

# Hood River Alliance Church

## GOVERNING AUTHORITY POLICES

Policy Type	# of Policies	Adopted Date
Governing Authority Culture (GACs)	8	10/30/22
Governing Authority/Staff Relations (GASRs)	7	10/30/22
Lead Pastor Expectations (LPEs)	10	10/30/22
Ministry Outcomes (MOs)		Sept 2022
<ul style="list-style-type: none"> <li>● Our Vision, Mission, Values, &amp; Foundation</li> <li>● Global Ministry Outcomes</li> </ul>	1 9	

Reports	# of Reports
Governing Authority Evaluating Reports	TBD
Lead Pastor Evaluating Reports	TBD



# Hood River Alliance Church

## GOVERNING AUTHORITY POLICES

### Table of Contents

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<b>PREAMBLE</b>	3
<b>GUIDING QUESTIONS FOR POLICY REVIEW</b>	4
<b>GOVERNING BOARD CULTURE</b>	
GBC-1 Global Governance Commitment	5
GBC-2 Governing Style	6
GBC-3 Governing Authority Job Description	8
GBC-4 Agenda Planning	10
GBC-5 Governing Authority Facilitator Role	12
Governing Authority Members Code of Conduct	14
GBC-7 Governing Authority Monitoring and Evaluation	16
GBC-8 Governing Authority Committee Principles	17
<b>GOVERNING BOARD/STAFF RELATIONS</b>	
GBSR-1 Global Governing Authority-Staff Connection	18
GBSR-2 Unity of Control	19
GBSR-3 Choosing a Lead Pastor	20
GBSR-4 Delegation to the Lead Pastor	21
GBSR-5 Accountability of the Lead Pastor	22
GBSR-6 Evaluating Lead Pastor Performance	23
GBSR-7 Setting the Lead Pastor’s Compensation	26
<b>LEAD PASTOR EXPECTATIONS</b>	
LPE-1 Global Lead Pastor Constraint	27
LPE-2 Lead Pastor Emergency Succession	28
LPE-3 Treatment of People	29
LPE-4 Treatment of Staff	30
LPE-5 Staff Compensation	31
LPE-6 Staff Evaluation	32
LPE-7 Financial Planning & Budgeting	33
LPE-8 Financial Management	34
LPE-9 Asset Protection	35
LPE-10 Communication and Support to the Governing Authority	36
<b>MINISTRY OUTCOMES</b>	
MO-1 Vision, Mission, Core Values, & Foundation	37
MO-1 Global Ministry Outcomes	38

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# Hood River Alliance Church

## GOVERNING AUTHORITY POLICES

### Preamble / Page 1 of 2

The following Policy Statements are meant to expand and reinforce the Constitution & Bylaws of Hood River Alliance Church.

If any of these policies are later determined to be in conflict with the Bylaws, they are considered null and void.

Adopted:	October 30, 2022
Revised:	DRAFT to v0
Evaluation Method:	Internal Report
Evaluation Frequency:	Governing Authority Calendar
Reviewed On:	October 30, 2022

# Hood River Alliance Church

## GOVERNING AUTHORITY POLICES

Preamble / Page 2 of 2

### Guiding Questions for Policy Governance Review

1. How have we seen this policy used in the last year?
2. Can we give examples of why we need this policy?
3. What questions about this policy should we be asking?
4. What situations/problems could happen if we did not have this policy?

Adopted:	October 30, 2022
Revised:	DRAFT to v0
Evaluation Method:	Internal Report
Evaluation Frequency:	Governing Authority Calendar
Reviewed On:	October 30, 2022

# Hood River Alliance Church

## GOVERNING AUTHORITY POLICES

Global Board Culture—1

### GLOBAL GOVERNANCE COMMITMENT

The Governing Authority, composed of Elders and Members at large, shall be considered the Governing Authority of Directors (hereinafter referred to as the Governing Authority) for the purposes of complying with all the laws of incorporation of non-profit corporation in the State of Oregon. It shall exercise all other powers conferred by applicable laws. The Governing Authority at Hood River Alliance Church acts in conformity with the Hood River Alliance Church Bylaws. The Governing Authority shall be responsible for the affairs of the church between Annual Meetings.

The purpose of the Governing Authority, on behalf of Hood River Alliance Church, is to see to it that the church:

1. Achieves appropriate results for appropriate persons at an appropriate cost (as specified in Governing Authority Ministry Outcomes policies), and
2. Avoids unacceptable actions and situations (as prohibited in Lead Pastor Expectation policies).

