

**BAY POINTE COMMUNITY**  
**CHURCH**

**Policy GOVERNANCE®**  
**MANUAL**

**Bay Pointe Community Church**

**6880 Secor Rd.**  
**Traverse City, MI 49684**

**Dr. Nick Twomey, Senior Pastor**

**Revised 6/15/10**

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(6/20/08)

## PREAMBLE

### THE ROLE OF ELDERS

"The church does not need brilliant personalities but faithful servants of Jesus and the brethren. The question of trust, which is so closely related to that of authority, is determined by faithfulness, with which a man serves Jesus Christ, never by extraordinary talent, which he possesses. Pastoral authority can only be attained by the servant of Jesus Christ who seeks no power of his own, who himself is a brother among brothers submitted to the authority of the Word."

- Dietrich Bonhoeffer

"For this reason I left you in Crete that you might set in order what remains, and appoint **Elders** in every city as I directed you."

- Titus 1:5

"From Miletus, Paul sent to Ephesus for the **Elders** of the church. When they arrived, he said to them, '...Keep watch over yourselves and all the flock of which the Holy Spirit has made you **overseers**. Be **shepherds** of the Church of God, which he bought with his own blood.'"

- Acts 20:17,18a, 28

The New Testament is clear that the church is to be led by a plurality of godly leaders called Elders. The Elders have ultimate authority to see that the church remains on a biblical course. This includes the responsibility:

1. to see that the members are being appropriately shepherded, verify that the body is being fed through insightful and accurate biblical teaching, and ensure that the life of the church is being well governed.
2. to care for the spiritual and physical well being of the church members, regularly engaging together in prayer.
3. to guard the body against harmful influences.
4. to confront those who are contradicting biblical truth or who are continuing in a sinful pattern(s) (1 Peter 5:1-4, Acts 20:28-31, Titus 1:9, James 5:14).

(9/15/07)

## **POLICY TYPE: ENDS**

*THE HEART OF GOD IS PLEASED WITH BPCC'S COMMITMENT TO THE GREAT COMMANDMENT (MATT. 22:37-40, JOHN 13:33-35) AND THE GREAT COMMISSION (MATT. 28:18-20)*

### **GLOBAL**

Men, women, teens and children in the greater Grand Traverse area and Bay Pointe ministries throughout the world are increasingly surrendering their lives to Christ and being shaped by a biblical worldview demonstrated by increasing levels of spiritual behaviors/attitudes (e.g. love of God and love of others).

### **COMPASSION/JUSTICE**

Men, women, teens and children in the greater Grand Traverse area and Bay Pointe ministries throughout the world experience the compassion of Christ on the relational, spiritual, emotional, material, and physical levels.

### **MARRIAGE AND FAMILY**

Men, women teens and children in the greater Grand Traverse area and beyond honor God by building strong families and marriages in accordance with His word.

### **BIBLICAL TRUTH**

Men, women, teens and children in the greater Grand Traverse area and Bay Pointe ministries throughout the world experience the transforming power of biblical truth to their lives.

### **MEMBERSHIP**

Members, attendees and those who will one day attend Bay Pointe will come into a deeper relationship with Jesus and his church through membership at Bay Pointe. A Committed follower of Christ is the goal. We will honor God in all aspects of our life by offering our time, talents and treasures.

(1/20/10)

**Policy Type: EXECUTIVE LIMITATIONS**

**I GLOBAL EXECUTIVE CONSTRAINT**

The Senior Pastor shall not cause or allow any practice, activity, decision, or organizational circumstance which is unbiblical, unlawful, imprudent or in violation of commonly accepted business and professional ethics practices and bylaws.

(9/15/07)

**Policy Type: EXECUTIVE LIMITATIONS**

**II TREATMENT OF MEMBERS AND BENEFICIARIES**

With respect to interactions with members and beneficiaries or those seeking to be such, the Senior Pastor shall not cause or allow conditions, procedures, or decisions that are unbiblical, unsafe, undignified, or unnecessarily intrusive.

