum for voting purposes.
8. Team members shall serve a renewable two-year term; renewal will need to be approved by the Governance Board.

RESPONSIBILITIES:

1. Visit members of the congregation who are no longer able to attend church services because of their health (shut-ins).
2. Arrange for a meal to be taken to members who have been hospitalized or have had a death in the family.
3. Prepare and serve a lunch following a funeral, if requested by the family.
4. Send a card to members who have been sick or have had a death in the family.
5. Correspond with members who are currently serving in the military.
6. Prepare and serve a meal at the House of Compassion as assigned.
7. Assist the pastor and candidates with baptism.
8. Present a flower and card to the parents at baby dedications.
9. Prepare the elements for the communion service and clean-up afterwards.
10. Prepare the elements and assist the Deacon Ministry team in serving communion to the shut-ins twice a year (around Easter and Christmas).

BUILDING AND GROUNDS MINISTRY TEAM (BGMT)

PURPOSE: To maintain or improve the physical property of First Baptist Church.

TEAM STRUCTURE:

1. The team will work in cooperation with a designated staff member.
2. The team leader will be chosen by the staff and current leader.
3. The staff member and current team leader will select two people to oversee the building care and two people to oversee the grounds upkeep.
4. The team will meet as needed, and a majority of the members shall constitute a quorum for voting purposes.
5. Team members shall serve a renewable two-year term; renewal will need to be approved by the Governance Board.
6. The team will recruit help for projects from the congregation as needed.
7. The team will have responsibility to hire professionals to do the work when needed.

RESPONSIBILITIES:

GROUNDS TEAM:

1. Yard mowing, landscaping, and associated upkeep of the grounds.
2. Keep the grounds free of any hazards.
3. Procure miscellaneous landscape items.
4. Procure miscellaneous tools necessary to maintain the grounds.
5. Maintain the garage in an orderly manner.
6. Maintain mowers, including yearly servicing.
7. Maintain church vehicles.

BUILDING TEAM:

1. Maintain the building including painting, repairs, flooring, lighting, etc.
2. Maintain the furnaces and air conditioners.
3. Maintain the parking lot lighting and timers.
4. Upkeep and maintain the shop working area in the basement.
5. Ensure building meets the Fire Marshall's requirements:
 - Exit and emergency lighting
 - Electrical cords
 - Keeping areas orderly – beyond the scope of the janitors
 - General oversight of gym storage and other storage areas

MISSIONS MINISTRY TEAM

PURPOSE: To support God's will and command to spread the gospel by engaging the church in intentional work towards the cause of world evangelism, discipleship, and church planting.

TEAM STRUCTURE:

1. The Missions Ministry team will work in cooperation with a designated staff member.
2. The Missions Ministry team leader will be chosen by the staff and current leader.
3. The staff member and current team leader will select a co-leader and additional team members to help as needed.
4. To be positively effective, the team should be comprised of members who have a heart for missions and a desire to actively engage in sending and supporting those who God has called to further the mission where it has not flourished or yet been established.
5. The team will meet as needed, and a majority of the members present shall constitute a quorum for voting purposes.
6. Team members shall serve a renewable two-year term; renewal will need to be approved by the Governance Board.
7. The team will recruit help for projects from the congregation as needed.

RESPONSIBILITIES:

1. Organize and administer all mission projects of First Baptist church.
2. Promote missions awareness.
3. Encourage the church to reach a high goal of mission giving for local, domestic, and international missions.
4. Allocate the undesignated mission funds in the budget.

TRAINING AND DEVELOPMENT

1080

Because poor leadership costs more than learning to lead well, the Board will invest in training and development.

Accordingly,

The Board will seek to educate and inform itself, both by training new members and by using opportunities for personal and group development.

- A. The Board will arrange outside monitoring assistance as deemed necessary so that it can exercise confident management of ministry performance. This includes but is not limited to third party assessment, audit, or fiscal review.
- B. Costs will be prudently incurred to ensure appropriate training and development.
- C. Prior to annual elections all candidates shall review all board policies with an appointed board representative.

GLOBAL EXECUTIVE CONSTRAINT

2010

The Senior Pastor shall not cause or allow any practice, activity, decision, or organizational circumstance that is unlawful, careless, or in violation of biblical standards or commonly accepted business or professional ethics.

TREATMENT OF ATTENDEES

2020

With respect to interaction with church attendees, the Senior Pastor shall not cause or allow conditions, procedures, or decisions that are unsafe, undignified, or that fail to provide appropriate confidentiality.

Accordingly, he shall not:

- A. Fail to treat attendees with dignity and respect.
- B. Fail to provide an environment that promotes an appropriate degree of confidentiality.
- C. Fail to take actions to seek forgiveness and reconciliation should there be a known failure to treat attendees properly.
- D. Fail to provide an environment that promotes a high level of security and safety for attendees, particularly children and youth.
- E. Use methods of collecting, reviewing, transmitting, or storing information on attendees that fail to protect against proper access to that information.