Adopted:	October 30, 2022
Revised:	DRAFT to v0
Evaluation Method:	Internal Report
Evaluation Frequency:	Governing Authority Calendar
Reviewed On:	October 30, 2022

# Hood River Alliance Church

## GOVERNING AUTHORITY POLICES

### Global Board Culture—2

#### GOVERNING STYLE

The Governing Authority shall govern lawfully with an emphasis on:

1. Allowing the Scripture to guide us,
2. Collective listening to the Holy Spirit,
3. Outward vision for ministry,
4. Diversity in viewpoints,
5. Strategic leadership,
6. Clear distinction of Governing Authority, Elders and Lead Pastor roles,
7. Future orientation in the context of the past and present, and
8. Proactive leadership.

Accordingly:

1. The Governing Authority will strive continuously for unity of the Spirit in all deliberations and consensus in all decisions. On occasion the Governing Authority may determine a topic that needs to be considered at a later time.
2. The Governing Authority will cultivate a sense of group responsibility. The Governing Authority will initiate policy, as well as respond to Lead Pastor initiatives.
3. The Governing Authority will hold itself accountable for governing with excellence, which means the Governing Authority commits to govern by:
  - a. Focusing its time and agendas on the achievement of Ministry Outcomes and other matters of policy.
  - b. Seeking to hear the Holy Spirit's direction through the voices of all Governing Authority members.
  - c. Exercising group responsibility to assure that it and its members adhere to the values of these Governing Authority Culture Policies.
  - d. Adhering to the clarity of roles as defined in the Governing Authority/Staff Relations policies.
  - e. Supporting the decisions of the whole, even when holding a dissenting opinion.
  - f. Supporting the Lead Pastor as he works to achieve the Ministry Outcomes within the parameters the Governing Authority has defined in the Lead Pastor Expectation Policies.
  - g. Attending matters such as attendance, preparation for meetings, policymaking principles, respect of roles, and ensuring the continuance of governance capability.

# Hood River Alliance Church

## GOVERNING AUTHORITY POLICES

- h. Allowing no officer, member or committee of the Governing Authority to hinder or be an excuse for not fulfilling its commitments.
- 4. The Governing Authority will support the Lead Pastor, as he inspires the congregation through clarity of vision and outcomes. The Governing Authority's major policy focus will be on the intended long-term impacts within the congregation and in the community.
- 5. Continuous Governing Authority development will include structured orientation of new Governing Authority members in the Governing Authority Culture and other policies, periodic Governing Authority discussion of process improvement, and timely training on relevant church and cultural trends.
- 6. The Governing Authority will evaluate its process and performance regularly through a debriefing process.
  - a. Self-evaluating will include comparison of Governing Authority activities and discipline to policies in the Governing Authority Culture and Governing Authority/Staff Relations categories.
  - b. When the debriefing process does not result in resolution, the Lead Pastor and/or Elder(s) will be proactive in resolving the conflict

Adopted:	October 30, 2022
Revised:	DRAFT to v0
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# Hood River Alliance Church

## GOVERNING AUTHORITY POLICES

### Governing Authority Culture—3

#### GOVERNING AUTHORITY JOB DESCRIPTION

Specific goals of the Governing Authority, as an informed agent of the congregation, are to bring glory to God, to promote the spiritual health of the church, and to ensure effective ministry.

Accordingly, the Governing Authority has direct responsibility to:

1. Maintain membership of six to eight people. When the membership falls below this number, the Governing Authority will solicit qualified nominations from the congregation.
  - a. The Governing Authority shall be composed of non-paid, active members of Hood River Alliance Church and the Lead Pastor who are recognized as gifted and qualified to lead, and satisfy the scriptural standards as defined in the Bylaws.
  - b. One additional Member of the Pastoral Staff may serve as a regular, non-voting participant at the discretion of the Lead Pastor.
2. Ensure each Governing Authority member has actively participated in the church for at least one year prior to election to the Governing Authority. Successful completion of church leadership training is required for Governing Authority membership.
3. The initial term of service for any Governing Authority Member is one (1) year beginning on the first day of the month following affirmation from the Membership. Elected offices will generally begin on Feb 1st and run through the following January 31st. At the end of this first term, they will be evaluated for their effectiveness on the Governing Authority and affirmed to future terms as follows:
  - a. Elder's additional terms shall be three (3) years. Elders may serve a maximum of two (2) additional consecutive terms (6 years, 7 total).
  - b. Members at Large's additional terms shall be two (2) years. They may serve a maximum of three (3) consecutive terms (6 years, 7 total).
  - c. Previous members are eligible for reelection or reappointment in the case of a vacancy on the Governing Authority after a minimum of one year sabbatical.
  - d. Returning Governing Authority members are not subject to the initial term limit of one year.
4. Create and evaluate governing policies to address the broadest levels of decision making.
  - a. Governing Authority Culture: How the Governing Authority will conceive, carry out, and evaluate its work.