Further, without limiting the scope of the foregoing by this enumeration, the Senior Pastor shall not:

1. Request information for which there is no clear necessity.
2. Use methods of collecting, reviewing, transmitting, or storing beneficiary information that fail to protect against improper access to the material elicited.
3. Operate facilities without appropriate safety, accessibility and privacy.
4. Fail to use biblical principles in counseling of members/beneficiaries.
5. Fail to use biblical principles for church discipline and Matt. 18 as the order for church discipline for members/beneficiaries.
6. Fail to inform members/beneficiaries of this policy as applicable, and to provide a way to be heard for persons who believe they have not been accorded a reasonable interpretation of their protections under this policy.
7. Fail to establish appropriate guidelines for ethical conduct

(6/15/10)

## **Policy Type: EXECUTIVE LIMITATIONS**

### **III TREATMENT OF STAFF**

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

Further, without limiting the scope of the foregoing by this enumeration, the Senior Pastor shall not:

1. Operate without written personnel rules which:
  - a) Outline expectations of the staff.
  - b) Provide for effective handling of grievances, and
  - c) Protect against wrongful conditions, such as grossly preferential treatment.
2. Discriminate against any staff member for non-disruptive expression of dissent.
3. Fail to acquaint staff with the Senior Pastor 's interpretation of their protections under this policy.
4. Hire or allow other staff to hire or promote anyone to positions with teaching or pastoral/shepherding responsibilities without ensuring their commitment to the Nicene Creed, Apostles Creed, Statement of Faith and Elder Statements.
5. Fail to ensure compliance with the requirements of the Sabbatical Leave policy.

6/15/10

**Policy Type: EXECUTIVE LIMITATIONS**

**IV FINANCIAL PLANNING/BUDGETING**

The Senior Pastor may not cause or allow financial planning to deviate materially from board's ENDS priorities, risk fiscal jeopardy, or fail to be derived from a multi-year plan.

Further, without limiting the scope of the foregoing by this enumeration, the Senior Pastor shall not:

1. Fail to include credible projections of revenues and expenses (annual budget), separation of capital and operational items, cash flow, and disclosure of planning assumptions.
2. Plan the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period.
3. Provide less funding for board prerogatives during the year than is set forth in the Cost of Governance policy.

**Policy Type: EXECUTIVE LIMITATIONS**

**V FINANCIAL CONDITION AND ACTIVITIES**

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.

Further, without limiting the scope of the foregoing by this enumeration, the Senior Pastor shall not:

1. Expend more funds than have been received in the fiscal year to date unless the debt guideline (below) is met.
2. Indebt the organization in an amount greater than can be repaid by certain, otherwise unrestricted revenues within 60 days, or is a collateralized debt approved by the Elders (e.g. mortgage or vehicle loan).
3. Use any long-term reserves or restricted funds for purposes other than they are designated.
4. Fail to settle payroll and debts in a timely manner.
5. Allow tax payments or other government ordered payments or filings to be overdue or inaccurately filed.
6. Make a single purchase or commitment for unbudgeted purchases of greater than 1% of the total church budget without Elder approval.
7. Acquire, encumber or dispose of real property.

(4/20/10)

**Policy Type: EXECUTIVE LIMITATIONS**

**VI EMERGENCY SENIOR PASTOR SUCCESSION**

In order to protect the board from sudden loss of Pastoral services, the Senior Pastor shall not fail to have a process in place for emergency pulpit fill. A selected member(s) of the Pastoral staff that is familiar with Board and Senior Pastor issues and process shall be designated by the Senior Pastor to fulfill administrative functions.

(9/15/07)

## **Policy Type: EXECUTIVE LIMITATIONS**

### **VII ASSET PROTECTION**

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

Further, without limiting the scope of the foregoing by this enumeration, the Senior Pastor and/or staff/ministry heads shall not:

1. Fail to insure against theft and casualty losses to at least 80% percent replacement value and against liability losses to board members, staff and the organization itself in an amount greater than the average for comparable organizations.
2. Allow un-bonded personnel access to material amounts of funds unless reasonable safeguards are in place.
3. Subject plant and equipment to improper wear and tear or insufficient maintenance.
4. Unnecessarily expose the organization, its board or staff to claims of liability.
5. Make any purchase:
  - a) Wherein normally prudent protection has not been given against conflict of interest;
  - b) Of over \$5,000 without having obtained comparative prices and quality;
  - c) Of over \$2,500 without a stringent method of assuring the balance of long term quality and cost.

