

STANDING AND LIVING WFMC BOARD GOVERNANCE MANUAL

APRIL 20, 2017

PREAMBLE:

This standing and living board policies manual is established as the only consistent and complete WFMC board policy document and is updated whenever our policies change. Other function specific documents (staff policies manual, congregational manual, etc) will be shaped by the appropriate group as needed.

NOTE: The intent of this document is to apply the principles and guidelines of the FMCiC Manual in a local context. Any application of this material must seek harmony and compliance with denominational principles.

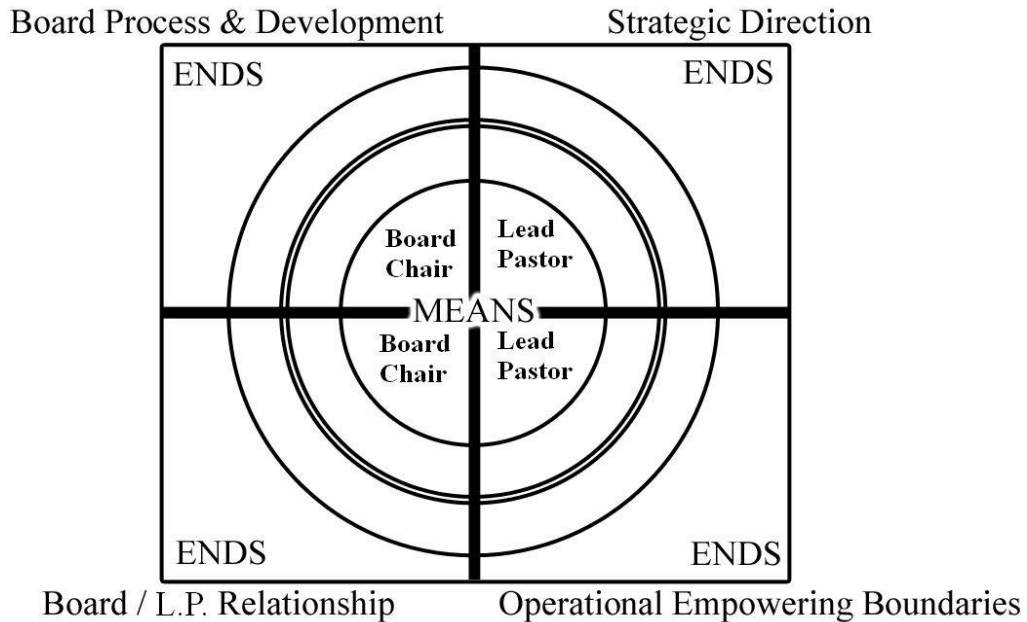
PURPOSES:

- a. To guide the board in remaining focused on their primary responsibilities (as depicted in the board model below)
- b. To ensure the board makes consistent and policy based decisions
- c. To enable focused orientation and training of new board members in their roles
- d. To provide clarity on the flow of authority that frees people to act decisively in decision making, communication, and dealing with differences or conflict
- e. To insist that the board does the hard thinking in advance and policy shaping rather than trying to do this in the midst of the pressure of immediate issues and/or proposals

GOVERNANCE MODEL:

Good governance will be policy based and will ensure that the “one voice principle” is practiced during and after board meetings. We remain unequivocally committed to speaking with caring candor in our meeting so that whatever decisions are made, we will be able to speak to the congregation with a unified voice. When we are not able to do so, we will be silent and refer people to the Board Chair. The agenda for board meetings will be set to ensure the board fulfills their primary responsibilities as visualized in the model to follow. The board will consistently ensure that their policies clarify the ENDS (purposes/why?) and MEANS (how?) and will stop speaking when there is sufficient clarity for the person responsible to act.

An Integrated Board Policy Governance Model



1. Strategic Direction for WFMC

The most important work of this governing Board will be to gather, assemble and cradle the “one voice” of the church family in order to craft (initial), renew (according to established cycles), clarity of direction and then ensure and monitor that progress is made toward fulfilling the vision of Weyburn Free Methodist Church. Their perpetual obligation is to clarify, refine, and redesign the primary purpose, values, mission, strategic anchors, and smart goals for and with WFMC. The established cycle, as of 2017 is for the annual development of a strategic plan and priorities through the budget and discipleship planning process, and going through the Lifeplan every 3-7 years.

1.1 STRATEGIC CONTEXT

WFMC exists within the unique community of Weyburn desiring to be a welcoming and blessing church for the community. The strategic direction pathway to help the board focus and function to that end for the next four years follows.