# Hood River Alliance Church

## GOVERNING AUTHORITY POLICES

- b. Governing Authority/Staff Relations: How authority is delegated to the Lead Pastor and how his use of that authority is evaluated; the Lead Pastor role, authority and accountability.
  - c. Lead Pastor Expectations: Specifies the Governing Authority’s expectations for the Lead Pastor, the Governing Authority’s means for evaluating the Lead Pastor against stated Ministry Outcomes, the Governing Authority’s expectations for the Ministry Teams, and the Governing Authority’s standards and procedures for financial accountability.
  - d. Ministry Outcomes: Defines the biblical vision and values of Hood River Alliance Church and establishes the expected outcomes of the church.
5. Ensure the link between the regular attendees and church operations is through the Lead Pastor.
  6. Ensure Governing Authority performance through evaluations based on Governing Authority Culture and Governing Authority/Staff Relations policies.
  7. Ensure Lead Pastor performance through evaluations based on Ministry Outcomes and Lead Pastor Expectations policies.
  8. Ensure Governing Authority member review:
    - a. At any time, the Governing Authority may review the service of a Governing Authority Member to determine continued qualification and compatibility with the direction, purposes, and functions of the church.
    - b. Discontinuance of the Governing Authority Member under review requires a consensus decision of the other Governing Authority Members.
    - c. Each Governing Authority Member is expected to be actively involved in the broader ministry of Hood River Alliance Church. Governing Authority Members shall personally affirm their qualification each year during a designated Governing Authority meeting.
  9. Ensure that Ministry Outcomes are the focus of the Governing Authority, staff and Ministry Teams.

Adopted:	Awaiting adoption
Revised:	DRAFT to v0
Evaluation Method:	Internal Report
Evaluation Frequency:	Governing Authority Calendar
Reviewed On:	October 30, 2022

# Hood River Alliance Church

## GOVERNING AUTHORITY POLICES

### Governing Board Culture—4

#### AGENDA PLANNING

To accomplish its job with a governance style consistent with Governing Authority policies, the Governing Authority will follow an annual calendar that schedules:

1. Continuing review, evaluating and refinement of Ministry Outcomes,
2. Linkage meetings with identified constituencies,
3. Evaluating of policies, and
4. Activities to improve Governing Authority performance through education, enriched input and deliberation.

Accordingly:

5. The planning cycle will conclude each year on the last day of December so that planning and budgeting can be based on accomplishing a one-year segment of the Governing Authority's most recent statement of Ministry Outcomes.
6. The planning cycle will start with the Governing Authority's development of its agenda for the next year including:
  - a. Three Governing Authority work cycles:
    - i. Scheduled review of all policies
    - ii. Scheduled Governing Authority and Lead Pastor evaluation
    - iii. Budget adoption (assumptions, draft budget, final budget)
  - b. Linkages with selected groups and persons whose insights and opinions will be helpful to the Governing Authority will be held throughout the year.
  - c. Education discussions on governance matters, including orientation of new Governing Authority members in the Governing Authority Culture, and periodic discussions by the Governing Authority about means to improve its own process.
7. Throughout the year, the Governing Authority will attend to consent agenda items as expeditiously as possible.
8. The Governing Authority will vote to determine if evaluation reports have demonstrated fulfillment of a reasonable interpretation of the applicable policy.
9. Remuneration of the Lead Pastor will be decided after a review of evaluation reports received at the end of each fiscal year and the Lead Pastor evaluation has been completed.

# Hood River Alliance Church

## GOVERNING AUTHORITY POLICES

Adopted:	October 30, 2022
Revised:	DRAFT to v0
Evaluation Method:	Internal Report
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Reviewed On:	October 30, 2022

# Hood River Alliance Church

## GOVERNING AUTHORITY POLICES

### Governing Authority Culture—5

#### GOVERNING AUTHORITY FACILITATOR ROLE

The Governing Authority Facilitator is appointed by the Lead Pastor and confirmed by two thirds of the Governing Authority and is specifically empowered to assure the integrity of the Governing Authority's process.