Splitting orders to avoid these requirements is not allowed.

6. Fail to protect intellectual property, information and files from loss or significant damage.
7. Receive, process or disburse funds under controls that are insufficient to meet the board audit/review standards.
8. Invest or hold operating capital in unsecured instruments, including uninsured checking accounts and bonds of less than AA rating at any time, or in non interest-bearing accounts except where necessary to facilitate ease in operational transactions.
9. Endanger through word or deed 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 its mission.
10. Permit the use of church facilities or the pulpit and platform in a manner that is contrary to church mission, vision, or values 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 its mission.

11. Permit Bay Pointe staff or authorize others to promote any personal or outside enterprise, whether for-profit or not-for-profit by implying an association with Bay Pointe, nor by utilizing Bay Pointe data (including contact information).

12. Fail to achieve satisfactory audit/review of financial practices by a board appointed independent outside agency at a minimum every 3 years.

(4/25/08)

## **Policy Type: EXECUTIVE LIMITATIONS**

### **VIII COMPENSATION AND BENEFITS**

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 to public image.

Further, without limiting the scope of the foregoing by this enumeration, the Senior Pastor shall not:

1. Change his or her own compensation and benefits, except, as his or her benefits are consistent with a package for all other employees.
2. Promise or imply permanent or guaranteed employment.
3. Establish current compensation and benefits that deviate materially from the geographic or professional market for the skills, values and philosophy employed.
4. Create obligations over a longer term than revenues can be safely projected, in no event longer than one year.
5. Establish or change pension benefits so as to cause unpredictable or inequitable situations, including those that:
  - a) Incur unfunded liabilities.
  - b) Provide less than some basic level of benefits to all full time employees, though differential benefits to encourage longevity are not prohibited.
  - c) Allow any employee to lose benefits already accrued from any foregoing plan.
6. Grant increases in staff compensation inconsistent with the Salary Increase Guidelines nor in total amount to exceed the total Salary Increase Budget calculated in accordance with the limitations determined by the Board.

## **Policy Type: EXECUTIVE LIMITATIONS**

### **IX COMMUNICATION AND SUPPORT TO THE BOARD**

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

Further, without limiting the scope of the foregoing by this enumeration, the Senior Pastor shall not:

1. Neglect to submit monitoring data required by the board (see policy on Monitoring Schedule) in a timely, accurate and understandable fashion, directly addressing provisions of board policies being monitored.
2. Fail to report in a timely manner an actual or anticipated noncompliance with any policy of the board.
3. Let the board be unaware of relevant trends, anticipated adverse media coverage, threatened or pending lawsuits, material external and internal changes, particularly changes in the assumptions upon which any board policy has previously been established.
4. Fail to advise the board if, in the Senior Pastor 's opinion, the board is not in compliance with its own policies on GOVERNANCE PROCESS and BOARD-SENIOR PASTOR PROCESS, particularly in the case of board behavior that is detrimental to the work relationship between the board and the Senior Pastor .
5. Fail to marshal for the board as many staff and external points of view, issues and options as the board determines it needs for fully informed board choices.
6. Present information in unnecessarily complex or lengthy form or in a form that fails to differentiate among information of three types: monitoring, decision preparation, and other.
7. Fail to provide a mechanism for official board, officer or ministry team communications.
8. Fail to deal with the board as a whole except when
  - a) Fulfilling individual requests for information or
  - b) Responding to officers or teams duly charged by the board.
9. Fail to supply for the consent agenda all items delegated to the Senior Pastor yet required by law or contract to be board-approved, along with the monitoring assurance pertaining thereto.

**Policy Type: BOARD/SENIOR PASTOR LINKAGE**

**Policy Title: GLOBAL GOVERNANCE/MANAGEMENT CONNECTION**

The board's sole official connection to the operational organization, its achievements and conduct will be through chief executive functions carried out through the Senior Pastor .

**Policy Type: BOARD/SENIOR PASTOR LINKAGE**

**Policy Title: UNITY OF CONTROL**

Only officially passed motions of the board are binding on the Senior Pastor .  
Accordingly:

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

**Policy Type: BOARD/SENIOR PASTOR LINKAGE**

**Policy Title: ACCOUNTABILITY OF THE SENIOR PASTOR**

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 .

