



BOARD OF ELDERS POLICY MANUAL

**1905 Springfield Road
Kelowna, BC**

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INTRODUCTION

The Policy of Kelowna Trinity Baptist Church Board of Elders explains how the board governs on behalf of the membership of Kelowna Trinity Baptist Church (hereinafter referred to as Trinity). These policies delegate authority and accountability; prescribe what Trinity will do, for whom, at what priority or cost; proscribe unacceptable methods or situations; and describe performance monitoring.

These policies must be interpreted and applied in light of the conviction that Trinity is a church - a living spiritual body of which Jesus Christ is the head. God has ultimate authority over the church. He has chosen the church as the means of reaching a lost world with the Good News of his redeeming love. Trinity is a community of members and adherents, staff and volunteers. Together, we worship, pray, study, mature, support and serve together in Christian love and forbearance. Our God-inspired vision is to love God, love others and to change the world through Christ.

To this end the board endeavors to conduct itself in accordance with Scripture, diligently seek the will of God, rely on the Holy Spirit's guidance, collaborate with membership and staff, take bold steps of faith, and lead with excellence as it guides Trinity to reach its full redemptive potential.

"He (Christ) is the head of the body, the church; he is the beginning and the firstborn among the dead, so that in everything he might have the supremacy. For God was pleased to have all his fullness dwell in him, and through him to reconcile to himself all things, whether things on earth or things in heaven, by making peace through his blood shed on the cross."

Colossians 1:18 - 20

I know, O LORD, that a man's life is not his own; it is not for man to direct his steps.

Jeremiah 10:23

"The wisdom that comes from heaven is first of all pure; then peace-loving, considerate, submissive, full of mercy and good fruit, impartial and sincere."

James 3:17

The fear of the LORD is the beginning of wisdom; all who follow his precepts have good understanding. To him belongs eternal praise.

Psalms 111:10

"Be completely humble and gentle; be patient, bearing with one another in love. Make every effort to keep the unity of the Spirit through the bond of peace ... From Him the whole body, joined and held together by every supporting ligament, grows and builds itself up in love, as each part does its work."

Ephesians 4:2,3,16

"Stop trusting in man, who has but a breath in his nostrils. Of what account is he?"

Isaiah 2:22

POLICY TYPE: ENDS

POLICY TITLE: MISSION STATEMENT

POLICY 1.0 Love God, Love Others Change the world through Christ

He answered, "Love the Lord your God with all your heart and with all your soul and with all your strength and with all your mind" and, 'Love your neighbor as yourself.'
Luke 10:27

Love the LORD your God with all your heart and with all your soul and with all your strength. These commandments that I give you today are to be on your hearts. Impress them on your children. Talk about them when you sit at home and when you walk along the road, when you lie down and when you get up. Tie them as symbols on your hands and bind them on your foreheads. Write them on the doorframes of your houses and on your gates.
Deut 6:5-9

Teacher, which is the greatest commandment in the Law? Jesus replied: 'Love the Lord your God with all your heart and with all your soul and with all your mind.' This is the first and greatest commandment. And the second is like it: 'Love your neighbour as yourself.' All the Law and the Prophets hang on these two commandments.
Matthew 22:36-40

He has showed you, O man, what is good. And what does the LORD require of you? To act justly and to love mercy and to walk humbly with your God.
Micah 6:8

*For Christ's love compels us, because we are convinced that one died for all, and therefore all died. And he died for all, that those who live should no longer live for themselves but for him who died for them and was raised again.
So from now on we regard no one from a worldly point of view. Though we once regarded Christ in this way, we do so no longer.*
2 Cor 5:14-16

*Therefore, as God's chosen people, holy and dearly loved, clothe yourselves with compassion, kindness, humility, gentleness and patience. Bear with each other and forgive one another if any of you has a grievance against someone. Forgive as the Lord forgave you. And over all these virtues put on love, which binds them all together in perfect unity.
Let the peace of Christ rule in your hearts, since as members of one body you were called to peace. And be thankful. Let the message of Christ dwell among you richly as you teach and admonish one another with all wisdom through psalms, hymns, and songs from the Spirit, singing to God with gratitude in your hearts. And whatever you do, whether in word or deed, do it all in the name of the Lord Jesus, giving thanks to God the Father through him.*
Col 3:12-17

POLICY TYPE: ENDS

POLICY TITLE: RELATIONSHIP WITH GOD

POLICY 1.1 Rooted in scripture, led by the Holy Spirit, becoming like Christ.

Accordingly:

1.1.1 People growing to spiritual maturity:

1.1.1.1 Understand the truth of God's grace and introduce others to God's gift of life in Jesus.

1.1.1.2 Practice spiritual disciplines.

1.1.1.3 We facilitate people discovering their own spiritual growth opportunities moving towards maturity in Jesus Christ.

1.1.2 People worship God in and through their lives

1.1.2.1 Trinity gathers together regularly to:

1.1.2.1.1 Draw us to God, through worship, in sensitivity to the leading of the Holy Spirit.

1.1.2.1.2 Receive and equip people with relevant, biblical teaching and preaching.

1.1.2.1.3 Encourage, instruct and edify the body.

1.1.2.2 People live their whole lives (24/7) as an act of worship to God

All Scripture is God-breathed and is useful for teaching, rebuking, correcting and training in righteousness,
2 Tim 3:16

"This is what the LORD says: Stand in the courtyard of the LORD's house and speak to all the people of the towns of Judah who come to worship in the house of the LORD. Tell them everything I command you; do not omit a word.
Jeremiah 26:2

Do your best to present yourself to God as one approved, a worker who does not need to be ashamed and who correctly handles the word of truth.
2 Tim 2:15

And let us consider how we may spur one another on toward love and good deeds. ²⁵Let us not give up meeting together, as some are in the habit of doing, but let us encourage one another—and all the more as you see the Day approaching.
Hebrews 10:24-25

Trust in the LORD with all your heart and lean not on your own understanding; in all your ways submit to him, and he will make your paths straight.
Prov 3:5-6

So then, just as you received Christ Jesus as Lord, continue to live your lives in him, rooted and built up in him, strengthened in the faith as you were taught, and overflowing with thankfulness.
Col 2:6-7

POLICY TYPE: ENDS

POLICY TITLE: LIVING OUT THE GREAT COMMISSION

POLICY 1.2 The Body is a community that serves the city and the world to bring God's kingdom near.

Accordingly:

- 1.2.1. People develop a heart for the reconciliation of all people with God.
 - 1.2.1.1. People are intentional in establishing genuine relationships with those inside and outside of the local church body to help others grow spiritually.
- 1.2.2. A kingdom 'footprint' is left wherever we serve.
 - 1.2.2.1. People are equipped and empowered to live out and share the whole gospel of Jesus Christ with the local community and the world.
 - 1.2.2.2. People are impacted for Jesus Christ through our involvement in the world.
- 1.2.3. We endeavor to meet community and world needs.
 - 1.2.3.1. People receive appropriate care in their time of need.
 - 1.2.3.2. We partner with other organizations to do this.