1.2 STRATEGIC DIRECTION

1.2.1 WFMC PURPOSE (Our reason for existence): That Everyone Would Know Jesus Personally

1.2.2 VALUES (how we behave):

- 1.) Foundational
 - a. Directed By Scripture
 - b. Christ-Centered

- c. Genuine Relationships with Jesus and each other
- d. Integrity
- e. Generosity
- f. Grateful Passion

2.) Core/Defining

- a. We are a People of Commitment
- b. We are a Place of Acceptance

The identity of WFMC seems to be primarily shaped by two interacting ideals: we are both a People of Commitment and a Place of Acceptance. The manifestation of the first aspect of our identity, that we are a People of Commitment, is expressed best by the idea that Action is Proof of Ownership. Action, and the contributions that arise from it, is seen as the fundamental sign of commitment and ownership to the people of WFMC. When a person takes action and makes a proactive contribution to the church, it is a signal to the enduring, committed core that a new member of WFMC has emerged

The second aspect of our identity that we have observed is shown by the slogan “A Place of Acceptance”. In the 1990’s, as part of the changeover to contemporary worship, there was a deliberate break from a more rigid stance of holiness that often led to judgmental attitudes of newcomers to the church. This has been whole-heartedly adopted by the congregation. Differences are not feared or judged in our congregation.

1.2.3 MISSION (what difference do we seek to make, for what people, and with what resources?): We will be

- a FAMILY alive with the power of God
 - MOVING with Him in our neighborhood,
 - REFLECTING Jesus Christ,
 - LED BY the Holy Spirit
 - BRINGING hope and healing
 - CHANGING us and the world.
- All to the Glory of God the Father.

1.2.4 STRATEGIC ANCHORS (how we will succeed):

1.) Intentionally practicing of the discipline of hospitality

- a. Broadcast of Sunday services on radio, TV and internet
- b. Children’s Easter week Vacation Bible School
- c. Wedding, baby and anniversary showers
- d. Funeral Luncheons
- e. Welcome: Connect Team foyer ministry on Sunday mornings

Key Priority 1: Moving beyond “friendly” to friendship.

2.) Transforming lives through Spirit-filled community life

- a. Sunday worship services with children and youth programming and adult Sunday School classes.
- b. Small groups designed around four different phases of Christian discipleship: seeker, growing believer, committed servant and fully devoted disciple-maker.
- c. Ministry teams that enact ministries inside and outside of the church.

3.) Serving areas of need in our surrounding community

- a. Social support ministries that generate a “family feel”, such as showers, age-level social groups, picnics, women’s and men’s ministries
- b. Serving the community of Weyburn through counselling, weddings, funerals, outreach to school, nursing homes, engagement in the Weyburn Ministerial, and individual engagement with social service organizations
- c. Giving of our financial resources to outside agencies
- d. Missions work through supporting missionaries, sending work teams and individuals on short-term trips

Key Priority 2: Building caring friendships in the community

Key Priority 3: Serving our growing region with our facility

1.2.5 Strategic Targets (What are our S.M.A.R.T. Goals)

The Board needs to create an intentional cycle that leads them on a direction/insight gathering journey so that they can cradle a church-family owned set of priorities and smart goals. It remains up to the Board to determine the means, pathway and timeline towards establishing these in consultation with the church family and incorporate these into this document. This is to be in place, ready to be triggered by the completion of the Joan Project renovations. (Possibly facilitated by Dr Magnus?)

2. Board Process and Development

The WFMC Board is responsible for its own development, its own job design, discipline, performance and evaluation. The board is also responsible to discover, select, and equip prospective new members. The board is seeking to find ways to both collaborate with and make themselves accountable to the membership (moral of owners) of WFMC. The lead pastor is accountable to the Board for his performance and for that of the staff (here, as throughout the document, referring to both paid staff and volunteers) with a demonstration of progress toward the strategic direction of WFMC. In their roles of strategic direction, care of the Lead Pastor, and empowering boundaries, the Board fulfills the function of a Pastor's Cabinet as defined in the Manual of the FMCiC.

2.1 GOVERNING PHILOSOPHY

The Board of WFMC exists to give clear and decisive strategic direction, guidance, support, and empowering boundaries to enable the lead pastor to implement strategic means toward advancing God's Kingdom in and through WFMC.