Accordingly:

1. The board will never give instructions to persons who report directly or indirectly to the Senior Pastor.
2. The board will not evaluate, either formally or informally, any staff or ministry other than the Senior Pastor .

**Policy Type: BOARD/SENIOR PASTOR LINKAGE**

**Policy Title: DELEGATION TO THE SENIOR PASTOR**

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, (EXECUTIVE LIMITATIONS) allowing the Senior Pastor to use any reasonable interpretation of these policies.

Accordingly:

1. The board will develop policies instructing the Senior Pastor to achieve certain results, for certain recipients at a specified cost. These policies will be developed systematically from the broadest, most general level to more defined levels, and will be called ENDS policies.
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. 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.
4. The board may change its ENDS and EXECUTIVE LIMITATIONS policies, thereby shifting the boundary between board and Senior Pastor's domains. 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.

**Policy Type: BOARD/SENIOR PASTOR LINKAGE**

**Policy Title: MONITORING SENIOR PASTOR PERFORMANCE**

Systematic and rigorous monitoring of Senior Pastor job performance will be solely based on the expected job outputs: accomplishment of board policies on ENDS and organizational operation within the boundaries established in board policies on EXECUTIVE LIMITATIONS.

Accordingly:

1. Monitoring is simply to determine the degree to which board policies are being met. Data which do not do this will not be considered to be monitoring data.
2. The board will acquire monitoring data by one or more of three methods:
  - a) by internal report, in which the Senior Pastor discloses compliance information to the board,
  - b) by external report, in which an external, disinterested third party selected by the board assesses compliance with board policies, and
  - c) by direct board inspection, in which a designated member or members of the board assess compliance with the appropriate policy criteria.
3. In every case, the standard for compliance shall be *any reasonable interpretation* of the board policy being monitored. The board is final arbiter of reasonableness, but will always judge with a “reasonable person” test rather than with interpretations favored by board members or even by the board as a whole.
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.

## Monitoring Schedule

<b>Policy</b>	<b>Method</b>	<b>Frequency (report through:)</b>
<b>Ends</b>	Internal	Annually (Dec)
<b>Global Exec Constraint</b>	Internal	Annually (Dec)
<b>Treatment of Beneficiaries</b>	Internal	Annually (Dec)
<b>Treatment of Staff</b>	Internal	Annually (Dec)
<b>Financial Planning/Budgeting</b>	Internal	Annually (Dec)
<b>Financial Condition &amp; Activities</b>	Internal	Quarterly budget summary (Mar, Jun, Sept, Dec)
	Internal	Monthly (giving)
	External	Annually (Dec)
<b>Emergency Pastor</b>	Internal	Annually (Dec)
<b>Asset Protection</b>	Internal	Annually (Dec)
<b>Compensation</b>	Internal	Annually (January )
<b>Benefits</b>	Direct Inspection	Bi-Annually (Jan)
<b>Communication &amp; Support</b>	Direct Inspection	Quarterly (Mar, Jun, Sept, Dec)

(2/18/08)

## **Policy Type: GOVERNANCE PROCESS**

### **Policy Title: MISSION AND VALUES**

The *mission* of Bay Pointe Community Church is to:

The mission of BPCC is to be a community that loves God, grows believers, and reaches those who don't know Jesus.

The *values* held by Bay Pointe Community Church are:

Full Devotion Continual growth toward full devotion to Jesus Christ is the expectation for every believer.

2 Kings 20:3; John 14:15; Acts 2:42-47; Romans 12:1-2; 1 Corinthians 15:58; 1 Peter 3:15

The Bible Studying and applying the Bible to our lives through anointed teaching, life groups and personal study, is the primary catalyst for spiritual growth.

Psalms 119:11, 1-5; Ezra 7:10; 2 Tim. 2:15, 2 Tim. 3:16

Prayer Prayer is essential to an intimate relationship with God. It moves God's heart, changes us, and unleashes the power of the Holy Spirit.

Psalms 54:1-2, 66:16-20; Ephesians 6:18; Philippians 4:6-7; 1 Thess 5:17; James 5:17-18

Community God's design for the church is for us to live in authentic, loving relationships that makes the gospel real and visible to the world around us.