But you will receive power when the Holy Spirit comes on you; and you will be my witnesses in Jerusalem, and in all Judea and Samaria, and to the ends of the earth."
Acts 1:8

But in your hearts set apart Christ as Lord. Always be prepared to give an answer to everyone who asks you to give the reason for the hope that you have. But do this with gentleness and respect,
1 Peter 3:15

Therefore, if anyone is in Christ, the new creation has come The old has gone, the new is here! All this is from God, who reconciled us to himself through Christ and gave us the ministry of reconciliation: that God was reconciling the world to himself in Christ, not counting people's sins against them. And he has committed to us the message of reconciliation.
2 Cor 5:17-19

"Now this was the sin of your sister Sodom: She and her daughters were arrogant, overfed and unconcerned; they did not help the poor and needy.
Ezekiel 16:49

"He will reply, 'Truly I tell you, whatever you did not do for one of the least of these, you did not do for me.'
Mat 25:45

Religion that God our Father accepts as pure and faultless is this: to look after orphans and widows in their distress and to keep oneself from being polluted by the world.
James 1:27

Learn to do right! Seek justice, encourage the oppressed. Defend the cause of the fatherless, plead the case of the widow.
Isaiah 1:17

POLICY TYPE: ENDS

POLICY TITLE: RELATIONAL DISCIPLESHIP

POLICY 1.3 We identify, develop and empower all believers to accept and affirm their own daily ministry and mission in every part of their lives.
'to equip the saints for works of service [ministry]' (Ephesians 4:12) -

Accordingly:

- 1.3.1. Our Christian lives are worked out in relationships that serve and are surrendered to God's purpose in our lives
 - 1.3.1.1. People recognize, understand, develop, and employ their God-given abilities, spiritual gifts, and passions to serve others.
 - 1.3.1.2. We provide spaces for people to establish genuine relationships with others and intentionally help each other grow spiritually.
 - 1.3.1.3. Peoples' passions for service and ministry within the local community and beyond are validated
 - 1.3.1.4. A culture and structure exists which facilitates, mentors, prays for and releases people for this purpose.
- 1.3.2. A broad base of servant leaders are identified and actively invested in at any one time
 - 1.3.2.1. Prospective leaders are encouraged to engage and participate in leadership development training (eg The Journey)
 - 1.3.2.2. Leaders are supported and released to serve within and beyond the walls of the church
 - 1.3.2.3. A culture is established where leaders serve out of an ever deepening relationship with God

Brothers and sisters, choose seven men from among you who are known to be full of the Spirit and wisdom. We will turn this responsibility over to them and will give our attention to prayer and the ministry of the word."
Acts 6:3-4

In your unfailing love You will lead the people You have redeemed. In Your strength You will guide them to Your holy dwelling.
Exodus 15:13

Also a dispute arose among them as to which of them was considered to be greatest. Jesus said to them, "The kings of the Gentiles lord it over them; and those who exercise authority over them call themselves Benefactors. But you are not to be like that. Instead, the greatest among you should be like the youngest, and the one who rules like the one who serves."
Luke 22:24-26

So Christ himself gave the apostles, the prophets, the evangelists, the pastors and teachers, to equip his people for works of service, so that the body of Christ may be built up until we all reach unity in the faith and in the knowledge of the Son of God and become mature, attaining to the whole measure of the fullness of Christ.

Then we will no longer be infants, tossed back and forth by the waves, and blown here and there by every wind of teaching and by the cunning and craftiness of people in their deceitful scheming. Instead, speaking the truth in love, we will grow to become in every respect the mature body of him who is the head, that is, Christ. From him the whole body, joined and held together by every supporting ligament, grows and builds itself up in love, as each part does its work.

Eph 4:11-16

As you come to him, the living Stone—rejected by men but chosen by God and precious to him— you also, like living stones, are being built into a spiritual house to be a holy priesthood, offering spiritual sacrifices acceptable to God through Jesus Christ.

1 Peter 2:4-5

POLICY TYPE: ENDS

POLICY TITLE: RESOURCE STEWARDSHIP

POLICY 1.4 We are wise stewards of all God-has given us to maximize Kingdom impact as we discern and respond to God's call/direction

Accordingly:

1.4.1 Physical Resources (Campus and Building):

1.4.1.1 Maintenance:

1.4.3 We maintain our assets with timely maintenance, not neglecting or unnecessarily deferring maintenance or capital renewal

1.4.1.2 Capital:

1.4.3 Have a clear and direct link between any new capital expenditure and will test it against the degree to which it enables or distracts us meeting:

1.4.3.1 The Ends policies

1.4.3.2 Our Vision and Values

1.4.3.3 Our long-term strategy

1.4.2 Financial Resources (both personal and corporate)

1.4.2.1 People give generously to this church and beyond

1.4.2.2 The spirit underpinning all spending is one that thinks beyond the norm and tests group think for the sake of Kingdom Impact, local and global

1.4.2.3 We give generously to our strategic partners who share our mission and values

1.4.3 Human Resources (Volunteers and Staff)

1.4.3.1 Volunteers and staff are valued, supported and resourced

3.4.3 We recognize the importance of staff's physical, emotional, relational, intellectual, financial and spiritual well-being and will ensure that the work environment doesn't impede these

3.4.4 Personal spiritual growth is seen as a core accountability for all those charged with spiritual leadership

1.4.3.2 People know their gifts and strengths and use them in service of others

1.4.3.3 People are inspired to serve out of a sense of ownership

1.4.3.4 An increasing number of staff are bi-vocational

Simply put, if you're not willing to take what is dearest to you, whether plans or people, and kiss it good-bye, you can't be my disciple.

Luke 14:33 (The Message)

For where your treasure is, there your heart will be also.

Matt 6:21,

Bring the whole tithe into the storehouse, that there may be food in my house. Test me in this," says the LORD Almighty, "and see if I will not throw open the floodgates of heaven and pour out so much blessing that there will not be room enough to store it.

Malachi 3:10

For whoever has will be given more and they will have an abundance. Whoever does not have, even what they have will be taken from them.

Matt 25:29

One person gives freely, yet gains even more; another withholds unduly, but comes to poverty.

A generous person will prosper; whoever refreshes others will be refreshed

Prov 11:24-25

Now listen, you who say, "Today or tomorrow we will go to this or that city, spend a year there, carry on business and make money." Why, you do not even know what will happen tomorrow. What is your life? You are a mist that appears for a little while and then vanishes.

James 4:13-14

Woe to those who go down to Egypt for help, who rely on horses, who trust in the multitude of their chariots and in the great strength of their horsemen, but do not look to the Holy One of Israel, or seek help from the LORD.