Board members will wear the first two "hats" and occasionally the third as described below:

- 2.1.1 GOVERNING HAT- Govern when and only when gathered at a duly called board meeting with a quorum of 55% minimum. Board activity takes place through the establishment of policies that begin broadly and become increasingly specific as needed to effectively guide and unleash the Lead Pastor and staff. Policies prescribe energetic direction and establish empowering boundaries to free the Lead Pastor to use a wide range of means in doing and engaging staff in the work of the ministry. This is the highest benefit that the Board can offer the Lead Pastor as they pool, share, and guide with their collective wisdom. Focused attention is working ON the ministry of WFMC.
- 2.1.2 VOLUNTEER HAT- Board members will serve the congregation as volunteers in giving their energy, expertise, knowledge, and/or resources to assist the staff (paid and volunteer) in building the strength, profile, and programs of WFMC under the authority and with accountability to the Lead Pastor. N.B. The volunteer hat replaces the governing hat when volunteering. Focused attention is working IN the ministry of WFMC.
- 2.1.3 IMPLEMENTATION HAT- Short-term task forces of the board will primarily engage in assigned pre-thinking and may also execute board work to follow. However, on rare occasions, circumstances will compel the Board to assign an individual member or group of its members a project for which they are responsible to the Board as defined by the board. The board must never act in a manner that undermines the "one voice principle" of the board or the authority of the Chair or Lead Pastor.

2.2 GUIDING PRINCIPLE OF GOVERNANCE: The Board does its business in a way that promotes deepening their relationship with God and fellow board members, increasingly becoming a highly functional team in delivering high quality board process and outcomes. The board will consistently be full of grace and truth and speak with caring candor.

2.3 BOARD ROLE DESCRIPTION: Responsibilities, Purposes and Roles in Governance

2.3.1 To guide in establishing and cradling the WFMC purpose, values, mission, strategic anchors, and SMART goals (with measures readily reportable and track-able) and keeping them current.

2.3.1.1 To determine and constantly refocus the broad values, mission and SMART goals of the organization (put in writing, review and hold the organization accountable to them).

2.3.1.2 Every 3-7 years, the Board will engage in strategic internal (within WFMC) and external (community currently not in WFMC) listening, communication, relating and dialogue to ensure that WFMC remains sensitive to the mandate and perspectives of the members, regular attenders, occasional adherents and the community of Weyburn. The key tool they will use in this process is the FMCiC Lifeplan ,and will result in a set of SMART goals that will guide the Lead Pastor and staff in forming their strategic action path. This will be updated annually.

2.3.1.3 Annually, the Board will ensure that the Lead Pastor and staff have a well-shaped and collaboratively formed strategic action path that flows from the Board defined SMART goals and fits within the culture of WFMC.

2.3.2 To maintain and continuously update (ie, whenever policy changes) the **Board Governance Manual** that addresses all aspects of governance process and development (including philosophy, style, responsibilities, membership, processes, disciplines and evaluation of their governance and their development (ideally compiled in one constantly updated document). The Board will assign members to review the entire document for relevance and consistency once every 5 years at minimum.

2.3.3 To establish and implement the necessary policies and processes to place, orient, develop, care for, coach, evaluate and supervise the Lead Pastor (the Board's only formal staff connection).

2.3.3.1 To shape a selection process and criteria, orient, place and evaluate a Lead Pastor best suited to lead and manage WFMC (do a professional search; agree up front on the expectations; evaluate regularly).

2.3.3.2 To encourage, nurture, care for and ensure the consistent development of the Lead Pastor in a way that models what is expected of them in their work with other staff (primarily through good policies, good teamwork, fair compensation, prayer and emotional support, clear communication and encouragement of growth plans)

2.3.3.3 To use creative means of holding the Lead Pastor both able and accountable with clear expectations.

- 2.3.4 To establish, monitor, and annually update policies that clarify the empowering boundaries on the means the Lead Pastor and staff use in leading and managing WFMC.
- 2.3.4.1 The Board is to assume responsibility of ownership, use and disposal of all major property of WFMC in accord with legal and policy requirements.
- 2.3.4.2 The Board is responsible to shape carefully crafted empowering boundaries to guide the lead Pastor and staff team on use and investment of valued resources. It is also the better part of wisdom to ensure that an external audit (ie, a critical friend) include a review of the Lead Pastor and staff's level of commitment to serving in compliance with the empowering boundaries, in conjunction with the Lifeplan process.
- 2.3.4.3 The Board is to ensure the financial and functional solvency, integrity, morality, prudence and legality of the organization (set wise financial and functional policies, model personal support, assist as volunteers).
- 2.4 BOARD DEVELOPMENT, SUPPORT AND DISCIPLINE: The Board will promote its own well-being through self-evaluation and development.
- 2.4.1 A code of conduct will be established and annually reviewed and endorsed by the members of the Board. This code of conduct will include, among other things, a reference to disclosure of conflict of interest.
- 2.4.2 Professional development of individual members and the board as a whole will be a high priority. Once per year, (currently the first weekend in February) the Board will have a retreat together in order to improve their functioning as an effective governance team.
- 2.4.3 The Board will develop a process to annually evaluate the Board and its members.
- 2.4.4 A procedure for nominating Board members will be established and updated as necessary.
- 2.5 GENERAL CRITERIA FOR BOARD MEMBERS
- 2.5.1 Qualifications of a Board Member
- a full member of WFMC in good standing
 - a mature Christian with qualities for men and women leaders identified in I Timothy 3:2-13
 - a discerning prayerful decision-maker
 - a healthy team player who is willing to courageously enter into debate, while also being open to input from others
 - capable and highly interested in doing conceptual policy work
 - person who understands the big picture
 - demonstrated passionate commitment to the WFMC purpose
 - specialized capabilities and interest related to one of the four functions of board governance