John 13:34-35; Acts 2:42-47, 4:32-35; Galatians 5:13

Spiritual Gifts Every believer is uniquely gifted by the Holy Spirit to make meaningful contributions that build up the body of Christ and advance the cause of Christ in the world.

1 Corinthians 12:7-31; Romans 12:3-8; 1 Peter 4:10-11

Evangelism People who don't know Jesus matter deeply to God and therefore matter deeply to us.

Luke 15:1-21, 19:1-10; Romans 1:16-17; 1 Timothy 2:3-4; Titus 2:11

Compassion God calls his people to model the example of Jesus in serving the poor, the powerless and the marginalized.

Psalms 116:5; Matt 9:36, 14:14, 25:31-46; 2 Cor. 1:3-4; Philippians 2:1-11; Col 3:12-14

(4/21/09)

Excellence We will bring God our best offering in everything we do because doing so honors God and inspires others.

Malachi 1; 1 Cor. 15:58; Colossians 3:17, 23; 2 Timothy 2:15

Cultural Relevance and Biblical Truth The church is most effective in accomplishing its mission when it communicates the full truth of the Bible in ways that are relevant to the culture.

1 Corinthians 9:19-23

Celebration Life in the kingdom is to be characterized by joy, grace, gratitude and celebration.

THE BEST IS YET TO COME!

Leviticus 23:40, 1 Samuel 11:14-15, Psalm 68:1-4, 145:3-7, Luke 15:22-25, Philippians 4:4, Revelation 19:7

(4/21/09)

**Policy Type: GOVERNANCE PROCESS**

**Policy Title: GLOBAL GOVERNANCE COMMITMENT**

The purpose of the board, on behalf of the church membership is to see to it that Bay Pointe Community Church (a) achieves Ends (appropriate results for appropriate persons at an appropriate cost), and (b) complies with Executive Limitations (avoid unacceptable actions and situations).

(2/17/09)

## **Policy Type: GOVERNANCE PROCESS**

### **Policy Title: SELECTION OF ELDERS**

Scripture gives evidence of the first Elders being appointed by the founders of the church. By this example it is implied that the existing spiritual leadership of a church should be intimately involved in the process of selecting Elders to ensure selection based on spiritual rather than superficial qualifications. Beyond this, there are no specific guidelines given regarding the selection process. It would therefore appear that freedom is given to the individual church to develop a process that will best serve its own special needs and situations (Acts 14:21, Titus 1:2).

On a yearly basis, the Elders currently serving shall determine the number of Elder Board positions, if any, to be filled for the following year. The process for the selection of new Elders is as follows:

1. The congregation shall be provided with teaching regarding the biblical qualifications for Elders and their scriptural role.
2. The congregation will be provided the opportunity and means to recommend members for nomination as prospective Elders to fill open positions on the Board.
3. Selection of Elders would permit interim selection and approval of Elders, when deemed needed by the Elder Board.
4. The people who have been nominated by the Board shall be so informed, and they shall be urged to engage in self-appraisal and personal evaluation in light of the scriptural qualifications. Any person may withdraw their name at that point if they do not aspire to the position of Elder (1 Tim. 3:1) or if they do not believe they adequately meet the qualifications.
5. The names of the prospective Elders shall be brought before the participating members of the church, who will be given thirty days to show cause why any one of the prospective Elders would not be qualified to serve. Consistent with Matthew 18:15 and Matthew 5:24, any members with such cause must first express his or her concern to the prospective Elder. If the presenting issue is not resolved and the prospective Elder does not subsequently remove himself or herself from consideration, the participating member must then express his or her concern to the Board of Elders for appropriate action.
6. The newly constituted Board of Elders will be presented to the members of the church for affirmation and for a service of dedication.

(5/20/08)

**Policy Type: GOVERNANCE PROCESS**

**Title: TERM OF OFFICE**

Each appointed Elder will serve renewable 1-year terms.

After completing the 1-year period, an Elder may choose to serve for additional periods, provided he or she desires to do so and the Board of Elders determines that this would be a prudent thing to do. Any Elder renewing his or her commitment will be subject to the same guidelines as an Elder considering the office for the first time.

The Senior Pastor will be a vital contributor to the board but not a member of the Board.

During any period of active service, an individual's role as an Elder may be discontinued by his or her own decision, or for cause (i.e., moral, legal, ethical, or Biblical issues), by a three-fourths decision of the Board of Elders. Leaving the Board of Elders does not preclude service as a future Elder, subject to the regular selection process.