Is 31:1

POLICY TYPE: ENDS

POLICY TITLE: MEMBERSHIP THAT COUNTS THE COST

POLICY 1.5 Membership is a commitment to a relationship of love and service, first to God and then to each other.

Accordingly

1.5.1. Members honour unity by

- 1.5.1.1. acting in love towards other members,
- 1.5.1.2. extending grace and acceptance to all,
- 1.5.1.3. supporting leadership.
- 1.5.1.4. refusing to gossip

1.5.2. Members share the responsibility of the church by

- 1.5.2.1. giving generously of their time, gifts and money
- 1.5.2.2. praying for it,
- 1.5.2.3. nurturing their own personal spiritual development,
- 1.5.2.4. actively welcoming and investing in others

1.5.3. Members serve the mission and values of the church by

- 1.5.3.1. attending faithfully,
- 1.5.3.2. discovering their gifts and talents,
- 1.5.3.3. pursuing Christ-honouring relationships and life focus,
- 1.5.3.4. developing a servant's heart.
- 1.5.3.5. consistently giving generously of themselves and their money

1.5.4. We support members engagement and encourage meaningful input by

- 1.5.4.1. providing structures to support gathering together for learning, encouragement and worship
- 1.5.4.2. facilitating effective three-way communication between Trinity leaders and membership

*So then, let us aim for harmony in the church and try to build each other up.
Romans 14:19*

*Don't use foul or abusive language. Let everything you say be good and helpful, so that your words will be an encouragement to those who hear them.
Eph 4:29*

Obey your spiritual leaders, and do what they say. Their work is to watch over your souls, and they are accountable to God. Give them reason to do this with joy and not sorrow. That would certainly not be for your benefit.

Hebrew 13:17

We always thank God for all of you and pray for you constantly.

1 Thes. 1:2

Just as each of us has one body with many members, and these members do not all have the same function, so in Christ we who are many form one body, and each member belongs to all the others.

Romans 12:4-5

God has given each of you a gift from his great variety of spiritual gifts. Use them well to serve one another.

1 Peter 4:10

"My prayer is not for them alone. I pray also for those who will believe in me through their message, that all of them may be one, Father, just as you are in me and I am in you. May they also be in us so that the world may believe that you have sent me. I have given them the glory that you gave me, that they may be one as we are one: I in them and you in me. May they be brought to complete unity to let the world know that you sent me and have loved them even as you have loved me.

John 17:20-23

On the first day of each week, you should each put aside a portion of the money you have earned. Don't wait until I get there and then try to collect it all at once.

1 Cor. 16:2

One tenth of the produce of the land, whether grain from the fields or fruit from the trees, belongs to the LORD and must be set apart to Him as holy.

Lev 27:30

¹² *Therefore, as God's chosen people, holy and dearly loved, clothe yourselves with compassion, kindness, humility, gentleness and patience.* ¹³ *Bear with each other and forgive one another if any of you has a grievance against someone. Forgive as the Lord forgave you.* ¹⁴ *And over all these virtues put on love, which binds them all together in perfect unity.*

¹⁵ *Let the peace of Christ rule in your hearts, since as members of one body you were called to peace. And be thankful.* ¹⁶ *Let the message of Christ dwell among you richly as you teach and admonish one another with all wisdom through psalms, hymns, and songs from the Spirit, singing to God with gratitude in your hearts.* ¹⁷ *And whatever you do, whether in word or deed, do it all in the name of the Lord Jesus, giving thanks to God the Father through him.*

Col 3:12-17

POLICY TYPE: ENDS

POLICY TITLE: LEADERSHIP DEVELOPMENT

POLICY 2.0 The Senior Pastor shall not cause or allow any practice, activity, decision or organizational circumstance that is unlawful, imprudent or in violation of commonly accepted business and professional ethics or in violation of Trinity's constitution, bylaws or mission.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: TREATMENT OF MEMBERS/BENEFICIARIES

POLICY 2.1 With respect to interactions with members, prospective members or beneficiaries, the Senior Pastor shall not cause or allow conditions, procedures or decisions that are unsafe, undignified, unnecessarily intrusive, unbiblical or that fail to provide appropriate confidentiality.

Accordingly, the Senior Pastor shall not:

- 2.1.1 Use methods of collecting, reviewing, transmitting or storing personal information that fails to protect against improper access to the material elicited.
- 2.1.2 Fail to operate facilities with appropriate safety, accessibility and privacy.
- 2.1.3 Operate without a clear plan to communicate membership expectations and benefits.
- 2.1.4 Fail to provide a biblical grievance process and inform members accordingly.
- 2.1.5 Fail to effectively communicate with members.
- 2.1.6 Operate without appropriate child abuse and sexual harassment policies.
- 2.1.7 Operate ministry ventures that exceed defined limits of bounded risk.

POLICY TYPE: EXECUTIVE LIMITATIONS**POLICY TITLE: TREATMENT OF STAFF**

POLICY 2.2 With respect to the treatment of current or prospective paid staff, the Senior Pastor shall not cause or allow conditions that are unjust, unlawful, unsafe, unbiblical, undignified or lacking appropriate confidentiality.

Accordingly, the Senior Pastor shall not:

- 2.2.1 Operate without written personnel policies that clarify personnel rules for staff, provide for effective handling of grievances, and protect against wrongful conditions such as preferential treatment for personal reasons.
- 2.2.2 Discriminate against any staff member for using biblically consistent methods to express ethical/moral dissent concerning superiors.
- 2.2.3 Prevent staff from grieving to the board when internal grievance procedures have been exhausted and the employee alleges that board policy has been violated to his or her detriment.
- 2.2.4 Hire employees that fail to meet appropriate qualifications.
- 2.2.5 Fail to ensure that all pastoral staff become members of the church as soon as practical after joining the church's staff through the sharing of their personal testimony with the Deacons Committee and being welcomed into membership.
- 2.2.6 Fail to monitor the work of each staff member and provide timely written performance reviews consistent with stated job expectations and fundamentally designed to foster professional development.
- 2.2.7 Fail to consistently promote and provide staff development.
- 2.2.8 Operate without appropriate child abuse and sexual harassment policies that are communicated to staff.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: TREATMENT OF VOLUNTEERS

POLICY 2.3 With respect to the treatment of current or prospective volunteers, the Senior Pastor shall not cause or allow conditions that are unjust, unlawful, unsafe, unbiblical, undignified or lacking appropriate confidentiality.

Accordingly, the Senior Pastor shall not:

- 2.3.1 Operate without volunteer policies.
- 2.3.2 Engage volunteers that fail to meet appropriate qualifications.
- 2.3.3 Operate without appropriate child abuse and sexual harassment policies that are communicated to volunteers.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: FINANCIAL PLANNING & BUDGETING

POLICY 2.4 Financial planning for any fiscal year shall not deviate materially from the board's Ends priorities, risk fiscal jeopardy or fail to be derived from a multi-year plan.