2.5.2 Board Term and Maximum Term: Board Members shall be selected for a three-year term. The maximum term for a board member shall be two three-year terms followed by a minimum one-year off the board before becoming eligible for reconsideration as a board member.

2.5.3 Board Recruitment: Prior to selection, each nominee will have read the Board Governance Manual (and other relevant documents), had an interview with the nominating team and have attended a board governance training session.

2.6 BOARD OFFICER ROLES

2.6.1 Chairperson's Role.

The chairperson manages the board and board process as guided by the board policy manual. The chair is a facilitator of the group process of the board when it meets and ensures that only board issues are dealt with in board meetings and done so appropriately.

They should develop effective agendas ahead of time in consultation with the Lead Pastor. The Lead Pastor shall receive notification of all board meetings and minutes, and shall be entitled to be present and to participate fully without vote in all board discussions except for those held in camera.

The Board Chair serves as the board liaison to the lead pastor and is expected to maintain close communication, offer advice, and provide encouragement to the lead pastor on behalf of the board. The Board Chair serves as the primary spokesperson to the congregation on Board issues, unless someone else is authorized to report in specific instances; the Lead Pastor will respond to issues related to staff issues.

The authority of the chairperson consists mainly in facilitating the decision-making of the board, and when appropriate, making decisions on behalf of the Board which fall within and are consistent with any reasonable interpretation of board policies on Governance Process and on the Board-Lead Pastor relationship. The chair has no authority to make decisions or to directly supervise the lead pastor beyond policies created by the board.

2.6.2 Vice Chairperson's Role

The vice chairperson shall serve in the above ways in the event of absence of the chairperson or as requested by the chairperson.

In addition, the vice chair will serve as the "conscience" of the board, ensuring that the board follows established principles and policies. The vice chair will also be responsible for seeking and developing high potential board members so that there is a pool of suitable candidates that are ready to join as needed.

2.6.3 The Board Secretary Role

Although not necessarily a Board member, the Board secretary is responsible to ensure that the Board minutes and other documents are recorded, distributed and securely archived, and that the board policies manual is kept ever current. Minutes should be sent to Board within one week of Board meetings.

2.6.4 The Board Treasurer Role

Due to the presence of an employed Financial Director, the role of Treasurer is largely a formality, where the one designated “Treasurer” is the official liaison with the FMCiC, and signs official documents that require a treasurer’s signature. By default, the Treasurer will be the voice of the Board regarding financial matters.

2.6.5 The Lead Delegate

The Lead Delegate is a member of the Board of Directors, elected from among Board members at the first Board meeting after General Conference. The Lead Delegate is the primary liaison between the local church and the FMCiC, and organizes the rest of the WFMC delegates with the Lead Pastor.

Delegates are local church members elected to act as liaisons between the local churches and the Free Methodist Church in Canada. For a detailed explanation of the role of the delegate, see the FMCiC Manual ¶375.5. The delegates, along with appointed pastors, are the local church contact persons for MEGaP and the national leadership team (NLT).

All other WFMC delegate(s) and reserve delegate(s) are elected by the society according to established nominating procedures.

2.7 BOARD TASK FORCE EXPECTATIONS

Task forces of the board will pre-think and post-think and/or act as assigned by the collective board to accomplish the specific task that they are assigned, as needed.

2.8 BOARD MEETINGS

The board meeting agenda should flow from the board’s responsibilities as specified in the board policy manual. (see appendix 1 for a sample) There shall be a minimum of six board meetings per year which are carefully scheduled ahead to ensure best attendance. In addition, there will be a minimum of one annual weekend board retreat for the purpose of significant focus on a particular area of development (team-building, strategic direction, empowering boundaries, governance, lead pastor relationship).

2.9 BOARD EVALUATION, REVIEW, AND SELF MONITORING

The Board will thoughtfully review and evaluate the growth and development of itself. In so doing, the Board models a best practice of evaluation for the Lead Pastor and the entire church in how evaluation and accountability is to be done. The ingredients in this approach will include

evaluation of the Board as a whole, individual members, attendance records, committee reports, etc. Self-assessment, peer assessment, task force assessment, and the like will be factored into the overall evaluation. The Board will continuously search for new board members and/or board member replacements to ensure continuous strengthening of the Board.