TREATMENT OF STAFF

2030

With respect to the treatment of paid and volunteer staff, and of missionaries, the Senior Pastor may not cause or allow conditions that are unfair or undignified.

Accordingly, he shall:

- A. Establish written personnel policies under the approval of the Governance Board.
- B. Operate with written personnel policies.
- C. Ensure staff receives annual written performance evaluations.

Accordingly, he shall not:

- A. Discriminate against any staff member for expressing and ethical dissent.
- B. Fail to acquaint staff with appropriate personnel policy.
- C. Fail to cultivate an environment in which staff is cared for as whole persons particularly regarding their spiritual well-being.

FINANCIAL PLANNING AND BUDGETING

2040

Financial planning for any fiscal year or the remaining part of any fiscal year shall not: use poor stewardship, fail to faithfully seek God's provision, or deviate materially from the Board's Ends priorities.

Accordingly, the Senior Pastor shall not allow budgeting that:

- A. Fails to prioritize ministries that are instrumental to our mission.
- B. Funds programs or ministries inconsistent with our mission statement.
- C. Permits poor stewardship in the expenditure of funds.
- D. Plans the expenditure of more funds than are realistically expected to be received.

FINANCIAL CONDITION AND ACTIVITIES

2050

With respect to the actual, ongoing financial condition and activities, the Senior Pastor shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from the approved budget.

Accordingly, the Senior Pastor shall not, without specific approval:

- A. Expend more funds than have been received or pledged.
- B. Use any long-term reserves.
- C. Conduct inter-fund shifting.
- D. Fail to settle payroll and debts in a timely manner.
- E. Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.
- F. Acquire, encumber, or dispose of real property or assets.

ASSET PROTECTION**2060**

The Senior Pastor shall not allow the assets to be unprotected, inadequately maintained, or unnecessarily risked.

Accordingly, he may not:

- A. Fail to insure against theft and casualty, less a reasonable deductible.
- B. Fail to insure against liability loss-to board members, staff, and the organization itself in an amount greater than two million dollars.
- C. Allow anyone to be a signer on the bank accounts that is not approved by the Governance Board.
- D. Permit payments to be drawn on church accounts of over \$1,000 without two authorizations.
- E. Subject facilities and equipment to improper wear and tear or insufficient maintenance.
- F. Fail to protect records, information, intellectual property, and files from loss or significant damage.
- G. Receive, process, or disburse organizational funds that do not meet generally accepted accounting practices for churches.
- H. Invest or hold operating capital in fiduciary institutions not appropriately licensed and insured.
- I. Fail to provide to the Board in the even years a non-staff review of the integrity of financial practices and procedures.

COMPENSATION AND BENEFITS

2070

With respect to employment, compensation, and benefits to employees, consultants, contract workers, and volunteers, the Senior Pastor shall not cause or allow jeopardy to fiscal integrity or public image.

Accordingly, he may not without board approval:

- A. Promise or imply permanent or guaranteed employment.
- B. Establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed.
- C. Create compensation obligations over a longer term than revenues can be reasonably projected, in no event longer than one year, and in all events subject to shortfalls in revenue.
- D. Establish or change tax shelter annuity pension benefits so as to cause unpredictable or inequitable situations.

COMMUNICATIONS AND SUPPORT TO THE BOARD**2080**

The Senior Pastor shall not permit the Board to be uninformed or unsupported in its work. Accordingly, he shall not:

- A. Neglect to submit monitoring information required by the Board in a timely, accurate and understandable fashion.
- B. Let the Board be unaware of relevant trends, anticipated adverse media coverage, material external and internal changes, particularly changes affecting the assumptions upon which any board policy has been previously established.
- C. Fail to advise the Board if, in his opinion, the Board is not in compliance with its own policies on Governance Process and Board-Senior Pastor Linkage, particularly in the case of board behavior that is detrimental to the work relationship between the Board and himself.
- D. Fail to supply to the Board as many issues, points of view, or opinions, from staff or external sources, as needed for fully informed board choices.
- E. Present information in unnecessarily complex or lengthy form.
- F. Fail to deal with the Board as a whole.
- G. Fail to report to the Board in a timely manner an actual or anticipated non-compliance with any policy of the Board.

EMERGENCY LOSS OF SENIOR PASTOR LEADERSHIP

2090

In order to protect the Board from sudden loss of Senior Pastor leadership, the Senior Pastor shall have at least one pastoral staff member familiar with board and Senior Pastor issues and processes.

GLOBAL BOARD - SENIOR PASTOR LINKAGE

3010

The board's primary governing connection to the operational organization, its achievements and conduct will be through the Senior Pastor.

UNITY OF CONTROL

3020

Only decisions of the Board acting as a body are binding on the Senior Pastor.

Accordingly,

- A. Decisions or instructions of individual board members or committees are not binding on the Senior Pastor except in rare instances when the Board has specifically authorized such exercise of authority.

ACCOUNTABILITY OF THE SENIOR PASTOR**3030**

The Senior Pastor is the Board's primary link to operational achievement and conduct, so the authority and accountability of staff is under the authority and accountability of the Senior Pastor.

