



# Guiding Principles: Santa Clara First Baptist Church

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Recorder: Andrew W. Wong

# Ministry Principles for SCFBC

Ministry Principles are the categories for which the Senior Pastor shall create annual ministry goals for Board approval. Typically there is at least one goal established for each Principle category. At a minimum the church will establish goals for conversions, attendance, ministry and small group participation.

## MP 1.0 COMPREHENSIVE MISSION STATEMENT

The Mission of Santa Clara First Baptist Church is to make disciples of Jesus Christ who love God, obey God, serve God and help others become Jesus followers.

### MP 1.1 SHARING

We are a Sharing Church - Our church's highest priority is sharing the gospel and bringing unbelieving people into a relationship with Jesus.

- Measurables:
  - Conversions
  - New attendees

### MP 1.2 GROWING

We will seek to grow in numbers and in our understanding and practice of the Christian faith. We will reach people in the community, welcome them into the body of Christ, and provide environments and opportunities which promote Christian growth and a personal relationship with Jesus Christ.

- Measurables:
  - Attendance
  - Assimilation
  - Small Groups
  - Tithing

### MP 1.3 SERVING

We will equip and send out each believer for service by helping them discover and use their God-given gifts, talents, experiences and abilities in the ministries of our church family, and in caring for the needs of those in our wider community.

- Measurables:
  - Ministry
  - Leader Development
  - Mission

# Boundary Principles

## **BP 1.0 Comprehensive Boundary Statement**

The Senior Pastor shall not cause or allow any practice, activity, decision, or organizational circumstance that is unlawful or contrary to Biblical principles or commonly accepted professional ethics.

### **BP 1.1 Biblical and Moral Integrity**

In the areas of teaching, leadership, and church life, the Senior Pastor shall not fail to uphold high standards of biblical teaching and morality.

**BP 1.1.1** The Senior pastor shall not allow marriages to be performed on the church premises if in his/her judgment there are significant concerns that one or both of the applicants may not be qualified to enter into the sacred bond of marriage for theological, doctrinal, moral and/or legal reasons.

### **BP 1.2 Communication with and Support of the Board**

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

**BP 1.2.1** The Senior Pastor shall not fail to provide the Board with issues, points of view or resource materials from staff, members or non-church sources needed for the Board to make fully informed decisions.

**BP 1.2.2** The Senior Pastor shall not fail to provide regular, periodic progress reports (at least quarterly) on the achievement of the approved Annual Ministry Goals.

### **BP 1.3 Treatment of Staff (Paid and Volunteer)**

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

- BP 1.3.1** The Senior Pastor shall not operate without concise personnel policies that clarify rules for staff, provide for effective handling of grievances, and comply with government regulations.
- BP 1.3.2** The Senior Pastor shall not fail to insure the availability of the current policies and procedures manual to all staff.
- BP 1.3.3** The Senior Pastor shall not fail to conduct annual written performance evaluations complete with comparisons of staff ministry goals and their achievement.
- BP 1.3.4** The Senior Pastor shall not prevent staff expressing a grievance to the Board when (1) internal procedures have been exhausted, and (2) the employee alleges either that Board principles have been violated to his or her detriment or that Board principles do not adequately protect his or her human rights.

#### **BP 1.4 Treatment of Members and Attendees**

In interactions with members or potential members, the Senior Pastor shall not cause or allow conditions, procedures, or decisions that are unsafe, undignified, unnecessarily intrusive, or that fail to provide appropriate confidentiality or privacy.

- BP 1.4.1** The Senior Pastor shall not fail to promote a corporate climate where people are treated with the dignity and respect due creatures created and loved by God.
- BP 1.4.2** The Senior Pastor shall not fail to promote a corporate culture of grace where people are readily accepted as they are and patiently nurtured toward the Christ-likeness that marks a mature follower of Jesus.

#### **BP 1.5 Financial Planning and Budgeting**

Financial planning for any fiscal year or the remaining part of any fiscal year shall not deviate materially from the Board-approved Annual Ministry Goals, risk financial jeopardy, or fail to be part of a multi year plan.

- BP 1.5.1** The Senior Pastor shall not fail to present a proposed budget to the Board for their review and approval prior to the beginning of the new budget year.
- BP 1.5.2** The Senior Pastor shall not propose a budget that projects spending in excess of a reasonable projection of revenue for the budgeted period, unless special circumstances are adequately described including a realistic plan to make up the deficit.
- BP 1.5.3** The Senior Pastor shall not fail to include information supporting the projection of revenues and expenses in the proposed budget.
- BP 1.5.4** The Senior Pastor shall not present a proposed budget that fails to link expenditures with the church's Annual Ministry Goals.
- BP 1.5.5** The Senior Pastor shall not present a proposed budget that does not provide for the separation of capital and operational items.
- BP 1.5.6** The Senior Pastor shall not present a proposed budget that does not include a multi-year context and the disclosure of the multi-year planning assumptions.