(6/15/10)

## **Policy Type: GOVERNANCE PROCESS**

### **Title: CRITERIA FOR ELDER BOARD SERVICE**

The Elders shall meet the primary biblical qualifications as outlined in I Timothy 3 and Titus 1:

Service as an Elder is not the place to be working on basic spiritual growth; appointment is based on existing (though not perfect!) character qualities in the following areas:

#### Spiritual Life

1 Timothy 3:6	Not a recent convert
1 Timothy 3:2	Able to teach
Titus 1:8	Holy
Titus 1:8	Hold firmly to message, encourage others

#### Personal Life

1 Timothy 3:2/Titus 1:6	Temperate
1 Timothy 3:2/Titus 1:7	Self-controlled
Titus 1:8	Upright
Titus 1:8	Disciplined

#### Family Life

- 1 Timothy 3:2/Titus 1:6 If married, the husband/wife of one spouse
- 1 Timothy 3:4 Manages his own family well; his/her own children obey him/her with proper respect
- Titus 1:6 Children believe; are not open to charge of being wild and disobedient
- Relational Life
- 1 Timothy 3:2/Titus 1:8 Hospitable
- Titus 1:7 Not overbearing
- 1 Timothy 3:3/Titus 1:7 Not violent, but gentle
- 1 Timothy 3:3 Not quarrelsome
- 1 Peter 5:3 Not lording it over those entrusted to you; being examples to the flock
- 10.1 Timothy 3:2 Above reproach
- 11.1 Timothy 3:2 Respectable
- 12.1 Timothy 3:7 Good reputation with outsiders
13. Titus 1:6,7 Blameless (2x)

(6/17/08)

## Possessions & Pleasure

- |                              |                             |
|------------------------------|-----------------------------|
| 14.1 Timothy 3:3/1 Peter 5:2 | Not a lover of money        |
| 15.Titus 1:7                 | Not pursuing dishonest gain |
| 16.1 Timothy 3:3/Titus 1:7   | Not given to drunkenness    |
| 17.Titus 1:8                 | Loves what is good          |

Elders shall also show evidence of other practical criteria that qualify them for service.  
An Elder should:

1. Manifest the fruit of the Spirit.
2. Be oriented toward evangelism and discipleship.
3. Model spiritual maturity.
4. Exercise sound judgment and discernment.
5. Have demonstrated leadership ability.
6. Be a team player (have potential to develop a good working relationship with the existing Elders and pastoral staff).
7. Possess the time and inclination to meet with Elders as needed (1 Peter 5:2).
8. Have an awareness of God's call (1 Timothy 3:1).
9. Be committed to Bay Pointe's mission, values, Statement of Faith, Apostle's Creed, Nicene Creed, governance model and Elder statements.
10. Attend Bay Pointe Community Church services and functions with regularity.
11. Give generously to Bay Pointe Community Church.
12. Have a track record of using his or her spiritual gifts in service through Bay Pointe Community Church.
13. Be supportive of the Senior Pastor.
14. Pray regularly for Bay Pointe Community Church.
15. Willing and able to exert positive influence.

(6/15/10)

**Policy Type: GOVERNANCE PROCESS**

## **Policy Title: BOARD MEMBERS' CODE OF CONDUCT**

The board commits itself and its members to biblical (pursuant to the By-Laws), ethical, businesslike, and lawful conduct, including proper use of authority and appropriate decorum when acting as board members.

1. Members must have loyalty to the ownership as a whole, un-conflicted by loyalties to staff, other organizations, and any personal interest as a beneficiary.
2. Members must avoid conflict of interest with respect to their fiduciary responsibility.
  - a) There will be no self-dealing or business by a member with the organization. Members will annually disclose their involvements with other organizations, with vendors, or any associations that might be or might reasonably be seen as being a conflict.
  - b) When the board is to decide upon an issue, about which a member has an conflict of interest, that member shall absent himself without comment from not only the vote, but also from the deliberation. (An alternative to is that the board member will keep silent or that the board member will declare his conflict and remain to answer questions...)
  - c) Board members will not use their board position to obtain employment or financial support in the church for themselves, family members, or close associates. Should a board member apply for employment or financial support, he must first resign from the board.
3. Board members may not attempt to exercise individual authority over the church/organization.
  - a) Members' interaction with the Senior Pastor or with staff must recognize the lack of authority vested in individuals except when explicitly board authorized.
  - b) 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.
  - c) Except for participation in board deliberation about whether reasonable interpretation of board policy has been achieved by the Senior Pastor , members will not express individual judgments of performance of employees of the Senior Pastor .
4. Members will respect the confidentiality appropriate to issues of a sensitive nature.
5. Members will be properly prepared for board deliberation.