Accordingly, the Senior Pastor shall not allow budgeting that:

- 2.4.1 Contains too little information to enable credible projection of membership, revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions.
- 2.4.2 Plans the expenditure in any fiscal year of more funds for operations than are conservatively projected to be received in that period.
- 2.4.3 Fails to present to the board a detailed annual budget at least six (6) weeks prior to the start of the fiscal year for which the budget is intended.
- 2.4.4 Fails to provide adequate resourcing for Board determined Ends priorities.
- 2.4.5 Fails to present to the board with quarterly budget reviews.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: FINANCIAL CONDITION & ACTIVITIES

POLICY 2.5 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 board priorities established in Ends policies.

Accordingly, the Senior Pastor shall not:

- 2.5.1 Expend more funds than have been received in the fiscal year.
- 2.5.2 Exceed the church's line of credit
- 2.5.3 Spend or permit spending of designated funds other than for specified purposes.
- 2.5.4 Fail to settle payroll and debts in a timely manner.
- 2.5.5 Allow tax payments or other government ordered payments or filings to be overdue or inaccurately filed.
- 2.5.6 Acquire, encumber or dispose of real property.
- 2.5.7 Permit commercial activities on the church premises or property that are inconsistent with Trinity's mission.
- 2.5.8 Fail to maintain a generally accepted system of internal controls and procedures as dictated by prudent management or as may be specified by the auditor.
- 2.5.9 Fail to provide the board with completed financial statements for the prior fiscal year before the last day of September.

POLICY TYPE: EXECUTIVE LIMITATIONS**POLICY TITLE: ASSET PROTECTION**

POLICY 2.6 The Senior Pastor shall not allow church assets to be unprotected, inadequately maintained or unnecessarily risked.

Accordingly, the Senior Pastor shall not:

- 2.6.1 Fail to insure against theft and casualty losses to at least ninety percent (90%) of replacement value and against liability losses to board members, staff and the organization itself in an amount equal to the average for comparable organizations.
- 2.6.2 Operate without policies governing staffs' or volunteers' access to material amounts of funds.
- 2.6.3 Subject buildings, grounds, and equipment to insufficient maintenance.
- 2.6.4 Negligently or intentionally expose the organization, its board or staff to claims of liability.
- 2.6.5 Make any purchase wherein normally prudent protection has not been given against conflict of interest.
- 2.6.6 Fail to protect intellectual property, information and files from loss or significant damage.
- 2.6.7 Receive, process, or disburse funds under controls that are insufficient to meet the auditor's standards.
- 2.6.8 Invest or hold operating capital in insecure instruments, including uninsured checking accounts, or in non interest-bearing accounts except where necessary to facilitate ease in operational transactions.
- 2.6.9 Permit the use of church facilities or the pulpit and platform in a manner that is materially contrary to church beliefs or may damage the church's God-honoring public image, reputation or credibility, particularly in ways that would not be glorifying to God and would hinder the accomplishment of Trinity's mission.
 - 2.6.9.1 Permit the use of church facilities for same sex marriage ceremonies, celebrations, or receptions.
- 2.6.10 Fail to establish appropriate campus crisis and security procedures that reasonably safeguard the health and safety of all.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: EMERGENCY SENIOR PASTOR SUCCESSION

POLICY 2.7 In order to protect the board from sudden loss of Senior Pastor services, the Senior Pastor shall not fail to designate and inform the board of staff familiar with board and church administrative issues and processes.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: COMPENSATION & BENEFITS

POLICY 2.8 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 Christian testimony.

Accordingly, the Senior Pastor shall not:

- 2.8.1 Change his own compensation and benefits.
- 2.8.2 Promise or imply guaranteed employment
- 2.8.3 Establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed.
- 2.8.4 Establish or change benefits so as to cause unpredictable or inequitable situations, including those that:
 - 2.8.4.1 Incur unfunded liabilities.
 - 2.8.4.2 Provide less than some basic level of benefits to all full time employees, though differential benefits to encourage longevity are not prohibited.
 - 2.8.4.3 Treat the Senior Pastor differently from other key employees.

POLICY TYPE: EXECUTIVE LIMITATIONS**POLICY TITLE: OUTSIDE INCOME OF STAFF**

POLICY 2.9 With respect to staff receiving remuneration for work or services provided outside of the scope of normal Trinity ministries, the senior Pastor shall not cause or allow jeopardy to staff's ability to fulfill their normal ministry responsibilities.

Accordingly, the Senior Pastor shall not:

- 2.9.1 Fail to ensure staff enter into a Working Agreement with Trinity when their outside income is anticipated to exceed ten percent (10%) of their annual salary for the purpose of determining if their outside work or services:
 - 2.9.2.1 Impedes the employee's fulfillment of normal ministry responsibilities at Trinity.
 - 2.9.2.2 Creates a conflict of interest.
 - 2.9.2.3 Creates the reality or appearance that remuneration is being received for a function staff are paid for by Trinity.
- 2.9.3 Fail to negotiate the details of the Working Agreement with staff on behalf of Trinity including:
 - 2.9.3.1 The appropriateness of the work given normal ministry responsibilities at Trinity.
 - 2.9.3.2 Income sharing provisions where appropriate and implementing agreed application procedures.
- 2.9.4 Fail to inform the board of all staff Working Agreements including details of the agreement upon the board's request.
- 2.9.5 Fail to negotiate a Working Agreement with the board when the Senior Pastor's outside income is anticipated to exceed ten (10%) of the annual salary and to provide the board with the necessary information to determine if the outside work or services:
 - 2.9.5.1 Impedes the Senior Pastor's ability to fulfill normal ministry responsibilities at Trinity.
 - 2.9.5.2 Creates a conflict of interest.
 - 2.9.5.3 Creates the reality or appearance that remuneration is being received for a function staff are paid for by Trinity.
- 2.9.6 Fail to abide by the Working Agreement negotiated with the board including:
 - 2.9.6.1 The appropriateness of the work given normal Senior Pastor ministry responsibilities at Trinity.
 - 2.9.6.2 Income sharing provisions where appropriate and implementing agreed application procedures.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: COMMUNICATION & SUPPORT TO THE BOARD

POLICY 2.10 The Senior Pastor shall not permit the board to be uninformed or unsupported in its work.

Accordingly, the Senior Pastor shall not:

- 2.10.1 Neglect to submit monitoring data required by the board in a timely, accurate and understandable fashion, directly addressing provisions of board policies being monitored.
- 2.10.2 Let the board be unaware of relevant trends, anticipated adverse media coverage, material external and internal changes, particularly changes in the assumptions upon which any board policy has been previously established.
- 2.10.3 Fail to marshal for the board as many staff and external points of view, issues and options as needed for fully informed board choices.
- 2.10.4 Present information in unnecessarily complex or lengthy form or in a form that fails to differentiate among information of three types: (1) monitoring, (2) decision preparation, and (3) incidental.
- 2.10.5 Fail to deal with the board as a whole except when fulfilling individual requests for information or responding to officers or committees duly charged by the board.
- 2.10.6 Fail to report in a timely manner an actual or anticipated noncompliance with any policy of the board.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: PROGRAMS & SERVICES

POLICY 2.11 With respect to the programs and services provided by the church, the Senior Pastor shall not fail to ensure that these programs and services are carried out with excellence.