Accordingly:

1. The Governing Authority Facilitator has authority to:
  - a. Set the Governing Authority agenda in consultation with the Lead Pastor.
  - b. Convene and facilitate Governing Authority meetings with all the commonly accepted power of the chair, such as ruling and recognizing for the express purpose that all voices are heard and that unity of the Governing Authority is maintained.
  - c. Ensure that minutes of all congregational meetings and Governing Authority meetings are kept and approved.
  - d. Lead the Governing Authority, when the Lead Pastor is incapacitated or the position is vacant. Ensure that the Governing Authority behaves consistently with its own policies within Governing Authority Culture and Governing Authority/Staff Relations.
  - e. Ensure meeting discussion content will be on those topics covered by Governing Authority policies.
  - f. Use any reasonable interpretation of the provisions in these policies. Avoid or minimize information that is for neither evaluation nor Governing Authority decisions and always note as such.
  - g. Ensure that deliberation will be fair, open, and thorough, but also timely, orderly, and kept to the point.
  - h. Represent the Governing Authority in announcing Governing Authority-stated positions, decisions and interpretations, when it makes sense for the Governing Authority to be heard from directly rather than from the Lead Pastor.
2. The Governing Authority Facilitator does not have authority to:
  - a. Supervise or direct the Lead Pastor.
  - b. Make independent decisions about policies created by the Governing Authority or the employment or termination of a Lead Pastor and in areas where the Governing Authority specifically delegates portions of this authority to others.

# Hood River Alliance Church

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Adopted:	October 30, 2022
Revised:	DRAFT to v0
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# Hood River Alliance Church

## GOVERNING AUTHORITY POLICES

### Governing Authority Culture—6

#### GOVERNING AUTHORITY MEMBERS' CODE OF CONDUCT

The Governing Authority commits itself and its members to Christ-like, ethical, and lawful conduct, including proper use of authority and appropriate decorum when acting as Governing Authority members.

1. Governing Authority Members must have loyalty to the congregation, without conflict by loyalties to staff, groups or individuals within the church, other churches, and personal interest.
2. Governing Authority Members must avoid conflict of interest with respect to their fiduciary responsibility.
  - a. There will be no self-dealing or business by a member within the church.
  - b. When the Governing Authority is to decide upon an issue, about which a member has an unavoidable conflict of interest, that member shall be absent without comment from the deliberation and voting.
  - c. Governing Authority members will not use their Governing Authority position to obtain employment in the church for themselves, family members, or close associates. Should a Governing Authority member apply for a church position, he or she must first resign from the Governing Authority.
3. Governing Authority Members may not attempt to exercise individual authority over the church.
  - a. Members' interaction with the Lead Pastor or with staff must recognize the lack of authority vested in individuals except when explicitly Governing Authority authorized.
  - b. Members' interaction with the public, press or other entities must recognize the same limitation and the inability of any Governing Authority member to speak for the Governing Authority except to repeat explicitly stated Governing Authority decisions.
  - c. Except for participation in Governing Authority deliberation about whether the Lead Pastor has achieved any reasonable interpretation of Governing Authority policy, members will not express individual judgments of performance of staff.
4. Each Governing Authority Member will:
  - a. Respect the confidentiality appropriate to issues of a sensitive nature.
  - b. Be properly prepared for Governing Authority deliberation.

# Hood River Alliance Church

## GOVERNING AUTHORITY POLICES

- c. Support the legitimacy and authority of Governing Authority decisions, irrespective of the member's personal position on the issue.

Adopted:	October 30, 2022
Revised:	DRAFT to v0
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# Hood River Alliance Church

## GOVERNING AUTHORITY POLICES

### Governing Authority Culture—7

#### GOVERNING AUTHORITY MONITORING AND EVALUATION

The Governing Authority will both monitor and evaluate its ministry performance for compliance with Governing Authority policies.

1. The Governing Authority will monitor its performance against the Governing Authority Culture policies at each meeting.
2. It will facilitate a formal, annual evaluation of its performance.
  - a. The Governing Authority will evaluate its performance individually and collectively.
  - b. The Governing Authority will discuss these evaluations for the purpose of improving its servant-leadership.
3. Its evaluation will consist only against the policies that direct its ministry (Governing Authority Culture and Governing Authority/Staff Relations).

Adopted:	October 30, 2022
Revised:	DRAFT to v0
Evaluation Method:	Internal Report
Evaluation Frequency:	Governing Authority Calendar
Reviewed On:	October 30, 2022



# Hood River Alliance Church

## GOVERNING AUTHORITY POLICES

### Governing Board Culture—8

#### GOVERNING AUTHORITY COMMITTEE PRINCIPLES

Governing Authority committees, when used, will be assigned so as to reinforce the wholeness of the Governing Authority's job and so as never to interfere with delegation from Governing Authority to Lead Pastor.