## **Policy Type: GOVERNANCE PROCESS**

### **Policy Title: GOVERNING STYLE**

The board will govern lawfully and with integrity, with an emphasis on (a) outward vision rather than an internal preoccupation, (b) encouragement of diversity in viewpoints, (c) strategic leadership more than administrative detail, (c) clear distinction of board and chief executive roles, (d) collective rather than individual decisions, (e) future rather than past or present, and (f) pro-activity rather than reactivity.

Accordingly:

1. 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 not use the expertise of individual members to substitute for the judgment of the board, although the expertise of individual members may be used to enhance the understanding of the board as a body.
2. The board will direct, control and inspire the organization through the careful establishment of written policies reflecting the board's values and perspectives. The board's major policy focus will be on the intended long-term impacts outside the church organization, not on the administrative or programmatic means of attaining those effects.
3. The board will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation for meetings, policymaking principles, respect of roles, and ensuring the continuance of governance capability. Although the board can change its GOVERNANCE PROCESS policies at any time, it will observe them scrupulously while in force.
4. Continual board development will include orientation of new board members in the board's GOVERNANCE PROCESS and periodic board discussion of process improvement.
5. The board will allow no officer, individual or committee of the board to hinder or be an excuse for not fulfilling its commitments.
6. The board will monitor and discuss the board's process and performance at each meeting. Self-monitoring will include comparison of board activity and discipline to policies in the GOVERNANCE PROCESS and BOARD-SENIOR PASTOR PROCESS categories.

**Policy Type: GOVERNANCE PROCESS**

**Policy Title: DECISION MAKING**

In keeping with its commitment to provide proactive leadership, the board will ensure that its ENDS decisions are well informed, normally following an intentional process of information gathering and deliberation.

Accordingly:

1. Clearly identify the issue to be decided and the policy(ies) to which it relates.
2. Gather data (information) to enable understanding of the issue. All relevant data (information) from the following will be considered:
  - a.) Ownership input
  - b.) Demographic information
  - c.) Information (statistical if possible) about ownership expectations
  - d.) Comparative information
  - e.) Cost information
  - f.) Input from those who would be affected by the policy
  - g.) Resources available if possible
  - h.) Limiting and opportunity factors
3. Develop criteria for assessing alternatives.
4. Develop alternatives, including the implications of each alternative.
  - a.) Consider short-term consequences.
  - b.) Consider long-term consequences.
5. Evaluate alternatives by applying the criteria.
6. Make the policy decision.

**Policy Type: GOVERNANCE PROCESS**

**Policy Title: BOARD JOB DESCRIPTION**

Specific job outputs of the board, as an informed agent of the ownership, are those that ensure appropriate organizational performance. Accordingly, the board has direct responsibility to create:

1. An essential link between the ownership and the operational organization.
2. Written governing policies that address the broadest levels of all organizational decisions and situations.
  - a) **ENDS**: Organizational products, impacts, benefits, outcomes, recipients, and their relative worth (what good for which recipients at what cost).
  - b) **EXECUTIVE LIMITATIONS**: Constraints on executive authority that establish the prudence and ethics boundaries within which all executive activity and decisions must take place.
  - c) **BOARD-SENIOR PASTOR LINKAGE**: How power is delegated and its proper use monitored; the Pastoral/Management Team role, authority and accountability.
  - d) **GOVERNANCE PROCESS**: Specification of how the board conceives, carries out and monitors its own task.
3. Assurance of successful organizational performance by means of rigorous monitoring according to the monitoring schedule in **BOARD/SENIOR PASTOR LINKAGE**.