### **BP 1.6 Financial Conditions and Activities**

With respect to the actual, ongoing financial conditions and activities, the Senior Pastor shall not deviate in actual spending from Board priorities established in the Ministry Principles.

- BP 1.6.1** The Senior Pastor shall not spend more funds than have been received in the fiscal year to date unless the amount can be repaid by reliable, otherwise unencumbered revenues within ninety days as approved by the Board.
- BP 1.6.2** The Senior Pastor shall not use any long-term reserves without previous Board approval.
- BP 1.6.3** The Senior Pastor shall not shift money between funds in amounts greater than can be restored by reliable, otherwise unencumbered revenue within ninety days as approved by the Board.
- BP 1.6.4** The Senior Pastor shall not fail to alert the Board to any anticipated inability to settle payroll and debts in a timely manner.
- BP 1.6.5** The Senior Pastor shall not fail to alert the Board if tax payments or other government-ordered payments or filings are overdue or were inaccurately filed.
- BP 1.6.6** The Senior Pastor shall not fail to alert the Board of any actual or threatened suit, legal claim, lien or other claim against the church.
- BP 1.6.7** The Senior Pastor shall not acquire real property on behalf of the church nor encumber, or dispose of church-owned real property, unless specified by a trust or will, in which case the Senior Pastor will work with the Board to adjudicate the property in the manner in which the trust or will dictates.

### **BP 1.7 Asset Protection**

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

- BP 1.7.1** The Senior Pastor shall not allow unbonded personnel access to cash funds in excess of \$1,000.
- BP 1.7.2** The Senior Pastor shall not unnecessarily expose the organization, its Board, or its staff to claims of liability.
- BP 1.7.3** The Senior Pastor shall not allow the church facilities and equipment to be abused or left in a state of disrepair.

### **BP 1.8 Compensation and Benefits**

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

- BP 1.8.1** The Senior Pastor shall not change his or her own compensation and benefits.
- BP 1.8.2** The Senior Pastor shall not promise or imply permanent or guaranteed employment to any employee, potential employee or independent contractor.
- BP 1.8.3** The Senior Pastor shall not establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed.
- BP 1.8.4** Shall not establish health or pension benefits that conflict with government regulations.
- BP 1.8.5** The Senior Pastor shall not fail to take a sabbatical in the year following each 7th year of service.
  - BP 1.8.5.1** This sabbatical should be taken as a consecutive 12 weeks of time off, pending extenuating circumstances.
  - BP 1.8.5.2** A year of service is defined as 12 consecutive months of employment, including any vacation, personal time off, etc..
  - BP 1.8.5.3** The Board will work in concert with the Senior Pastor to ensure that pastoral leadership will continue through the sabbatical.
  - BP 1.8.5.4** The Board shall not seek a replacement Senior Pastor during the sabbatical.
  - BP 1.8.5.5** The Senior Pastor shall not seek employment while on sabbatical.
  - BP 1.8.5.6** The Senior Pastor shall also serve at least one additional year after the return from sabbatical.

## **BP 1.9 Senior Pastor Contingency**

In order to protect the Board from the sudden loss of Senior Pastor services, the Senior Pastor may have no fewer than two other ministry staff members familiar with Board and Senior Pastor issues and processes.

# Accountability Principles

## **AP 1.0 Comprehensive Accountability Statement**

The Board is accountable to God first and to the people of the church by governing through effective policies, being good stewards of finances and talents and holding the Senior Pastor accountable solely for the achievement of the church's Annual Ministry Goals and the non-violation of the Boundary Principles.

## **AP 1.1 Stewardship to Christ for Those He Calls Us to Serve**

The Board shall maintain an active connection with the "moral owners" of the church: Christ and all the people he has called his church to serve.

- AP 1.1.1** The Board will maintain its active connection with Christ by devoting significant meeting time to prayer and the Word of God. Through the teaching and guidance of the Senior Pastor, the Board will continually seek the wisdom and leading of Christ as the Lord of the church.
- AP 1.1.2** The Board will maintain its active connection with the members and attenders of the church by regularly collecting input and feedback from members, attenders, and non-returning visitors to better understand their needs. Every five years the Board will consider a full church assessment by a competent consultant.
- AP 1.1.3** The Board will maintain its active connection with the community by investing significant resources each year to enhance its understanding of the needs of people in the community and to enhance the church's reputation of service to the community.

