

GUIDING PRINCIPLES MANUAL

Living Faith Alliance Church

Monday, July 2, 2012

INTRODUCTION AND ADMINISTRATION

This Guiding Principles Manual (GPM) contains all of the current Guiding Principles adopted by the Governance Authority of Living Faith Alliance Church (LFA), Vineland (hereafter referred to as the Governing Elders) since the approval of the initial GPM dated Wednesday, April 9, 2014. Subsequent revisions will be made as needed and approved by the Governing Elders.

IAA1.0 Reasons for Adoption

IAA1.0.1 The efficiency of having all ongoing Guiding Principles and policies in one place.

IAA1.0.2 The ability to quickly orient new Governing Elders, Staff, Ministry Team Leaders, and interested Church Members to current Guiding Principles.

IAA1.0.3 The elimination of redundant or conflicting policies of the past.

IAA1.0.4 Ease of reviewing current Guiding Principles when considering new issues.

IAA1.0.5 Providing clear, proactive Guiding Principles to guide the Senior Pastor and Staff.

IAA1.1 Consistency

Each Guiding Principle in this document is expected to be consistent with the Law, the Articles of Incorporation, and the Church Bylaws, all of which have precedence over these Guiding Principles. Except for time limited or procedural only Governing Elders decisions (approving the Minutes, electing an officer, etc.), which are recorded in regular Governing Elders Minutes, all standing Guiding Principles shall be included or referred to in this document. The Senior Pastor is responsible for developing organizational and administrative policies and procedures that are consistent with this GPM.

IAA1.2 Transition

Whether adopted part by part or as a complete document, as soon as some version of the GPM is voted on as the "one voice" of the Governing Elders, those Guiding Principles are deemed to supersede any past Guiding Principles that might be found in old Minutes or old editions of the Guiding Principles unless a prior Governing Elders resolution or contract obligates LFAC with regard to a specific matter.

IAA1.3 Changes

IAA1.3.1 These Guiding Principles are to be reviewed annually and refined by the Governing Elders during their scheduled meetings. The Senior Pastor helps the Governing Elders formulate new language in the GPM by distributing proposed changes to the Governing Elders. When language is recommended for deletion, it is shown in strike-through format. Proposed new language is underlined. Each section with a proposed change will be italicized and highlighted to help readers quickly identify proposed changes.

IAA1.3.2 Any change to this GPM must be approved by the Governing Elders. Proposed changes may be submitted by any Governing Elder, as well as by the Senior Pastor. In

some instances a new Guiding Principle formulation can be assigned to an appointed task force of Governing Elders.

IAA1.3.3 Whenever new Guiding Principles are adopted, a new GPM should be dated, printed, and quickly made available to the Governing Elders and Staff and available for review by interested parties. Previous versions of the GPM should be stored electronically by the Church Administrator for future reference if needed.

IAA1.4 Specificity

Each new Guiding Principle shall be drafted to fit in the appropriate place within the GPM. Conceptually, policies should be drafted from the "outside in"; i.e., the broadest policy statement should be presented first, then the next broadest, etc., down to the level of detail that the Governing Elders finds appropriate for effective implementation.

IAA1.5 Oversight Responsibility

The Governing Elders shall be responsible to see that these Guiding Principles are used to govern the ministry direction for LFAC. The Senior Pastor is accountable to the Governing Elders for effective and timely implementation of these principles. The Senior Pastor is responsible to report both progress and setbacks in writing to the Governing Elders according to an agreed upon reporting schedule. When a questionable interpretation of a Guiding Principle might arise, the benefit of the doubt will be extended to the Senior Pastor regarding the procedures taken to implement a principle.

IAA1.6 Maintenance of Policies

The Governing Elders Secretary shall ensure that the current GPM is on file in a three-ring notebook in the LFAC office with all other standing documents. These documents are available for review by any interested person. A copy of all church documents will also be published on the church website. The Church Administrator under the direction of The Secretary for the Governing Elders is responsible to maintain the Guiding Principles Manual (GPM) and provide updated copies to the Governing Elders whenever the Guiding Principles change, or upon request.