2.10 BOARD RELATIONSHIP TO WFMC MEMBERS

2.10.1 The society (a Methodist term for the members of a local church) is the fundamental unit of organization of a fully organized local Free Methodist church. A Free Methodist society shall be composed of all members of the local church.

2.10.2 Membership Meetings/engagement - The board will seek to hold a minimum of two Society meetings per year. One of these meetings should be focused on insight and feedback gathering and the other on the board making itself accountable to the society. The meetings shall be announced at least 30 days in advance. The Board Chair will facilitate these meetings.

2.10.3 Membership Facilitation, Growth and Discipline. The Board is responsible to oversee (through the Empowering Boundaries polices) the membership process of WFMC, approve new members, and conducts interviews with each prospective member to welcome them into membership. This interview serves to build a connection between the core and edge of the church, helping the Board to get to know the stories of new members, hear their concerns and support them in their increasing engagement with the life and ministry of WFMC. The Board also engages in discipline of members according to the policies and procedures of the FMCiC Manual, chapter 9.

3. Board – Lead Pastor Relationship

3.1 DELEGATION TO THE LEAD PASTOR. The Board governing responsibility is generally confined to establishing the broadest policies, leaving implementation and subsidiary policy development to the Lead Pastor.

3.1.1 All board authority delegated to staff is delegated through the Lead Pastor, so that all authority and accountability of staff is considered to be the authority and responsibility of the Lead Pastor. The board fully expects and empowers the Lead Pastor to build a cohesive staff team that executes the strategic direction set by the board in accord with the action plan shaped by the staff.

3.1.2 Strategic direction policies direct the Lead Pastor on the expected implementation results. The Empowering Boundary policies both empower and limit the Lead Pastor's ability to act, defining the minimum need for asking permission or forgiveness or submitting proposals. With respect to ends or means that the Board does not address, the Lead Pastor is authorized to establish all further policies and plans, make all decisions, take all actions and develop all activities as long as they are consistent with any reasonable interpretation of the Board's policies.

3.1.3 The Board may change its policies during any meeting, thereby shifting the boundary between Board and Lead Pastor for guidance on future issues as a response to the growth or loss of smart trust. Consequently, the Board may shrink or expand the scope

of choice given to the Lead Pastor going forward, but not applying to issues currently in process.

3.1.4 The Lead Pastor is the Board's only selected, directed, and empowered staff member. As such the Lead Pastor is the spokesperson for all other staff and is the only staff person who is responsible to the Board for their placement, direction and assignment. The Lead Pastor is responsible for the creation, maintenance of, and compliance with the WPMC Employee Handbook, which is affirmed by the Board. In the event the Lead Pastor wishes to hire a position which is not included in an approved budget, the Lead Pastor is required to work with the board to obtain approval from the Society. The Lead Pastor is also encouraged to consult the Board on the selection or placement of another senior leadership role.

3.1.5 A lead pastoral transition may be initiated for several reasons, such as:

- by a signed letter of request jointly from the board and pastor to the bishop
- by a signed letter of request from the pastor to the bishop
- as a result of a performance appraisal which indicates to the MEGaP committee a need for a pastoral transition
- by a signed letter of request to the bishop from the chair of the official board and delegate indicating that a strong majority (75%) of the official board has expressed in a recorded vote at a duly called meeting that they have lost confidence in the pastor's capacity to lead the congregation. Prior to the board's request being sent, if necessary, a pastoral vote can be taken.
- by a decision of the MEGaP committee that a transition is necessary for the health of either the local church or the pastor
- by a decision of the MEGaP committee to appoint the pastor to another charge due to disciplinary action which necessitates a change in pastoral leadership.

In the case of the lead pastor's transition, the Board Chair and lead Delegate shall work with the rest of the board in cooperation with the FMCiC to develop a transition and hiring strategy for WPMC.

3.2 LEAD PASTOR SELECTION

The guidelines for the process of selecting the Lead Pastor should be board policy based and should be linked precisely to the expectations of the organization as specified in the Board Policy Manual and act in accordance with the practices of the FMCiC.

3.2.1 LEAD PASTOR ORIENTATION AND SUPPORT – When a new Lead Pastor is installed, the Board will carefully craft an orientation/transition process that will guide their harmonious integration with the plans, values and culture of WPMC according to their unique needs and capacities. For the first year or two, this process should include a task team that acts as a guide and advisor regarding empowering boundaries, crafting a strategic action plan and staff team development. The goal of this process is to rightly empower someone who is new to the context and appropriately develop and release their leadership potential.