Accordingly:

1. Governing Authority committees are to help the Governing Authority do its job, not to help or advise the staff. Committees ordinarily will assist the Governing Authority by preparing recommendations or findings for Governing Authority deliberation. In keeping with the Governing Authority's broader focus, Governing Authority committees will not normally have direct dealings with current staff operations.
2. Committees will be used sparingly and only in an ad hoc capacity.
3. Governing Authority committees may not speak or act for the Governing Authority except when formally given such authority for specific and time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the Lead Pastor.
4. Governing Authority committees may not exercise authority over staff.
5. Governing Authority committees are to avoid over-identification with identifiable groups within the church rather than the whole.
6. This policy applies to any group that is formed by Governing Authority action, whether it is called a committee or whether the group includes Governing Authority members. It does not apply to committees formed under the authority of the Lead Pastor.

Adopted:	October 30, 2022
Revised:	DRAFT to v0
Evaluation Method:	Internal Report
Evaluation Frequency:	Governing Authority Calendar
Reviewed On:	October 30, 2022

# Hood River Alliance Church

## GOVERNING AUTHORITY POLICES

### Governing Authority/Staff Relations—1

#### GLOBAL GOVERNING AUTHORITY-STAFF CONNECTION

The Governing Authority’s sole connection to the operational organization is the Lead Pastor.

Adopted:	10/30/ 2022
Revised:	DRAFT to v0
Evaluation Method:	Internal Report
Evaluation Frequency:	Governing Authority Calendar
Reviewed On:	

# Hood River Alliance Church

## GOVERNING AUTHORITY POLICES

### Governing Authority/Staff Relations—2

#### UNITY OF CONTROL

Only officially passed motions of the Governing Authority are binding on the Lead Pastor.

Accordingly:

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

Adopted:	10/30/2022
Revised:	DRAFT to v0
Evaluation Method:	Internal Report
Evaluation Frequency:	Governing Authority Calendar
Reviewed On:	

# Hood River Alliance Church

## GOVERNING AUTHORITY POLICES

### Governing Authority/Staff Relations—3

#### CHOOSING A LEAD PASTOR

The Governing Authority will follow Biblical guidelines with respect to the qualifications of the Lead Pastor.

1. The Governing Authority will seek a Lead Pastor who meets the character qualifications as set forth in:
  - a. 1 Timothy 3:1-7, 10; 5:24-25;
  - b. Titus 1:5-9;
  - c. 1 Peter 5:2-3.
  - d. If married, the wife of the Lead Pastor should possess the qualifications described in:
    - i. 1 Tim 3:11, and
    - ii. Titus 2:3-5.
2. The Governing Authority will seek a Lead Pastor who has a demonstrated knowledge of Scripture and theology.
3. The Governing Authority will seek a Lead Pastor who has proven ministry competence.
  - a. He has proven to be a good communicator (preaching and teaching skills).
  - b. He has proven to be a humble servant leader.
  - c. He has proven experience as a team builder.
  - d. He has proven to be a strategic thinker.
  - e. He has proven to be missional as evidenced by a history of being a “friend of sinners” (like Jesus) and sharing Christ in such a way as people eventually come to Christ.
4. The Governing Authority will pursue a Lead Pastor who agrees with the church’s Values, Mission, Vision, and Ministry Outcomes.

Adopted:	10/30/2022
Revised:	DRAFT to v0
Evaluation Method:	Internal Report
Evaluation Frequency:	Governing Authority Calendar
Reviewed On:	

# Hood River Alliance Church

## GOVERNING AUTHORITY POLICES

### Governing Authority/Staff Relations—4

### DELEGATION TO THE LEAD PASTOR

The Governing Authority will instruct the Lead Pastor through written policies which prescribe the outcomes to be achieved, and describe organizational situations and actions to be avoided, allowing the Lead Pastor to use any reasonable interpretation of these policies.

Accordingly:

1. The Governing Authority will develop policies instructing the Lead Pastor to achieve specified results, for specified recipients at a specified cost. These policies will be developed systematically from the broadest, most general level to more defined levels, and will be called Ministry Outcomes policies. All issues that are not Ministry Outcomes issues as defined above are Means Issues.
2. The Governing Authority will develop policies that limit the latitude the Lead Pastor may exercise in choosing the organizational means. These limiting policies will describe those practices, activities, decisions and circumstances that would be unacceptable to the Governing Authority, even if they were to be effective. These policies will be developed systematically from the broadest, most general level to more defined levels, and they will be called Lead Pastor Expectation policies. The Governing Authority will never prescribe organizational means delegated to the Lead Pastor.
3. As long as the Lead Pastor uses any reasonable interpretation of the Governing Authority’s Ministry Outcomes and Lead Pastor Expectation policies, the Lead Pastor is authorized to establish all further policies, make all decisions, take all actions, establish all practices and develop all activities. Such decisions of the Lead Pastor shall have full force and authority as if decided by the Governing Authority.
4. The Governing Authority may change its Ministry Outcomes and Lead Pastor Expectation policies, thereby shifting the boundary between Governing Authority and Lead Pastor domains. By doing so, the Governing Authority changes the latitude of choice given to the Lead Pastor. While a delegation is in place, the Governing Authority will respect and support the Lead Pastor’s choices.