Accordingly, the Senior Pastor shall not:

- 2.11.1 Fail to provide an updated ministry plan annually that is the result of a prayer-based, consultative process and that includes, at a minimum, issues regarding personnel, budget, facilities, curriculum and activities.
- 2.11.2 Fail to maintain positive relationships with other partnering Christian organizations.
- 2.11.3 Permit the church's staff to perform same sex marriages.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: DONORS/DONATIONS/FUND-RAISING

Policy 2.12 The Senior Pastor shall not allow fund-raising that is unethical, in violation of biblical principles, insufficient to meet the pre-agreed needs, or not aligned with accomplishing Trinity's Ends policies.

Accordingly, the Senior Pastor shall not:

- 2.12.1 Accept gifts of real estate, buildings or appreciated stock or other forms of donation without first assessing the appropriateness of the gift.
- 2.12.2 Accept grant money or government funds that conflicts with Trinity's mission and values.
- 2.12.3 Use donations for purposes other than that for which they were solicited. If excess funds are obtained, they may be used for other projects only with the consent of the board.
- 2.12.4 Fail to gain board participation and agreement before announcing a major funding initiative.

POLICY TYPE: BOARD-SENIOR PASTOR LINKAGE

POLICY TITLE: GOVERNANCE - MANAGEMENT CONNECTION

POLICY 3.0 The board's sole connection to the operational organization, its achievements and conduct will be through a titled Senior Pastor.

POLICY TYPE: BOARD-SENIOR PASTOR LINKAGE

POLICY TITLE: UNITY OF CONTROL & COMMUNICATION

POLICIES 3.1 Only decisions of the board, acting as a body by majority vote, are binding on the Senior Pastor.

Accordingly:

- 3.1.1 Decisions or instructions of individual board members, officers, or committees are not binding on the Senior Pastor except in rare instances when the board has specifically authorized such exercise of authority.
- 3.1.2 In the case of board members or committees requesting information or assistance without board authorization, the Senior Pastor can refuse such requests that require, in the Senior Pastor's opinion, a material amount of staff time or funds or is disruptive.

POLICY TYPE: BOARD-SENIOR PASTOR LINKAGE

POLICY TITLE: AUTHORITY & ACCOUNTABILITY OF THE SENIOR PASTOR

POLICY 3.2 The Senior Pastor is the board's only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the board is concerned, is considered the authority and accountability of the Senior Pastor.

POLICY TYPE: BOARD-SENIOR PASTOR LINKAGE**POLICY TITLE: DELEGATION TO THE SENIOR PASTOR**

POLICY 3.3 The board will instruct the Senior Pastor through written policies that prescribe the organizational Ends to be achieved, and proscribe organizational situations and actions to be avoided, allowing the Senior Pastor to use any reasonable interpretation of these policies.

Accordingly:

- 3.3.1 The board will develop policies instructing the Senior Pastor to achieve certain results, for certain recipients at a specified priority or cost. These policies will be developed systematically from the broadest, most general level to more defined levels, and will be called Ends policies.
- 3.3.2 The board will develop policies that limit the latitude the Senior Pastor may exercise in choosing the organizational means. These policies will be developed systematically from the broadest, most general level to more defined levels, and they will be called Executive Limitations policies.
- 3.3.3 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.
- 3.3.4 The board may change its Ends and Executive Limitations policies, thereby shifting the boundary between board and Senior Pastor domains. By doing so, the board changes the latitude of choice given to the Senior Pastor. However, as long as any particular delegation is in place, the board will respect and support the Senior Pastor's choices.

POLICY TYPE: BOARD-SENIOR PASTOR LINKAGE

POLICY TITLE: MONITORING SENIOR PASTOR PERFORMANCE

POLICY 3.4 Systematic and rigorous monitoring of Senior Pastor job performance will be solely against the expected Senior Pastor job outputs: organizational accomplishment of board policies on Ends and organizational operation within the boundaries established in board policies on Executive Limitations.

Accordingly:

- 3.4.1 Monitoring is simply to determine the degree to which board policies are being met.
- 3.4.2 The board can acquire monitoring data by one or more of three methods.
 - 3.4.2.1 Internal report: Senior Pastor discloses compliance information to the board.
 - 3.4.2.2 External report: An external, objective third party selected by the board, assesses compliance with board policies.
 - 3.4.2.3 Direct board inspection: A designated member or members of the board assess compliance with the appropriate policy criteria.
- 3.4.3 In every case, the standard for compliance shall be any reasonable interpretation by the Senior Pastor of the board policy being monitored.
- 3.4.4 All policies that instruct 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.

	Policy	Method	Frequency	Schedule
1.0	Ends	Internal	Each meeting/ Quarterly for major updates	All year
2.0	General Executive Constraint	Internal	Annually	November
2.1	Treatment of Members/Beneficiaries	Internal	Annually	November
2.2	Treatment of Staff	Internal	Annually	November
2.3	Treatment of Volunteers	Internal	Annually	November
2.4	Financial Planning & Budgeting	Internal	Annually	May
	Financial Reports	Internal	Monthly	All year
2.5	Financial Condition & Activities	Internal	Annually	May
2.6	Asset Protection	Internal	Annually	November
2.7	Emergency Senior Pastor Succession	Internal	Annually	November
2.8	Compensation & Benefits	Internal	Annually	May
2.9	Outside Income of Staff	Internal	Annually	November
2.10	Communication & Support of the Board	Direct	Annually	November
2.11	Programs & Services	Internal	Annually	May
2.12	Donors/Donations/Fund-raising	Internal	Semi-annual	Nov. & May

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: GOVERNANCE COMMITMENT

POLICY 4.0 With a sense of accountability to God and the membership, the board assures that Trinity achieves appropriate results for appropriate persons at an appropriate priority/cost, and avoids unacceptable actions and situations.

POLICY TYPE: GOVERNANCE PROCESS**POLICY TITLE: GOVERNING STYLE & VALUES**

POLICY 4.1 The board shall govern with an emphasis on (a) biblically-based integrity in all methods and practices; (b) outward vision rather than internal preoccupation, (c) strategic leadership more than administrative detail, (d) clear distinction of board and Senior Pastor roles, (e) collective rather than individual decisions, (f) future rather than past or present, and (g) proactivity rather than reactivity.