3.3 LEAD PASTOR OVER-ARCHING ROLE EXPECTATIONS

As the Board's single official link to the operations of the organization the Lead Pastor will be held responsible to speak for and ensure the staff performance as a whole. Consequently, the Lead Pastors's role contributions can be stated as performance in two areas: (1) organizational accomplishment of the Board established strategic direction and ends, and (2) organizational operation within the empowering boundaries established in the Board Policies Manual, where operational resources are concerned.

3.4 MONITORING LEAD PASTOR'S PERFORMANCE

Monitoring the Lead Pastors's performance is synonymous with monitoring WFMC's performance against board policies on strategic direction outcomes and on Empowering Boundary compliance levels on means. Any evaluation of the Lead Pastors's performance, formal or informal, should be derived on the basis of these monitoring data. There should be no monitoring or evaluation where expectations are not clear.

The purpose of monitoring is simply to determine the degree to which board set Ends (outcomes) are being met and board established Means boundaries are being adhered to (compliance levels). Information which does not do this will not be considered to be monitoring. Monitoring will be as automatic as possible, using a minimum of board time so that meetings can be used to create the future rather than to review the past. A given policy may be monitored in one or more of the following ways:

- 3.4.1 New Lead Pastor Evaluation: Initial evaluation of a new Lead Pastor will be facilitated by the Board-established orientation team after 90 days to give a quick response to initial impressions and head off potential trouble spots or misunderstandings. It is important for this evaluation to be courageously full of caring candor to prepare for a long tenure whenever possible.
- 3.4.2 Lead Pastor's Ministry Outcomes Review: The Lead Pastor will present a report on ministry outcomes at every board meeting. These reports will focus on demonstrated results and on the Lead Pastor's perception of how the primary church activities contributed to the vision, mission, values and SMART goals of the ministry of WFMC and how the Empowering Boundaries enabled this. In addition to these internal reports to the board the Lead Pastor will prepare one annual report for the membership.
- 3.4.3 Performance Reviews: There will be an annual 360 performance review based on the two aspects of the Lead Pastor's overarching responsibilities: progress toward the board directed outcomes; the compliance level within the boundaries.
- 3.4.4 Every Seven Year External Review and Report: According to the ideal practice recommended by the FMCiC, the board will select an external auditor to conduct a comprehensive review of WFMC's ministry outcomes and compliance with established board policy, best practices, and Canadian Law. This auditor will report directly to the full board.

Upon the choice of the Board, any policy can be monitored by any method at any time. For regular monitoring, however, the following data and reports are requested by the Board at times indicated:

3.5 ANNUAL PERFORMANCE REVIEW.

In addition to on-going monitoring, the Board will expect a self-evaluation by their Lead Pastor and then will do an in-camera collective board review of their perceptions of the Lead Pastor's function over a 12 month span. At this session, or any other in camera review, the Board will gather board insight and prepare a list of commendations, suggestions, and recommendations. Then the board will invite the Lead Pastor to see, hear, and feel the board's collective review.

An annual Lead Pastor salary recommendation is designed and made to the full board, as a part of the annual Board Lead Pastor evaluation for board approval.

3.6 ENCOURAGEMENT, CARE, NURTURE, AND HOLISTIC DEVELOPMENT OF THE LEAD PASTOR.

More important even than accountability, it is the Board's role to hold their Lead Pastor "able" – pastoring the pastor to be whole and therefore able to do what is expected with resilience. The person of the Lead Pastor is the single most valuable asset of the organization and this, therefore, is the most critical relationship that the Board is to care for. The Board is responsible to orient, encourage, care for, nurture and ensure the ongoing development of the Lead Pastor. This is of such importance that the Board will ensure that the following happens on behalf of the full Board:

- 3.6.1 Any essential follow-up to the board performance review.
- 3.6.2 A monthly conversation by the Board Chair with the view to providing care and nurture for the Lead Pastor.
- 3.6.3 Establishment of a coaching/mentoring connection by an experienced board member, volunteer or engaged mentor/coach.
- 3.6.4 A professional development plan that flows from the annual review, providing guidance regarding professional development opportunities to ensure ongoing growth of the leadership potential of the Lead Pastor.

4. Empowering Boundaries

GENERAL GUIDANCE AND PHILOSOPHY: The Board will always have a set of exemplary policies that contribute to the guidance, empowerment, growth, and direction of the Lead Pastor to direct their staff and volunteer team, while ensuring the ever-deepening health and strength of WFMC. The policies on empowerment are adjustable based on the readiness level (a combination of earned trust, developed competence, awareness of WFMC cultural context, and wisdom) of the leader, with the hope of guiding the Lead Pastor toward increasing capacity to manage the ministry of WFMC so the Board can deepen their involvement in working ON the ministry of WFMC and on engaging the moral owners (membership).