Adopted:	10/30/2022
Revised:	DRAFT to v0
Evaluation Method:	Internal Report
Evaluation Frequency:	Governing Authority Calendar
Reviewed On:	

# Hood River Alliance Church

## GOVERNING AUTHORITY POLICES

### Governing Authority/Staff Relations—5

#### ACCOUNTABILITY OF THE LEAD PASTOR

The Lead Pastor is the Governing Authority’s only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the Governing Authority is concerned, is considered the authority and accountability of the Lead Pastor.

Accordingly:

1. The Governing Authority will never give instructions to persons who report directly or indirectly to the Lead Pastor.
2. The Governing Authority will not evaluate, either formally or informally, any staff other than the Lead Pastor.
3. The Governing Authority will view Lead Pastor performance as identical to organizational performance, so that organizational accomplishment of Governing Authority stated Outcomes and avoidance of Governing Authority prescribed means will be viewed as successful Lead Pastor performance.

Adopted:	10/30/2022
Revised:	DRAFT to v0
Evaluation Method:	Internal Report
Evaluation Frequency:	Governing Authority Calendar
Reviewed On:	

# Hood River Alliance Church

## GOVERNING AUTHORITY POLICES

### Governing Authority/Staff Relations—7

#### EVALUATING LEAD PASTOR PERFORMANCE

Lead Pastor job performance will be systematic using criteria defined in Governing Authority policies:

- a. Ministry Outcomes to determine effectiveness of ministry.
- b. Lead Pastor Expectations to determine compliance and accountability with boundaries established in broad areas of leadership and development.

Accordingly:

1. Evaluating is simply to determine the degree to which Governing Authority policies are being met. Information that does not do this will not be considered to be evaluating information.
2. The Governing Authority will acquire evaluating data on Ministry Outcomes and Lead Pastor Expectations policies by one or more of three methods:
  - a. By internal report, in which the Lead Pastor discloses compliance information, along with his justification for the reasonableness of interpretation.
  - b. By direct Governing Authority inspection, in which a designated member or members of the Governing Authority assess compliance with policy, with access to the Lead Pastor's justification for the reasonableness of his interpretation.
  - c. By external report, in which an external, disinterested third party selected by the Governing Authority assesses compliance with policies, with access to the Lead Pastor's justification for the reasonableness of his interpretation.
3. In every case, the standard for compliance shall be any reasonable Lead Pastor interpretation of the Governing Authority policy being evaluated. The Governing Authority is the final arbiter of reasonableness but will always judge with a "reasonable person" test rather than with interpretations favored by Governing Authority members or by the Governing Authority as a whole. The Governing Authority will make the final determination as to whether a Lead Pastor interpretation is reasonable and whether reasonable progress is being made.
4. All policies that instruct the Lead Pastor will be evaluated at a frequency and by a method chosen by the Governing Authority. The Governing Authority can evaluate any policy at any time by any method but will ordinarily depend on a routine schedule via an annual planning calendar. (See next page.)

# Hood River Alliance Church

## GOVERNING AUTHORITY POLICES

<b>Lead Pastor Policy</b>	<b>Method</b>	<b>Frequency</b>	<b>Month</b>
<i>LPE-1 Global Lead Pastor Expectations</i>	<i>Internal</i>	<i>Annually</i>	
<i>LPE-2 Lead Pastor Emergency Succession</i>	<i>Internal</i>	<i>Annually</i>	
<i>LPE-2 Treatment of People</i>	<i>Internal</i>	<i>Annually</i>	
<i>LPE-4 Treatment of Staff</i>	<i>Internal</i>	<i>Annually</i>	
<i>LPE-5 Staff Compensation</i>	<i>Internal</i>	<i>Annually</i>	
<i>LPE-6 Staff Evaluation</i>	<i>Internal</i>	<i>Annually</i>	
<i>LPE-7 Financial Planning &amp; Budgeting</i>	<i>Internal</i>	<i>Annually</i>	
<i>LPE-8 Financial Management</i>	<i>Internal</i>	<i>Annually</i>	
<i>LPE-9 Asset Protection</i>	<i>Internal</i>	<i>Annually</i>	
<i>LPE-10 Communication &amp; Support of Board</i>	<i>Internal</i>	<i>Annually</i>	

(Note: Annually, the Governing Authority will determine if information is required for direct Governing Authority inspection. This determination will occur at the meeting prior to which a Lead Pastor Expectation policy is to be reviewed.)