## **AP 1.2 Governing Style**

The Board will govern with an emphasis on:



- AP 1.2.1** Outward vision rather than internal preoccupation
- AP 1.2.2** Encouragement of diversity in viewpoints
- AP 1.2.3** Strategic leadership more than administrative detail
- AP 1.2.4** Clear distinction of Board and staff roles
- AP 1.2.5** Collective rather than individual decisions
- AP 1.2.6** Future rather than past or present
- AP 1.2.7** Acting proactively rather than reactively
- AP 1.2.8** The interests of the entire church, rather than individual constituencies

### **AP 1.3      The Work of the Board**

The essential responsibilities of the Board are:

- AP 1.3.1** Loyalty to the Mission and Vision of the church expressed in observable behaviors that help the church accomplish them
- AP 1.3.2** Establish and maintain policy in the form of Guiding Principles
- AP 1.3.3** Achieve executive accountability by monitoring Senior Pastor performance
- AP 1.3.4** Empower and resource the Senior Pastor for success in achieving the annual Ministry Goals
- AP 1.3.5** Join the Senior Pastor in planning for the future of the church
- AP 1.3.6** Develop leaders for future Board service. The Board will invest appropriately in the cost of developing future Board leaders.
- AP 1.3.7** Develop current Board members for more effective service. The Board will invest amply in its own governance capacity through training, outside expertise, research mechanisms, and meeting costs.
- AP 1.3.8** Fulfill fiduciary and all other legal responsibilities as required by state and federal law.
  - AP 1.3.8.1** The Board will insure against theft and casualty losses to at least 80 percent of replacement value and against liability losses to Board members, staff, and the church itself in an amount greater than the average for comparable organizations.
  - AP 1.3.8.2** The Board shall not invest or hold operating capital in insecure instruments, including uninsured checking accounts and bonds of less than AA rating, or in non-interest bearing accounts.

- AP 1.3.9** Ensure the budget aligns with the Vision and cooperate with the pastor in achieving funding for the budget.
- AP 1.3.10** Along with the Senior Pastor, through prayer and discussion, ensure the church has a long-range Vision. Align the Ministry Principles/Goals, annual goals, and budget to accomplish the Vision. Make the Vision well known to the congregation.
- AP 1.3.11** The achievement of a minimum of two and no more than four annual Board goals.
- AP 1.3.12** Self-evaluation based on:
- AP 1.3.12.1** A clear understanding of the church's mission and the Board's relationship to the mission's achievement
  - AP 1.3.12.2** A clear understanding of the Board's mission, its functions, roles and relationships
  - AP 1.3.12.3** A clear delineation of Board objectives, goals and tactics as established in its Board goals for each year.
- AP 1.3.13** The Board shall exercise authority granted to it by state and federal law, and in the constitution and bylaws not delegating them to the Senior Pastor.

#### **AP 1.4 Board Member Commitment**

Board members will be committed to the accomplishment of the Mission, Vision and Goals of the church. If a Board member's contributions are not patently obvious the Board member will resign his position or be subject to removal by the Board chair.

Board members agree to abide by the following personal commitments:

- AP 1.4.1** Seek to maintain a close, intimate walk with the Lord by regularly spending time alone with Him in His Word and prayer.
- AP 1.4.2** Commit to pray regularly for fellow Board members, staff, and the mission and ministry of the Church.
- AP 1.4.3** Give at least ten percent of the member's income to the work of the Lord at this church.
- AP 1.4.4** Serve in a ministry capacity other than Board service.
- AP 1.4.5** Avoid conflicts of interest in all personal and family financial, employment or business matters.

## **AP 1.5 Board Member Code of Conduct**

- AP 1.5.1** Members of the Board must honor the principles and decisions of the Board acting as a whole.
- AP 1.5.2** Members may not foster dissent.
- AP 1.5.3** Individual members may not attempt to exercise individual authority over the staff or the church.
- AP 1.5.4** Members of the Board must respect the confidentiality of sensitive Board issues and must avoid facilitating gossip or other "triangulation" contrary to the practice of direct, biblical resolution.
- AP 1.5.5** Members must conduct themselves at home, work, online, and the community in ways that enhance the reputation of the church and Jesus Christ.

## **AP 1.6 Role of Board Chair**

- AP 1.6.1** The chair protects the integrity and fulfillment of the Board's work by holding the Board and its members accountable to abide by the Guiding Principles.
- AP 1.6.2** The chair ensures the effective monitoring of the Senior Pastor's performance based solely on the material achievement of the Annual Ministry Goals and the non-violation of the Boundary Principles.
- AP 1.6.3** The chair has the authority to use any reasonable interpretation of the Accountability Principles as he or she acts to ensure the integrity of the Board's process.
- AP 1.6.4** The chair, in partnership with the Senior Pastor, will establish the agenda for each Board meeting.
- AP 1.6.5** The chair will lead Board meetings.