MISSION PRINCIPLES

MP1.0 Comprehensive Mission Statement

LFAC exists to win and equip followers of Jesus who love God passionately, make disciples continually, and plant churches regularly as lives, families, and communities are transformed by the Gospel of Jesus.

LFAC EXISTS TO HELP FOLLOWERS OF JESUS

MP1.1 Discover and Treasure Jesus

A significant priority shall be placed on ***Celebration***. To aid people to Discover and Treasure Jesus, from entrance to exit our Celebration seeks to demonstrate and articulate the character and purposes of God, with the hope that people will experience the presence of God within redeemed cultural language and desire is awakened to follow Jesus. Worship includes: creative arts, prayer, giving, testimony, missional movement, and teaching/preaching, communion, Scripture. The gathering will be truth-filled, secure, gracious, hospitable, and engaging and will effectively point people to ***Alpha***.

MP1.1.0 Measurable Outcomes

- MP1.1.1 Increased Celebration attendance
- MP1.1.2 Increased family units giving
- MP1.1.3 Increased visitors identified and followed up
- MP1.1.4 Consistent movement of people to Alpha/Pastorates
- MP1.1.5 Parents shepherding their children through teaching, worship, communion.

MP1.2 Follow Jesus into every area of life

A significant priority shall be placed on **Pastorates and Truth for Living** (TFL). Pastorates are a community on mission, experiencing the blessing of Christian community with a Missional bent towards the community. Each pastorate will have global connection to the mission of *North and Central Asia*.??? *Can we include this* Through the life on life experience at a pastorate disciples will be led to further Equipping in His Word (**TFL**)

MP1.2.0 Measurable Outcomes

- MP1.2.1 Testimonies of body caring for each other in practical ways
- MP1.2.2 Visitors/newcomers are welcomed and embraced by the pastorate
- MP1.2.3 Increasing number of participants in pastorates
- MP1.2.4 Taste of mission every term
- MP1.2.5 Increasing number of people being invited to pastorate
- MP1.2.6 Releasing new leaders and creating new pastorates
- MP1.2.7 50% of pastorates have identified area for long term connection (neighborhood, ministry, organization)
- MP1.2.8 One new missional ministry developed for every ten pastorates
- MP1.2.9 Pastorate mission trip every year (not only trip offered by church)
- MP1.2.10 Increasing number of parents equipped to lead their children in spiritual milestones
- MP1.2.11 People discussing and applying Celebration teaching in pastorate gathering

MP1.3 Go and Reveal Jesus

A significant priority shall be placed on **Missional Service**, leading disciples into a long term service commitment (at least 6 months) to a ministry where relational boundaries are crossed (could be: economic, social, or ethnic). These ministries will serve people both inside and outside the church. During the **Missional Service**, disciples will serve under Ministry Leaders as workers, team leaders, and overseers in order to:

- Develop a heart for lost people in our community and around the world
- Be equipped to reach out to others outside of natural spheres of relationships
- Recognize spiritual gifts and start using them
- Be assessed and identified as potential leaders and given ways to develop as a leader
- Serve and experience the joy and power of the Kingdom of God in serving others as a life style of mission.

MP1.3.0 Measurable Outcomes

- MP1.3.1 Increasing number of people moving to serve in MINISTRIES from pastorates
- MP1.3.2 Leaders present people with missional opportunities
- MP1.3.3 Stories of people being changed as they move in missional service

MP1.3.4 Increasing number of those serving identifying kingdom gifts and being released to use gifts in their service

MP1.3.5 An increasing list of names of potential apprentices given by Ministry Leaders

MP1.3.6 Increasing number of those serving moving into apprenticeship

MP1.4 Lead Like Jesus

A significant priority shall be given to **Leadership Community**. **Leadership Community** is designed to be a place where the pastors team is able to pour into the ministry leaders who pour out so much. We want to inspire, equip, and care for our leaders as they are on the front lines of the ground war of the mission of LFAC to make disciples that make disciples. We also want to develop a relationship between the pastors team and the ministry leaders so that the pastors team is accessible to the ministry leaders and in a position to benefit from their suggestions and insight.