**Policy Type: GOVERNANCE PROCESS**

**Policy Title: AGENDA PLANNING**

To accomplish its job products with a governance style consistent with board policies, the board will follow an annual agenda that,

- (a) Completes a re-exploration of ENDS policies and
- (b) Continually improves board performance through board education and enriched input and deliberation.

1. The cycle will conclude each year on the last day of December so that administrative planning and budgeting can be based on accomplishing a one-year segment of the board's most recent statement of long term ENDS. The cycle will start with the board's development of its agenda for the next year.

- a) Consultations with selected groups in the ownership, or other methods of gaining ownership input will be determined and arranged in the first quarter, to be held during the balance of the year. b) Governance education, and education related to ENDS determination, (e.g. presentations by futurists, demographers, advocacy groups, staff, etc.) will be arranged in the first quarter, to be held during the balance of the year.

3. Throughout the year, the board will attend to consent agenda items as expeditiously as possible.

4. Senior Pastor monitoring will be included on the agenda if monitoring reports show policy violations, or if policy criteria are to be debated.

5. Pastoral remuneration will be decided after a review of monitoring reports received in the last year.

(6/17/08)

## **Policy Type: GOVERNANCE PROCESS**

### **Policy Title: CHAIRMAN'S ROLE**

The Chairman assures the integrity and effectiveness of the board's process and, secondarily, occasionally represents the board to outside parties. Accordingly:

1. The assigned result of the Chairman's job 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 on those issues that, according to board policy, clearly belong to the board to decide or to monitor.
  - b) Information, which is for neither monitoring performance nor board decisions, will be avoided or minimized and always noted as such.
  - c) Deliberation will be fair, open, and thorough, but also timely, orderly, and kept to the point.
2. The authority of the Chairman consists in making decisions that fall within topics covered by board policies on GOVERNANCE PROCESS and BOARD-SENIOR PASTOR PROCESS, with the exception of (a) employment or termination of a Senior Pastor and (b) where the board specifically delegates portions of this authority to others. The Chairman is authorized to use any reasonable interpretation of the provisions in these policies.
  - a) The Chairman is empowered to chair board meetings with all the commonly accepted power of that position (e.g., ruling, recognizing).
  - b) The Chairman has no authority to make decisions about policies created by the board within ENDS and EXECUTIVE LIMITATIONS policy areas. Therefore, the Chairman has no authority to supervise or direct the Senior Pastor .
  - c) The Chairman may represent the board to outside parties in announcing board-stated positions and in stating chair decisions and interpretations within the area delegated to him.
  - d) The Chairman may delegate this authority, but remains accountable for its use.

**Policy Type: GOVERNANCE PROCESS**

**Policy Title: BOARD TEAM PRINCIPLES**

Board teams, 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 board to Senior Pastor .

Accordingly:

1. Board teams are to help the board do its job, not to help or advise the 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 not have direct dealings with current staff operations.
2. Board teams 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 .
3. Board teams cannot exercise authority over staff.
4. Board teams are to avoid over-identification with organizational parts rather than the whole. Therefore, a board team, which has helped the board create policy on some topic, will not be used to monitor organizational performance on that same subject.
5. Board teams will be used sparingly and ordinarily in an ad hoc capacity.
6. This policy applies to any group that is formed by board action, whether or not it is called a team and regardless whether the group includes board members.

**Policy Type: GOVERNANCE PROCESS**

**Policy Title: COST OF GOVERNANCE**

Because poor governance costs more than learning to govern well, the board will invest in its governance capacity. Accordingly:

1. Board skills, methods, and support will be sufficient to assure governing with excellence.
  - a) Training and retraining will be used liberally to orient new board members, as well as to maintain and increase existing board member skills and understandings.
  - b) Impartial monitoring assistance will be arranged so that the board can exercise confident control over organizational performance. This includes, but is not limited to, fiscal review/audit.
  - c) Outreach mechanisms will be used as needed to ensure the board's ability to listen to owner viewpoints and values (surveys, focus groups, etc).
2. Costs will be prudently incurred, though not at the expense of endangering the development and maintenance of superior capability.
  - a) Up to \$ 3000 annually for board development such as training, guest experts, ownership connection, books, etc.
  - b) Up to \$ 3000 annually for surveys and other means of analyses.

# **Monitoring Reports**

# Bylaws

# **Board Leadership**