Accordingly:

- 4.1.1 The board will derive practical applications from and model God's Word believing that this is essential to Trinity completing its mission consistent with biblical truth.
- 4.1.2 The board will cultivate a sense of group responsibility. The board, not the staff, will be responsible for excellence in governing. The board will be the initiator of policy, not merely a reactor to staff initiatives. The board will use the expertise of individual members to enhance the ability of the board as a body, rather than to substitute individual's judgments for board's values. The board will allow no officer, individual or committee of the board to hinder or be an excuse for not fulfilling board commitments.
- 4.1.3 The board will speak authoritatively when it passes an official motion at a properly constituted meeting. Statements by individual board members have no authority. The board will speak with one voice or not at all. The "one voice" principle makes it possible to know what the board has said, and what it has not said. "One voice" does not require unanimous votes, but it does require that all board members respect board decisions, even those opposed to the decision. Board decisions can be changed by the board but never by individual board members.
- 4.1.4 The board will direct, control, and inspire the organization through the careful establishment of broad written policies reflecting the board's values and perspectives about ends to be achieved and means to be avoided. The board's major policy focus will be on the intended long-term impacts outside the organization, not on the administrative or programmatic means of attaining those effects.
 - 4.1.4.1 Prior to presenting policy-related motions, board members will review existing board policies that pertain to the proposed motion and will inform the board whether the proposed motion is in compliance with existing board policies or if amendment of existing policy is required.
- 4.1.5 The board will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, attitude, preparation for meetings, policymaking principles, respect of roles, and ensuring the continuance of governance capability. Continual board development will include orientation of new board members in the board's governance process and periodic board discussion of governance process improvement.
- 4.1.6 The board will monitor and discuss the board's governance process at each meeting and its overall performance annually. Self-monitoring will include comparison of board activity and discipline to policies in the Governance Process and Board-Senior Pastor Linkage categories.
- 4.1.7 All board action will require approval by a simple majority of a quorum of voting members with the following exceptions:
 - 4.1.7.1 Board recommends removal of an Elder in question by a not less than sixty-six (66%) majority of the votes of the board.

- 4.1.7.2 Board recommends removal of the Senior Pastor by a not less than sixty-six (66%) majority of the votes of the board.

POLICY TYPE: GOVERNANCE PROCESS**POLICY TITLE: BOARD JOB DESCRIPTION**

POLICY 4.2 The job of the board is to represent Trinity's membership in determining and demanding appropriate organizational performance.

Accordingly:

- 4.2.1 The board will produce the link between Trinity's membership and the organization. (The organization refers to the Senior Pastor, staff, and volunteers.)
- 4.2.2 The board will produce written governing policies that, at the broadest levels, address each category of organizational decision:
 - 4.2.2.1 ENDS: Organizational products, effects, benefits, outcomes, recipients, and their relative worth (what good for which recipients at what priority/cost).
 - 4.2.2.2 EXECUTIVE LIMITATIONS: Constraints on executive authority that establish the boundaries within which all executive activity and decisions must take place.
 - 4.2.2.3 BOARD-SENIOR PASTOR LINKAGE: How power is delegated and how its proper use is monitored; the Senior Pastor's role, authority, and accountability.
 - 4.2.2.4 GOVERNANCE PROCESS: Specification of how the board conceives, carries out, and monitors its own performance.
- 4.2.3 The board will produce assurance of Senior Pastor performance measured by compliance with Ends policies and Executive Limitations policies.
- 4.2.4 The board will be the guardian of Trinity's vision.
- 4.2.5 The board will be the guardian of the spiritual direction of the church.
- 4.2.6 The board will assure that membership related responsibilities are fulfilled. (Refer to policy 4.8.1 – Deacons Committee)

POLICY TYPE: GOVERNANCE PROCESS**POLICY TITLE: AGENDA PLANNING**

POLICY 4.3 To do its job effectively, the board will follow an annual agenda that completes a re-exploration of Ends policies annually and continually improves board performance through board education and enriched input and deliberation.

Accordingly:

- 4.3.1 The board's agenda cycle will start on the first day of April with the board's development of its agenda for the next year.
 - 4.3.1.1 Methods of gaining ownership input, as well as governance education, and education related to Ends determination, will be arranged during the spring, to be held during the balance of the board's planning cycle.
 - 4.3.1.2 The chair is encouraged, at the commencement of the board's annual agenda cycle, to prepare a tentative agenda for the next year's meetings. The chair will determine the agenda for any particular meeting, although members are encouraged to recommend any appropriate matters for board consideration. Any board member desiring to recommend any matter for board discussion will advise the chair of such matter prior to the scheduled board meeting. By an affirmative vote of a majority of the members of the board, or of those present at a meeting, additional matters may be added to the agenda of any board meeting.
 - 4.3.1.3 The board will meet at least monthly. Additional meetings will be scheduled as required.
- 4.3.2 The board's agenda cycle will conclude each year on the last day of March so that organizational planning and budgeting can be based on accomplishing a one year segment of the board's most recent statement of long term Ends.
- 4.3.3 Senior Pastor monitoring will be included on the agenda if monitoring reports show policy violations, or if policy criteria are to be debated.
- 4.3.4 Senior Pastor's remuneration for the following fiscal year will be determined in April.
- 4.3.5 A board review of the Senior Pastor's performance for the previous fiscal year will be completed in the month of September after a review of monitoring reports received in the previous fiscal year.

POLICY TYPE: GOVERNANCE PROCESS**POLICY TITLE: BOARD OFFICERS' ROLES**

POLICY 4.4 The board officers shall be the chair, vice-chair, and secretary.

Accordingly:

- 4.4.1 The chair assures the integrity of the board's process and occasionally represents the board to outside parties.
 - 4.4.1.1 The job result of the chair is that the board behaves consistently with its own rules and those legitimately imposed upon it from outside the organization.
 - a. Meeting discussion content will be only those issues that, according to board policy, clearly belong to the board to decide, not the Senior Pastor.
 - b. Deliberation will be fair, open, and thorough, but also timely, orderly, and kept to the point.
 - 4.4.1.2 The authority of the chair consists in making decisions that fall within topics covered by board policies on Governance Process and Board-Senior Pastor Linkage, except where the board specifically delegates portions of this authority to others. The chair is authorized to use any reasonable interpretation of the provisions in these policies.
 - a. The chair is empowered to chair board meetings with all the commonly accepted power of that position (e.g. ruling, recognizing).
 - b. The chair has no authority to make decisions about policies created by the board within Ends policy and Executive Limitations policy areas. Therefore, the chair has no authority to supervise or direct the Senior Pastor.
 - c. The chair may represent the board to outside parties in announcing board-stated positions and in stating chair decisions and interpretations within the area delegated to the chair.
 - d. The chair may delegate this authority but remains accountable for its use.
 - 4.4.1.3 The chair is empowered to chair Trinity's membership meetings with all the commonly accepted power of that position (e.g. ruling, recognizing).
- 4.4.2 The vice-chair assumes the duties of the chair in the chair's absence.
- 4.4.3 The secretary assures the integrity of the board's written policies and documents and conducts all official board correspondence.
 - 4.4.3.1 The secretary assumes the duties of the chair in the absence of the chair and vice-chair.