5. Annually, the Elders will lead the Governing Authority through a formal summative evaluation of the Lead Pastor. The summative evaluation will be based upon data collected during the year from the monitoring of Governing Authority policies on Ministry Outcomes and Lead Pastor Expectations. The Governing Authority will prepare a written evaluation document. The Lead Pastor and the Governing Authority will review the document in executive session. The evaluation document will consist of:
  - a. A summary of the data derived throughout the year from monitoring the Governing Authority’s policies on Ministry Outcomes and Lead Pastor Expectations.
  - b. Conclusions based upon the Governing Authority’s prior action during the year relative to whether each Outcome has been achieved or whether reasonable progress has been made toward its achievement.
  - c. Conclusions based upon the Governing Authority’s prior action during the year relative to whether the Lead Pastor has properly operated within the boundaries established in the Lead Pastor Expectations policies.
  - d. A summary of the Lead Pastor’s strengths and weaknesses relative to achievement of the Ministry Outcomes policies and operation within the boundaries established in the Executive Limitations policies.

Nothing in this policy is intended to imply establishing any personal rights not explicitly established by Bylaws or Governing Authority policy. All employment decisions related to the Lead Pastor remain within the sole and continuing discretion of the Governing Authority.



# Hood River Alliance Church

## GOVERNING AUTHORITY POLICES

Adopted:	10/30/2022
Revised:	DRAFT to v0
Evaluation Method:	Internal Report
Evaluation Frequency:	Governing Authority Calendar
Reviewed On:	

# Hood River Alliance Church

## GOVERNING AUTHORITY POLICES

### Governing Authority/Staff Relations—7

#### SETTING THE LEAD PASTOR’S COMPENSATION

The Governing Authority will pursue equity and fairness, as well as, follow Biblical guidelines in establishing the Lead Pastor’s compensation and benefits (1 Timothy 5:17-18).

1. The Governing Authority will establish fair compensation (salary, housing, and utilities) and benefits (retirement, insurance, expense reimbursement, etc.) according to the annual Compensation Handbook for Church Staff.
2. It will provide compensation that doesn’t undermine the church’s financial conditions.
3. It will determine any increases in the compensation and benefits after the annual evaluation in light of the church’s financial condition.

Adopted:	10/30/ 2022
Revised:	DRAFT to v0
Evaluation Method:	Internal Report
Evaluation Frequency:	Governing Authority Calendar
Reviewed On:	

# Hood River Alliance Church

## GOVERNING AUTHORITY POLICES

### Lead Pastor Expectations—1

#### GLOBAL LEAD PASTOR CONSTRAINT

The Lead Pastor will not cause or allow any organizational practice, activity, decision, or circumstance that is either unlawful, imprudent, outside the scope of the Employee Handbook or in violation of Biblical-based morals, ethics and practices.

Adopted:	10/30/ 2022
Revised:	DRAFT to v0
Evaluation Method:	Internal Report
Evaluation Frequency:	Governing Authority Calendar
Reviewed On:	

# Hood River Alliance Church

## GOVERNING AUTHORITY POLICES

### Lead Pastor Expectations—2

#### LEAD PASTOR EMERGENCY SUCCESSION

In order to provide for continuing pastoral leadership in the event of sudden and unexpected loss of Lead Pastor services, the Lead Pastor will not fail to assure that at least one other paid or volunteer staff or qualified designee is familiar with Governing Authority and Lead Pastor issues and processes and is capable of assuming Lead Pastor duties with reasonable proficiency as an interim successor. The Lead Pastor will not fail to seek Governing Authority approval of the interim successor.

Adopted:	10/30/ 2022
Revised:	DRAFT to v0
Evaluation Method:	Internal Report
Evaluation Frequency:	Governing Authority Calendar
Reviewed On:	

# Hood River Alliance Church

## GOVERNING AUTHORITY POLICES

### Lead Pastor Expectations—3

#### TREATMENT OF PEOPLE

With respect to interactions with congregants or those served by church ministries, the Lead Pastor will not cause or allow conditions, procedures, or decisions that are unsafe, undignified, or unnecessarily intrusive.