These board policies are important because they ensure wise use of resources in WFMC. Consequently, board policy in this area is intended to ensure the appropriateness, ethics, functionality, legality, prudence and effective use and investment of valued resources. The Board is deeply concerned about the desired strategic ENDS and they are also concerned about maximizing resources toward achieving and exceeding the strategic direction targets. Thus, they seek to give clear direction to the Lead Pastor using empowering boundaries.

4.1 EMPOWERING BOUNDARY PRINCIPLE

- 4.1.1 As long as the Lead Pastor reasonably interprets the Empowering Boundaries set by the board (to follow), they are authorized to establish all further policies, make all decisions, gain any desired advice, take all actions, establish all practices and develop all activities.
- 4.1.2 As long as the Lead Pastor and staff demonstrate that they are in compliance with established policies, the Board will restrict itself to governance and policy matters only, unless invited by the Lead Pastor to consult in matters of particular significance or complexity.
- 4.1.3 If the Lead Pastor deviates from established policies or seems to allow staff or volunteers to do so, the Board will act according to the principles laid out in Matthew 18: 15-20 and pursue the following steps, with the ultimate goal of reconciliation and redemption:
 - Seek clarification/explanation
 - Recommend changes
 - Begin a tracking file
 - Require increased reporting
 - Recommend/require coaching/learning
 - Place the Lead Pastor on probation for a period of time, requiring increased scrutiny and restricted responsibility
 - Bring in a third-party mediator
 - Pursue termination/transition procedures with the FMCiC

4.2 STRATEGIC DIRECTION RESOURCE BOUNDARY

- 4.2.1 The Lead Pastor is expected to guide the staff, volunteers and members (where appropriate) in establishing and continuously updating a strategic action plan that flows

from the Board established purpose, values, mission, strategic anchors, and SMART goals. The Lead Pastor is also expected to ensure that all supporting policy documents are consistent with, and flow from, this document. I

4.2.2. The Lead Pastor is expected to report annually that a strategic plan is in place and to identify the primary initiatives in the plans for the upcoming year.

4.3 FINANCIAL RESOURCE BOUNDARY – To protect the Lead Pastor and the organization it is expected that the Lead Pastor will report the reality to the Board when any of the following conditions are not met:

4.3.1 The Lead Pastor is responsible to guide the staff and ministry teams in establishing an integrated and readily understood annual financial plan/budget for Board and Society approval that flows from the chosen strategic direction and maintains the following:

- sufficient operating capital of one month budgeted expenses cash on hand
- attains a three-month cash surplus at year end,
- sets aside sufficient designated savings for planned major expenditures

4.3.2 The Lead Pastor leads the staff to live within the approved and integrated budget. The Financial Director will attend Board meetings and report on behalf of the Lead Pastor at either the Lead Pastor's discretion or Board's request. At this initial stage of governance development, this will occur monthly until June 2018, to be reviewed at that point. The

4.3.3 The Lead Pastor works with the WFMC financial staff member to develop a policy and procedures document that ensures due diligence and protection from mismanagement and fraud, to be presented to the Board annually for approval. The Lead Pastor and Financial Director will report monthly regarding compliance with this policy document.

4.4 HUMAN RESOURCE/STAFFING BOUNDARY

4.4.1 The Lead Pastor will see to the establishment and use of sustainable policies and practices in the selection of all staff in accordance with WFMC priorities, provincial and federal law, Biblical absolutes, and code of ethical conduct, collected into a WFMC Employee Handbook., available to the Board upon request. The Lead Pastor will ensure that the policies and practices that apply to the staff be continuously updated and available to them.

4.4.2 The Lead Pastor will foster an atmosphere and shape a community of service that encourages staff members to support one another and their leadership as they serve together to fulfill the chosen direction and ministry of WFMC.

4.4.3 The Lead Pastor will ensure a performance development program, including regular evaluation and professional development of staff to be carried out with grace and truth.

4.4.4 The Lead Pastor will work with the Board to ensure the establishment, upkeep and communication of an exemplary process for dealing with difference, diversity, conflict and staff grievances that is redemptive, ethical, legal and biblical.