POLICY TYPE: GOVERNANCE PROCESS**POLICY TITLE: BOARD MEMBERS' CODE OF CONDUCT**

POLICY 4.5 The board commits itself and its members to biblical, ethical, businesslike, and lawful conduct, including proper use of authority and appropriate decorum when acting as board members.

Accordingly:

- 4.5.1 Members must represent loyalty without conflict to the interests of Trinity's membership. This accountability supersedes any conflicting loyalty such as that to advocacy or special interest groups and membership on other boards or staffs. It also supersedes the personal interest of any board member acting as a consumer of Trinity's services.
- 4.5.2 Members must avoid conflict of interest with respect to their fiduciary responsibility.
 - 4.5.2.1 There must be no self-dealing or any conduct of private business or personal services between any board member and the organization except as procedurally controlled to assure openness, competitive opportunity, and equal access to inside information.
 - 4.5.2.2 When the board is to decide upon an issue about which a member has an unavoidable conflict of interest, that member shall absent herself or himself without comment from not only the vote but also from the deliberation.
 - 4.5.2.3 Board members must not use their positions to obtain employment for themselves, family members or close associates. Should a board member desire material compensation within the organization, he or she must first resign.
- 4.5.3 Board members may not attempt to exercise individual authority over the organization except as explicitly set forth in board policies.
 - 4.5.3.1 Board members' interaction with the Senior Pastor or with staff must recognize the lack of authority vested in individuals except when explicitly board authorized.
 - 4.5.3.2 Board members' interaction with public, press or other entities must recognize the same limitation and the inability of any board member to speak for the board except to repeat explicitly stated board decisions.
 - 4.5.3.3 Board members will give no consequence or voice to individual judgments of Senior Pastor or staff performance.
- 4.5.4 Board members will respect the confidentiality appropriate to issues of a sensitive nature.

POLICY TYPE: GOVERNANCE PROCESS**POLICY TITLE: BOARD MEMBER INDIVIDUAL RESPONSIBILITIES**

POLICY 4.6 The board commits itself to the individual and collective participation of its members to insure leadership success.

Therefore, each board member is expected to participate in the following ways:

- 4.6.1 Attendance: As board contemplation, deliberation and decision-making are processes that require wholeness, collaboration and participation, attendance at board meetings is required of board members.
- 4.6.2 Preparation, Participation and Punctuality: Board members will prepare for board and committee meetings and will participate productively in discussions, always within the boundaries of discipline established by the board. Each member will contribute his or her own knowledge, skills and expertise to the board's efforts to fulfill its responsibilities.
- 4.6.3 Members as Individuals: The Senior Pastor is accountable to the board as a whole, not to individual board members. Accordingly, the relationship between the Senior Pastor and individual members of the board, including the board chair, is collegial, not hierarchical.
- 4.6.4 Volunteerism: As the functioning and success of the organization depend largely on the involvement and dedication of volunteers, all board members are expected to volunteer beyond normal meeting times according to their ability. In view of the Senior Pastor's responsibility for the organization's activities and results, members of the board acting as volunteers for the organization are subject to the direct supervision of the Senior Pastor or responsible staff person.
- 4.6.5 Contributions: Each board member is expected to contribute generously within his or her individual means to make an annual financial contribution to Trinity.
- 4.6.6 Continuing Education: Each board member is expected to make appropriate annual efforts toward continuing education in governance and leadership.
- 4.6.7 Board members commit to regularly pray for the church.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: BOARD COMMITTEE PRINCIPLES

POLICY 4.7 Board committees, when used, will be assigned so as to reinforce the wholeness of the board's job and so as never to interfere with delegation from the board to the Senior Pastor.

Accordingly:

- 4.7.1 Board committees are to help the board do its job, never to do staff work or direct staff. Committees ordinarily will assist the board by preparing policy alternatives and implications for board deliberation. In keeping with the board's broader focus, board committees will normally not have direct dealings with current staff operations.
- 4.7.2 Board committees may not speak or act for the board except when formally given such authority for specific and time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the Senior Pastor.
- 4.7.3 Board committees cannot exercise authority over staff. Because the Senior Pastor works for the board as a whole, he will not be expected to obtain approval of a board committee before an executive action.
- 4.7.4 Board committees are to avoid over-identification with organizational parts rather than the whole. Therefore, a board committee that has helped the board create policy on some topic will not be used to monitor organizational performance on that same subject.
- 4.7.5 Committees will be used sparingly and ordinarily in an ad hoc capacity.
- 4.7.6 This policy applies to any group that is formed by board action, whether or not it is called a committee and regardless of whether the group includes board members. It does not apply to committees formed under the authority of the Senior Pastor.

POLICY TYPE: GOVERNANCE PROCESS**POLICY TITLE: BOARD COMMITTEE STRUCTURE**

POLICY 4.8 A committee is a board committee only if its existence and charge come from the board, regardless of whether board members sit on the committee. Unless otherwise stated, a committee ceases to exist as soon as its task is complete.

Accordingly:

4.8.1 Deacons Committee

A high priority of the board is to fulfill its membership related responsibilities with excellence. To accomplish this goal, the board appoints spiritually mature, discerning individuals to the Deacons Committee for the purpose of delegating the timely, effective, compassionate handling of membership related issues. Deacons are deeply committed to the accomplishment of Trinity's mission, and have the spiritual gifts and life experiences necessary to fulfill this vital board objective.

4.8.1.1 Responsibilities & Authorities

- a. As directed by the board, the Deacons Committee assists with research and preparation of written membership policies and procedures including but not limited to membership discipline.
- b. The Deacons Committee interviews and approves candidates for baptism and church membership, maintains an accurate record of candidates interviewed, and makes recommendation to the board regarding unsuccessful candidates.
 - The Deacons Committee ensures that baptismal candidates are generally a minimum of twelve (12) years of age, demonstrating a readiness that includes an adult-like understanding of the symbolism of baptism.
 - The Deacons Committee assists baptism candidates with preparations for baptism.
- c. The Deacons Committee identifies, encourages, and if possible, reconnects individuals previously touched by Trinity's ministries but who have become disconnected.
- d. The Deacons Committee makes recommendation to the board regarding those members who have ceased to be members-in-good-standing as determined by Trinity's By-laws, makes recommendation for any action required, and enacts board-approved discipline or restoration.
 - Discipline and restoration of members is in accordance with Kelowna Trinity Baptist Church By-Laws Article II and Kelowna Trinity Baptist Church - Church Discipline and Restoration Policy.
- e. The Deacons Committee maintains an accurate membership list.
- f. The Deacons Committee serves the ordinance of communion.
 - Deacons may be assisted in serving the ordinance of communion by mature Christians of good reputation.
- g. The Deacons Committee incurs costs in accordance with the Cost of Governance policy.

4.8.1.2 Accountability

- a. The Deacons Committee is accountable to the board.
- b. Accountability with the board is maintained through the chair of the Deacons Committee.