MP1.4.0 Measurable Outcomes

MP1.4.1 Of those invited to LC, less than 2% miss more than 2 of the total meetings/year

MP1.4.2 Increased number of missional programs

MP1.4.3 Increased number of people involved in missional service

MP1.4.4 Establishing new mission outside of church

MP1.4.5 Quarterly survey assessment reveals the fulfillment of our purpose (meaningfully equipped, supported and encouraged)

MP1.4.6 Increasing number of people we have identified with calling now are articulating the calling on life and are reordering their life accordingly.

MP1.4.7 Increased number of people growing in leadership gifting and calling

MP1.4.8 Increased number of people moving into next level of Discipleship Coaching and then leadership coaching

LEADERSHIP BOUNDARY PRINCIPLES

LBP 1.0 Leadership Standard (see bylaws and constitution)

Church leadership must meet a biblically based standard that is agreed upon by the Senior Pastor and Governing Elders.

LBP 1.1 Leadership Integrity

Persons in leadership will endeavor to maintain their personal walk with God, faithfully participate in church discipleship process, and model a Spirit-led life. A Leadership Covenant outlines the clear expectations of all in leadership. (to be completed by 12/31/11)

LBP 1.2 Comprehensive Boundary Statement

The Senior Pastor and Church Governing Elders shall not cause or allow any practice, activity, decision, or organizational circumstance that is unbiblical, unlawful, imprudent, or unethical.

LBP1.3 Component: Biblical and Moral Integrity

With regard to the teaching, leadership, and membership of the Church, the Senior Pastor and Church Governing Elders shall not fail to uphold the C&MA Statement of Faith and the high standard of biblical teaching and morality that it implies.

LBP1.4 Component: Financial Planning and Budgeting

Financial planning for any fiscal year or the remaining part of any fiscal year shall not deviate materially from the Governing Elders's Mission Principles, risk financial jeopardy, or *fail to be derived from a multiyear plan*.

PASTORAL LEADERSHIP BOUNDARY PRINCIPLES

PLBP 1.0 Component: Treatment of Constituents

With respect to interactions with constituents or potential constituents, 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 nor that show neither favorable preference or prejudice. (fiduciary conflict of interest)

PLBP1.1 Component: Compensation and Benefits

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

PLBP1.1.1 Detail: Staff Percentage Boundary Rationale

- a. The boundary is designed as a boundary to guard from expanding staff based solely financial surplus
- b. The boundary is an attempt to bring balance to our budgeted expenditures so as to maintain long term health
- c. The boundary is set up by the GE's as a means of accountability for the pastors team to maintain focus on LFA's core business and strategic initiatives.
- d. The boundary is set up by the GE's as a means of accountability for the pastors team to maintain focus on LFA's core business and strategic initiatives and to encourage creativity in implementing ministry (other ways) through increased volunteerism.

PLBP1.2 Component: Treatment of staff

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

PLBP1.2.1 Detail: Promise of employment

The Senior Pastor shall not promise or imply permanent or guaranteed employment, or make any statement or promise which is inconsistent with the principle that all employees of LFAC are employed at-will, meaning that any employee or LFAC may terminate any employment relationship at any time, with or without cause or reason.

PLBP1.2.2 Detail: Grievances.

The Senior Pastor shall not prevent staff expressing a grievance to the Governing Elders when (1) internal procedures have been exhausted, and (2) the employee alleges either that Boundary Principles have been violated to his or her detriment or that Boundary Principles do not adequately protect his or her rights under law, C&MA Constitution or LFAC Bylaws or Guiding Principles.