Accordingly,

- A. The Board will give instructions to persons who report directly or indirectly to the Senior Pastor only with the participation of the Senior Pastor.
- B. The board will refrain from evaluating, either formally or informally, any staff other than the Senior Pastor without the participation of the Senior Pastor.
- C. The board will evaluate the Senior Pastor's performance on the basis of policy 3050 (Monitoring Senior Pastor Performance).
- D. Nothing in this policy precludes Board members from acting in their roles as shepherds of the congregation including the staff.

DELEGATION TO THE SENIOR PASTOR**3040**

The Senior Pastor is a voting member of the Board; consequently, he will be integrally involved in defining the organizational Ends to be achieved as well as organizational situations and actions to be avoided. The Senior Pastor will then be allowed any reasonable interpretation of these policies.

Accordingly,

- A. The board will develop policies defining the desired results to be achieved. The policies will be developed systematically from the broadest; most general to more defined levels and will be called Ends policies.
- B. The board will develop policies that limit the latitude the Senior Pastor may exercise in choosing the organizational means. Again, these will be developed systematically from the broadest, most general level to more defined levels and will be called Executive Limitations policies.
- C. As long as the Senior Pastor uses any reasonable interpretation of the Board's Ends and Executive Limitations policies, the Senior Pastor is authorized to establish all further policies, make all decisions, take all actions, establish all practices, and develop all activities.
- D. The Board may change its Ends and Executive Limitations policies, thereby shifting the domain boundary between the Board and the Senior Pastor. By doing so the Board changes the latitude of choice given to the Senior Pastor. But as long as any particular delegation is in place, the Board will respect and support the Senior Pastor's choices.

MONITORING SENIOR PASTOR PERFORMANCE**3050**

Regular and thorough monitoring of the Senior Pastor will be done in light of biblical standards of spiritual leadership and his job description. In the specific area of church governance, the Senior Pastor will be evaluated in the light of operation within Executive Limitations and accomplishment of Ends.

Accordingly,

- A. On a regular basis, the Board will evaluate the Senior Pastor's spiritual leadership and conformity to biblical standards, using guidelines established by the Board and agreed to by the Senior Pastor.
- B. Monitoring of the Senior Pastor is required in order to determine the degree to which board policies are being met. Information that does not do this will not be considered monitoring information.
- C. The board may obtain monitoring information by one or any combination of three methods: (1) by the Senior Pastor providing information to the Board; (2) by an objective third party selected by the Board, (3) by direct board involvement, in which a designated board member or members assess compliance with the policy.
- D. The standard for compliance will be the Senior Pastor's reasonable interpretation of the Board policy being monitored. If a specific situation reveals a discrepancy in the interpretation of a policy, steps will be taken to consolidate the interpretations and change or clarify the disputed policy as required.
- E. All policies that provide guidance to the Senior Pastor will be monitored at a frequency and by a method chosen by the Board. The board can monitor any policy at any time by any method, but will ordinarily depend on a routine schedule.

PASTORAL SALARY REVIEW

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The board is responsible for establishing the Senior Pastor's salary and benefits. The board and Senior Pastor are responsible for establishing the salaries and benefits of the remainder of the pastoral staff.

Accordingly,

- A. The board and Senior Pastor will use a common data source for input in determining appropriate salary levels. The salary standards are to be common for the Senior Pastor and the remainder of the pastoral staff.
- B. The Senior Pastor may use staff to perform calculations necessary to adjust the raw data from the common data source to the conditions of FBC.
- C. The board and the Senior Pastor will use the common data source, the adjusted data and any other facts they find pertinent to determine the salaries.

ENDS

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People will glorify God.

1. By Loving God.
 - a. **Know:** People will grow in the knowledge and understanding of our triune God.
 - b. **Treasure:** People will increasingly treasure God by loving Him with all their heart, soul, mind and strength.
 - c. **Trust:** Acknowledging their need and dependence on the Lord, believers, individually and corporately, will ground all they do in prayer.
 - d. **Obey:** As an expression of their love for God and through the transforming work of the Holy Spirit, believers will increasingly submit every area of life to the Lordship of Christ.
2. By loving people.
 - a. FBC will be a church where people love and are loved.
 - b. All people will be disciplined, equipped and trained to increasingly demonstrate God's love in practical ways in their family, within FBC and our community, especially toward those who are often neglected.
3. By sharing the gospel.
 - a. We will establish a culture where believers are equipped and encouraged to share the gospel.
 - b. We will emphasize the gospel in all of our ministries so that attendees will be called to faith in the person and work of Christ.
 - c. We will actively build bridges to those unlikely to attend Church related events.
 - d. We will partner with other ministries in furthering the spread of the Gospel.
4. By serving the world.
 - a. All people at FBC will embody kingdom values and exercise their gifts and abilities in a manner consistent with those values.
 - b. All people at FBC, corporately and individually, will be directly involved in demonstrating God's love through words and deeds of justice and mercy both locally and globally.

MINISTRY POLICIES

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