4.8.1.3 Officers

- a. The chair of the Deacons Committee is a Deacon who is chosen by the members of the Deacons Committee and approved by the board.
 - The chair of the Deacons Committee attends monthly board meetings for the purpose of submitting the monthly Deacons Committee report.
- b. The vice-chair of the Deacons Committee is a Deacon who is chosen by the members of the Deacons Committee.
 - The vice-chair assumes the duties of the chair in the chair's absence.
- c. The Secretary of the Deacons Committee is a Deacon who is chosen by the members of the Deacons Committee.
 - The Secretary assures the integrity of the Deacon Committee's minutes and documents and writes all official Deacons Committee correspondence.

4.8.1.4 Composition

- a. The Deacons Committee consists of not less than ten (10) members and not more than twenty (20) members.
- b. This number may be increased or reduced by a decision of the board.
- c. The Deacons Committee is composed of board members and members-at-large.

4.8.1.5 Appointment

- a. The board appoints an Elder to serve as the board's liaison to the Deacons Committee.
- b. Members-at-large will be appointed by the board from within Trinity's membership, as the board deems necessary.
 - As directed by the board, the Deacons Committee assists the board with identifying, interviewing, and making recommendation regarding potential Deacon candidates.

4.8.1.6 Qualifications

- a. Members-at-large must be "Members-in-good-standing" as determined in Trinity's By-laws, actively involved in the life and work of the church.
- b. Members of the Deacons Committee must exhibit the biblical qualifications of deacons.

4.8.1.7 Terms of Service

- a. The board member serving as liaison to the Deacons Committee is appointed for a term of one (1) year.
- b. Members-at-large serving on the Deacons Committee are appointed for a term of three (3) years.
- c. The term of office Members-at-large serving on the Deacons Committee shall commence on June 15 and terminate on June 14 of the following year.
- d. Consecutive terms are permissible.

4.8.2 Kelowna Trinity Baptist Church Legacy Foundation

The Kelowna Trinity Baptist Church Legacy Foundation (Legacy Foundation) was created by the board under the Society's Act as a provincially incorporated public foundation for the purpose of assisting the Trinity family with stewardship of its time, talent and treasure by encouraging wise investments in God's work.

4.8.2.1 Responsibilities & Authorities

- a. As directed by the board, the Legacy Foundation serves donors who desire to:

- Ensure their gifts given through a will or for a legacy are utilized in a biblical, God-honoring way for the life of the gift.
 - Give more generously and biblically.
 - Time their giving and the distribution of those gifts to meet their needs.
 - Use the most tax efficient methods of giving.
 - Have the convenience of a foundation controlled and directed by the local church.
- b. As directed by the board, the Legacy Foundation directors assist with the development and implementation of the written policies and procedures for the foundation.
- c. Legacy Foundation ensures that the foundation operates in accordance with provincially determined regulations for public foundations and in a prudent, ethical manner that does not violate commonly accepted business practices.
- d. Legacy Foundation oversees the receiving and disbursement of all designated and discretionary funds, the management and investment of fund capital with a board-approved investment counselor, the issuing of registered charity income tax receipts, and all other activities of the foundation.
- e. Legacy Foundation oversees the Housing Fund created by the board to assist new staff relocating to Kelowna and existing staff that do not own a home locally with the purchase of a home in Kelowna's relatively more expensive housing market. Implementation and application of board approved Housing Fund policies, procedures and criteria are the responsibility of the Legacy Foundation.
- f. The Legacy Foundation incurs costs in accordance with the Cost of Governance policy (refer to Policy 4.9).
- 4.8.2.2 Accountability
- a. The Legacy Foundation is accountable to the board.
- b. Accountability with the board is maintained through the chair of the Legacy Foundation.
- 4.8.2.3 Officers
- a. The chair of the Legacy Foundation is a member of the board.
- b. The board appoints the chair of the Legacy Foundation.
- 4.8.2.4 Composition
- a. The board is the Legacy Foundation's directors.
- b. Legacy Foundation directors may include members-at-large.
- 4.8.2.5 Appointment
- a. Members-at-large will be appointed by the board from within Trinity's membership, as the board deems necessary.
- 4.8.2.6 Qualifications
- a. Members-at-large must be "members-in-good-standing" as determined in Trinity's By-laws, actively involved in the life and work of the church.
- 4.8.2.7 Terms of Service
- a. Members-at-large serving on the Legacy Foundation are appointed for a term of two (2) years.
- b. The term of office for members-at-large serving on the Legacy Foundation shall commence on June 15 and terminate on June 14 of the following year.
- c. Consecutive terms are permissible.

4.8.3 Governance Committee**4.8.3.1 Responsibilities & Authorities**

- a. The Governance Committee orients new and prospective board members.
- b. The Governance Committee coordinates continuing education of current board members.
- c. The Governance Committee educates the membership regarding board governance policy and process, as required.
- d. The Governance Committee evaluates board processes for adherence to Policy Governance.
- e. The Governance Committee incurs costs in accordance with the Cost of Governance policy.

4.8.3.2 Accountability

- a. The Governance Committee is accountable to the board.

4.8.3.3 Officers

- a. The chair of the Governance Committee is a member of the board.
- b. The board appoints the chair of the Governance Committee.

4.8.3.4 Composition

- a. The Governance Committee is composed of board members.
- b. Members-at-large are utilized as appropriate.

4.8.3.5 Appointment

- a. The board appoints the members of the Governance Committee.
- b. Members-at-large will be appointed by the board from within Trinity's membership, as the board deems necessary.

4.8.3.6 Qualifications

- a. Members-at-large must be "members-in-good-standing" as determined in Trinity's By-laws, actively involved in the life and work of the church.

4.8.3.7 Terms of Service

- a. Board members serving on the Governance Committee are appointed for a term of one (1) year.
- b. Members-at-large serving on the Governance Committee are appointed for a term of two (2) years.
- c. The term of office for members-at-large serving on the Governance Committee shall commence on June 15 and terminate on June 14 of the following year.
- d. Consecutive terms are permissible.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: COST OF GOVERNANCE

POLICY 4.9 The board will invest appropriate resources to enhance its ability to govern with excellence.

Accordingly:

- 4.9.1 Board skills, methods, and supports will be sufficient to assure governing with excellence.
 - 4.9.1.1 Training will be used to orient new board members, as well as to maintain and increase existing board members' skills and understandings.
 - 4.9.1.2 Outside monitoring assistance may be arranged so that the board can exercise confident control over organizational performance.
 - 4.9.1.3 A variety of mechanisms will be used as needed to ensure the board's ability to listen to the membership's viewpoints and values.
- 4.9.2 Costs will be prudently incurred for board training, organizational monitoring, and communicating with the membership.
- 4.9.3 The board will determine the anticipated annual cost of governance and will direct the Senior Pastor to include this amount in the next annual church budget.