PLBP1.2.3 Detail: Suitability for Position.

The Senior Pastor shall not allow or permit any person to serve as a staff member, ministry leader or volunteer without an assessment of that person's suitability for the position for which they are being considered, in terms of spiritual maturity, temperament, gifts and talents, commitment to the mission of LFAC, and other criteria deemed suitable by the Senior Pastor and the Governing Elders.

PLBP1.2.4 Detail: Background Checking.

The Senior Pastor shall not allow or permit any person to serve in any staff position, or in any volunteer capacity in which the volunteer will be involved in the care or custody of children, students, or church money or accounts, who has not (1) completed a volunteer application; (2) been subject to a criminal background check; and (3) been trained regarding standards and policies adopted by the Senior Pastor for the conduct of volunteers in the various ministries of the church.

PLBP1.2.5 Detail: Position Definition and Goals.

The Senior Pastor shall not allow or permit any person to serve in, or present for Governing Elder approval, any paid staff leadership position without a position description for that position, accompanied by goals specifically related to the Mission Principles and a description of the budget authority associated with that position.

PLBP1.2.6 Detail: Staff Code of Conduct.

The Senior Pastor shall not allow or permit any person to serve as a member of the staff or a ministry leader who fails to (1) serve with un-conflicted loyalty to the interests of Christ regarding those whom He has called His church to serve (Matt. 28:18-20); (2) promote such loyalty above any personal or group interest among or outside consumers of the church's services; and, (3) disclose any fiduciary conflict of interest and withdraw from any decision-making affected by it.

PLBP1.2.7 Detail: Notice.

The Senior Pastor shall not fail to acquaint staff with their rights according to these Guiding Principles.

PLBP1.2.8 Detail: Staff Designation

All workers will be designated employees unless proven otherwise, using published guidelines from the IRS and ECFA.

PLBP1.3 Component: Communication and Support to the Governing Elders

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

PLBP1.4 Component: Financial Condition and Activities

With respect to the actual, ongoing financial conditions and activities, the Senior Pastor shall not allow the development of fiscal jeopardy or a material deviation of actual expenditures from Governing Elders priorities established in Mission Principles, or to exceed the summary budget bottom line total as approved by membership vote at the Annual Congregational Meeting of the Church or as amended according to LFAC's Bylaws (as Article V-Section A.5)

PLBP1.4.1 Component: Financial Condition and Activities

The Senior Pastor will insure that personal information on giving is limited to no more than 3 people, and any reporting on giving separates the giver from the gift. The Senior Pastor will wisely, and discretely insure that giving information is not used in any way that would compromise the anonymity of the donors.

PLBP1.4.2 Component: BUDGET PROCESS

The budget process should begin early enough in the year to allow for review by multiple levels of leadership, scrutiny of detail, adjustment as necessary, and approval before the annual meeting.

The starting point for creating the upcoming year's expense budget will be the current year's expense budget, which will be considered along with three additional sets of data:

1. Previous 12 months of income/revenue – the recorded revenue for each of the previous 12 months
2. Previous 3 years' monthly average– an average of the monthly revenue for each of the previous 3 calendar years, added together as a composite budget figure
3. Previous 3 years' average % of growth – a look back at how much the yearly budget increased (or decreased) from the previous year, focusing on an average of those changes for the previous 3 years.

These three sets of data – along with the current year's expenses – will be considered and weighted by the Financial Review Committee, with discretion and interpretation in light of the current short-term financial outlook. Once in agreement, the FRC will recommend a bottom-line budget figure to the Governing Elders.

The Governing Elders will act on the FRC recommended "bottom-line" and also establish the values, priorities and boundaries for the next 1-5 years. Once established by the Governing Elders, the budget vision and total will be passed on to the Pastors Team, who will strive to complete the required categories and line items while staying within the recommended annual budget. The Pastors Team will present their proposed budget to the FRC for review. Discussions may take place as necessary between Pastors Team and FRC to achieve consensus, at which time the proposed budget will be presented to the Governing Elders for approval.