- AP 1.6.6** The chairperson will constrain discussion at Board meetings to those matters which constitute Board work as opposed to staff work.
- AP 1.6.7** The chair may delegate the chair's authority to other Board members but will remain accountable for its use.

## **AP 1.7 Principles Governing Board Committees**

- AP 1.7.1** Board committees or task forces, if used, will serve the Board in accomplishing its responsibilities. The work of Board-created committees and task forces outcomes shall not interfere with the work of the Senior Pastor or with the work of the staff.
- AP 1.7.2** The Board shall not delegate any portion of the Board's authority to any committee or task force. Their work shall be advisory to the Board only.
- AP 1.7.3** The Board shall establish a standing Finance committee for advising and reporting to the Board on the financial matters of the church.
- AP 1.7.4** Excepting the Finance committee, Board created committees will typically exist for specified lengths of time with clearly defined responsibilities, mandates and goals.
- AP 1.7.5** The Board will provide any necessary resources for completing its mandate.

## **AP 1.8 Senior Pastor Liaison Relationship**

- AP 1.8.1** The Board's sole official connection to the church's operating organization, its achievement, and conduct shall be through the Senior Pastor.
- AP 1.8.2** The Senior Pastor is the Board's only link to staff, 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. When a member of the Senior Pastor's family is a paid member of the staff, then the Senior Pastor shall seek advice and consent with a Board member on goal setting, evaluation, and compensation of the family member and report back to the Board.

## **AP 1.9 Senior Pastor Accountability**

- AP 1.9.1** Only decisions of the Board acting as a whole are binding on the Senior Pastor.
- AP 1.9.2** The Board will instruct the Senior Pastor in the form of Ministry Principles to be achieved and Boundary Principles to be avoided, allowing the Senior Pastor to use any reasonable interpretation of these principles.

**AP 1.9.3** The Senior Pastor will annually submit written, measurable goals that correspond to each of the church's Ministry Principles.

**AP 1.9.4** The Board will regularly, fairly and systematically monitor the Senior Pastor's job performance. The measure of his or her performance will be limited to:

**AP 1.9.4.1** The accomplishment of the Church's Ministry Principles as expressed in the Board-approved Annual Ministry Goals.

**AP 1.9.4.2** Operation within the Board's Boundary Principles.

**AP 1.9.5** Each year, the Board shall review the results achieved by the Senior Pastor on each of the annual ministry goals and overall Church health. Each Ministry Goal will be ranked on a 1-5 scale, and will receive an integer value based on the level of completion of each goal. A similar ranking will be given for the overall Church health. Each ranking will be based on the following criteria:

One: No measurable progress toward this goal was noted.

Two: Goal is not met to a satisfactory level.

Three: Goal met to a satisfactory level.

Four: Goal exceeded beyond a satisfactory level.

Five: God-sized goal was met. (Only through God's strength was this goal accomplished to this level and his presence was evident throughout the accomplishment of the goal.)

Each ministry goal ranking, along with the overall Church health ranking, will be averaged together for the final Senior Pastor Evaluation Ranking.

A raise or corrective action shall result as follows:

**AP 1.9.5.1** A cost of living adjustment plus a merit increase will be given for receiving an overall Exceptional or greater (higher than 3.5) evaluation ranking.

**AP 1.9.5.2** A cost of living adjustment without a merit increase will be given for receiving an overall Satisfactory (3.0-3.5) evaluation ranking.

**AP 1.9.5.3** No compensation increase will be given for receiving an overall less than Satisfactory (less than 3.0) ranking. Instead the Board will impose a performance plan with six-month goals to boost effectiveness to an acceptable level. If any of these goals are not achieved, the Board will offer the Senior Pastor either a specified time to find other employment or a severance package, depending on the best interests of the church and on the pastor's degree of cooperation. If the Senior Pastor is not willing to resign, the Board will make its recommendation to the congregation.

**AP 1.9.5.4** If the Board has not fulfilled its obligations as stated in these Guiding Principles, or successfully accomplished the Board's Mission Objectives and Goals, the Senior Pastor shall not be held accountable for failing to achieve his or her Ministry Goals. Instead both Board and Pastor will establish a remedial performance plan under the direction of an independent consultant appointed by the Region.

**AP 1.9.6** The Senior Pastor has the responsibility, authority, and accountability to serve as the primary leader of the church at every level: congregation, Board, and staff. With respect to the Board, the Senior Pastor will provide leadership for the Board on all actions except for monitoring of the Senior Pastor's performance. If a question of process arises with regard to the bylaws or guiding principles of the church, the Senior Pastor will defer to the judgment of the Board chair.