- 4.4.5 The Lead Pastor will consult with the Board for the selection, orientation, placement, and compensation package of paid staff and appropriate appreciation of volunteer staff for maximum positive outcomes on the board approved strategic SMART goals.
- 4.5 PROGRAM RESOURCE BOUNDARY
- 4.5.1 That the continuation of programs/activities, development of new programs/activities or major expansion of existing programs/activities demonstrate that they contribute to the board approved SMART goals of WFMC and that they fall within the established empowering boundaries.
 - 4.5.2 That the development of any major new programs and/or initiatives be developed with the sole purpose that they will positively contribute to the stated outcomes and not jeopardize the continuing health and welfare of the ministry of WFMC.
- 4.6 FUND GATHERING RESOURCE BOUNDARY
- 4.6.1 The Lead Pastor ensures that that our membership is challenged to live generously with appropriate challenges for participation in funding WFMC's ministry in accordance with biblical teaching and practices.
 - 4.6.2 That the Lead Pastor manages and releases sufficient staff and volunteer energy, structure and activity to raise and manage funds in an above reproach manner needed for achieving the targeted WFMC ENDS.
 - 4.6.3 That the Lead Pastor ensure that funds will be expended according to the purpose for which they have been raised, especially in the case of capital funds. This must comply with CRA and CCCC regulations.
- 4.7 FACILITY/CAPITAL RESOURCE BOUNDARY
- 4.7.1 All property is held in trust for the use and benefit of the society. Capital funds may not be used to pay ongoing expenses.
 - 4.7.2 The Board or Lead Pastor and staff shall not purchase, sell, or change location of facilities or real estate without Society approval that is based on a thoughtful feasibility study, in accordance with the FMCiC trust clause as described in the Manual.
 - 4.7.3 At no time should a capital expenditure of over 2% of the total annual budget be made without board approval.
- 4.8 NETWORKING RESOURCE BOUNDARY (Partnerships, Linkages, Affiliations etc.)
- 4.8.1 The Lead Pastor will engage the staff and volunteers of WFMC to provide attractive ways to result in increasing memberships, partnerships, connections, and relationships beyond the local WFMC context.
 - 4.8.2 The Lead Pastor guides the staff in seeking and building linkages, alignments and partnerships with other ministries and organizations that specialize in providing

programs and services aligning with WFMC's values, vision and goals in areas that WFMC does not have the resources to provide. The WFMC Missions handbook provides excellent guidelines and procedures that govern this process.

4.9 SECURITY OF RESOURCES BOUNDARY

4.9.1 The Lead Pastor will ensure that assets are never unprotected, unnecessarily risked or inadequately maintained. Accordingly, they may not:

4.9.1.1 Fail to insure against theft and casualty losses to at least 80% replacement value and against liability losses to board members, staff, volunteers, or the organization itself to beyond the minimally accepted and prudent level.

4.9.1.2 Unnecessarily expose the ministry, its board, staff, or volunteers to claims of liability.

4.9.1.3 Fail to ensure controls sufficient to meet the board-appointed auditor's standards.

4.9.2 That the Board see that:

4.9.2.1 There are approved, readily available board and/or senior staff signing authorities in place at all times.

4.9.2.2 There will be a review and report at least every two years from external auditors that monitors WFMC's processes and outcomes in accordance with its strategic direction and empowering boundaries.

4.9.2.3 If there is need for a Board audit committee, they would serve as such.

4.9.2.4 There is a system in place whereby ALL business related personal expenses be approved by someone other than the one incurring the expenses.

4.9.2.5 There is a high integrity system in place that ensures there is no mismanagement of any funds collected for any reason by WFMC, including offerings and program fees.

4.9.2.6 That the details of the above systems, policies and procedures be maintained in a living document of WFMC Financial Policies, available to the Board upon request. (See Appendix 3)

APPENDIX 1: Sample Board Agenda

1. Centering Prayer/Devotion
2. Empowering Boundaries
 - a. Financial Report (Financial Director on behalf of Lead Pastor)
 - b. Personnel Report (Lead Pastor report)
 - c. Compliance with Policies (Lead Pastor report)

3. Strategic Direction (Lead Pastor Report)
 - a. Lead Pastor reports on SAP progress based on Lead & Lag measures
 - b. Demonstration of highest outcomes – celebration stories
 - c. Trends and Implications
4. Governance Process & Development
 - a. Evaluate governance performance based on last meeting's forms
 - b. Team Development and evaluation
 - c. Policy Review
 - d. In Camera review (possibly placed after LP relationship?)
 - i. Commendations
 - ii. Suggestion (wondering)/Recommendation (stronger mandate)
 - iii. Shaped Implications – feedback on how it felt, what you received, how the board can help
5. Lead Pastor Relationship
 - a. Education on pastoral thriving
 - b. “Caring candor” – pull back the covers and reveal your heart
6. Items for Future Agendas
7. Communion
8. Governance Evaluation forms

Appendix 2: WFMC Employee Handbook

Appendix 3: Financial Policies Handbook

Appendix 4: WFMC Missions Handbook

Appendix 5: WFMC Codes of Conduct