To accomplish this final step, GE will need from FRC the last 5 years % breakdown of staff, overhead, and ministry programming in actuals by August 1.

Chronologically

1. FRC recommends "bottom line" through calculations and current financial climate
2. GEs approve or change the FRC "bottom line" recommendation
3. GEs establish 1-5 year values, priorities, and boundaries
4. GEs communicate the 1-5 year values, priorities, and boundaries & "bottom line" to the Pastors Team
5. Pastors Team fills in line-items of budget, being attentive to the laid out 1-5 year values, priorities, and boundaries & "bottom line"
6. Pastors Team submits the proposed budget to the FRC for review, revisions happen until consensus is reached
7. FRC & PT proposed budget is recommended to the GEs
8. GEs reviews to ensure their 1-5 year values, priorities, and boundaries are satisfied

9. Final revisions are made to budget until the GEs are prepared to recommend the budget to the congregation
10. Congregation reviews and votes

PLBP1.5 Component: Emergency Senior Pastor Absence

In order to protect the Governing Elders from the sudden absence of Senior Pastor services, the Senior Pastor shall have no fewer than two ministry leadership members who will act as his temporary substitutes (either paid staff or volunteers). They must be approved by the Governing Elders, who are familiar with Governing Elders and Senior Pastor issues and processes.

PLBP1.6 Component: Policy and Process for Volunteers

The Senior Pastor shall be responsible to establish policies and procedures that are consistent with biblical principles for volunteers serving in capacities of leadership or in areas of influence.

ACCOUNTABILITY PRINCIPLES

AP1.0 Comprehensive Accountability Statement

The responsibility of the Governing Elders before God in reaching those who need to be led to Christ and nurtured in Him, on behalf of people in Vineland, the surrounding region, and its mission outreach beyond the community, is to see that LFAC, through the leadership of its Senior Pastor: (1) achieves the fulfillment of its Mission Principles, and (2) avoids violation of its Boundary Principles.

AP1.1 Component: Stewardship to Christ for Those He Calls Us to Serve

The Governing Elders shall maintain an active connection to the “moral ownership” of the Church and its mission, to Christ and the people He has called His church to serve.

AP1.1.1 Detail: Community Research and Public Relations

The Governing Elders will invest resources periodically to enhance its understanding of the needs of people in the community and to enhance the Church’s reputation of service to the community.

AP1.1.2 Detail: Church Feedback and Assessment

The Governing Elders will collect input and feedback from Church Members and Attendees to better understand how to minister to and serve them in biblically relevant ways.

AP1.1.3 Detail: Devotion to Prayer and the Word of God

Under the teaching and guidance of the Senior Pastor, the Governing Elders will continually seek the wisdom and leading of Christ as the Lord of the Church. To this end, significant attention will be given to prayer and study of Scripture as a group.

AP1.2 Component: Discipline of the Process of the Governing Elders

The Governing Elders shall conduct itself with discipline and integrity with regard to its own process of governance.

AP1.2.1 Detail: Governing Elders Style

The Governing Elders will govern with an emphasis on (1) outward vision rather than internal preoccupation, (2) encouragement of diversity in viewpoints, (3) strategic leadership more than administrative detail, (4) clear distinction of Governing Elders and Staff roles, (5) collective rather than individual decisions, (6) future rather than past or present, and (7) proactively rather than reactively.

AP1.2.2 Detail: Governing Elders Job Description

The essential job outputs of the Governing Elders are linkage to the people served, definition of Guiding Principles, and monitoring of the Senior Pastor's performance. In addition to these three essentials, the Governing Elders shall exercise authority granted to it in the Bylaws and not delegated to the Senior Pastor.

AP1.2.3 Detail: Governing Elders Member Codes of Conduct

The Governing Elders commits itself and its members to the following codes of conduct:

- a. Members of the Governing Elders must represent un-conflicted loyalty to the interests of Christ regarding those whom He has called His church to serve (Matthew 28:18-20). This loyalty supersedes any personal or group interest among, or outside, consumers of the Church's services. A Governing Elders Member must disclose any fiduciary conflict of interest and withdraw from any decision-making affected by it.
- b. Members of the Governing Elders must honor the principles and decisions of the Governing Elders acting as a whole. They may not foster dissent or attempt to exercise individual authority over the Staff or the organization except as explicitly stated in the Guiding Principles.
- c. Members of the Governing Elders must respect the confidentiality of sensitive Governing Elders issues and must avoid facilitating gossip or other "triangulation" against the practice of direct, biblical resolution.

AP1.2.4 Detail: Responsibility of the Chairperson for Integrity of Process

The Chairperson enforces the integrity and fulfillment of the Governing Elders's process, including the monitoring of the Senior Pastor's performance. The Chairperson is authorized to use any reasonable interpretation of the Guiding Principles as he acts to ensure the integrity of the Governing Elders's and Senior Pastor's process.

AP1.2.5 Detail: Responsibility of the Senior Pastor for Visionary Leadership

The Senior Pastor has the responsibility, authority, and accountability to serve as the primary leader of the Church at every level: Congregation, Governing Elders, and Staff. With respect to the Governing Elders, the Senior Pastor will envision the Governing Elders on all actions except for monitoring 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 Governing Elders Chairperson. The Chairperson shall not permit the Governing Elders to be uninformed or unsupported in its work.

AP1.2.6 Detail: Use of Governing Elders Committees

Governing Elders committees, if used, will be assigned so as to reinforce the wholeness of the Governing Elders's job and never to interfere with the delegation from the Governing Elders to the Senior Pastor or with the work of the Staff.

AP1.2.7 Detail: Cost of Governance

The Governing Elders will invest amply in its own governance capacity through training, consultation, research mechanisms, and meeting costs.

AP1.3 Component: Monitoring the Performance of the Senior Pastor

The Governing Elders's sole official connection to the operating organization of the Church, its achievement, and conduct shall be through the Senior Pastor.

AP1.3.1 Detail: Unity of Control

Only written decisions of the Governing Elders acting as a whole are binding on the Senior Pastor.

AP1.3.2 Detail: Accountability of the Senior Pastor

The Senior Pastor is the Governing Elders's only link to operational achievement and conduct so that all authority and accountability of the Staff, as far as the Governing Elders is concerned, is considered the authority and accountability of the Senior Pastor, insofar as such authority and accountability is within the bounds of the Bylaws.

AP1.3.3 Detail: Delegation to the Senior Pastor

The Governing Elders will instruct the Senior Pastor through written principles that prescribe the mission to be achieved and establish the boundaries to be avoided, allowing the Senior Pastor to use any reasonable interpretation of these principles. The Senior Pastor is delegated the authority *select and submit for approval paid staff members to the Gov. Elders*. The Senior pastor is delegated the authority to terminate paid and unpaid staff members. He will keep the Governing Elders fully informed of the reasons for the *hire or* termination.

AP1.3.4 Detail: Performance of the Senior Pastor

Systematic and rigorous monitoring of the Senior Pastor's job performance will be based on the expected job outputs for the Senior Pastor: the Church's accomplishment of the Governing Elders's Mission Principles and the Church's operation within the Governing Elders 's Boundary Principles.

AP1.3.5 Detail: Annual Goals of the Senior Pastor

The Senior Pastor will be required to write measurable goals each year that correspond to each of the Governing Elders's Mission Principles. At least one of these goals for each Mission Principle must project growth in the number of, or depth of understanding of, people who benefit or participate.

AP1.3.6 Detail: Annual Review of the Senior Pastor

Each year, the Governing Elders shall review the results achieved by the Senior Pastor on each of the annual goals. A merit raise, cost of living raise, corrective action, or request for resignation shall be based on the results achieved within the Governing Elders's Boundary Principles.