The Lead Pastor will not:

1. Elicit information for which there is no clear necessity.
2. Use methods of collecting, reviewing, and transmitting, or storing people's information that fail to protect against improper access to the material elicited.
3. Fail to operate facilities with appropriate accessibility and privacy.
4. Fail to establish with people a clear understanding of what may be expected.

Adopted:	10/30/ 2022
Revised:	DRAFT to v0
Evaluation Method:	Internal Report
Evaluation Frequency:	Governing Authority Calendar
Reviewed On:	

# Hood River Alliance Church

## GOVERNING AUTHORITY POLICES

### Lead Pastor Expectations—4

#### TREATMENT OF STAFF

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

The Lead Pastor will not:

1. Operate without written personnel guidelines (including Employee Handbook) which:
  - a. Clarifies guidelines for staff
  - b. Provides for effective handling of grievances
  - c. Protects against any preferential treatment for personal reasons.
2. Retaliate against any staff member for non-disruptive expression of dissent.
3. Allow staff to be unprepared to deal with emergency situations.
4. Prohibit staff access to a current Employee Handbook.
5. Impede the staff unity by favoring certain staff members over others.

Adopted:	10/30/ 2022
Revised:	DRAFT to v0
Evaluation Method:	Internal Report
Evaluation Frequency:	Governing Authority Calendar
Reviewed On:	

# Hood River Alliance Church

## GOVERNING AUTHORITY POLICES

### Lead Pastor Expectations—5

#### STAFF COMPENSATION

With respect to employment, compensation, and benefits to employees, consultants, contract workers and volunteers, the Lead Pastor will not cause or allow jeopardy to fiscal integrity or to public image.

The Lead Pastor will not:

1. Change the Lead Pastor’s own compensation and benefits as set by the Governing Authority.
2. Promise or imply employment that is permanent or guaranteed.
3. Implement current compensation and benefits that deviate materially from the geographic or professional market for the skills employed.
4. Create salary and benefit obligations over a longer term than revenues safely can be projected.
5. Fail to develop and implement compensation plans that are consistent and fair.

Adopted:	10/30/ 2022
Revised:	DRAFT to v0
Evaluation Method:	Internal Report
Evaluation Frequency:	Governing Authority Calendar
Reviewed On:	

# Hood River Alliance Church

## GOVERNING AUTHORITY POLICES

### Lead Pastor Expectations—6

#### STAFF EVALUATION

With respect to evaluation of employees, the Lead Pastor shall not fail to develop and maintain an evaluation system that measures employee performance in terms of achieving the Ministry Outcomes policies and being in compliance with the Lead Pastor Expectations policies.

Accordingly, the Lead Pastor may not:

1. Fail to develop and administer an evaluation system that:
  - a. Is designed to improve or maintain ministry outcomes
  - b. Documents unsatisfactory as well as excellent performance
  - c. Complies with applicable law
  - d. Constructively identifies areas of personal and professional growth.
2. Fail to provide to the Governing Authority an annual report on the effectiveness of the evaluation system to align staff with the Ministry Outcomes.
3. Fail to provide the Governing Authority with evaluation reports of staff.

Adopted:	10/30/ 2022
Revised:	DRAFT to v0
Evaluation Method:	Internal Report
Evaluation Frequency:	Governing Authority Calendar
Reviewed On:	



# Hood River Alliance Church

## GOVERNING AUTHORITY POLICES

### Lead Pastor Expectations—7

#### FINANCIAL PLANNING & BUDGETING

Financial planning for any fiscal year or the remaining part of any fiscal year will not deviate materially from Governing Authority’s Outcomes priorities, risk fiscal jeopardy, or fail to be derived from a multi-year plan.

The Lead Pastor will not allow budgeting that:

1. Fails to disclose budget-planning assumptions.
2. Fails to provide projection of revenues and expenses, separation of capital and operational items, and cash flow.
3. Is not in a summary format understandable to the Governing Authority.
4. Fails to adequately itemize and describe revenues and expenditures.
5. Fails to show the amount spent in each ministry for the most recently completed fiscal year, the amount budgeted for each ministry for the current fiscal year, and the amount recommended for the next fiscal year.

Adopted:	10/30/ 2022
Revised:	DRAFT to v0
Evaluation Method:	Internal Report
Evaluation Frequency:	Governing Authority Calendar
Reviewed On:	

# Hood River Alliance Church

## GOVERNING AUTHORITY POLICES

### Lead Pastor Expectations—8

#### FINANCIAL MANAGEMENT

With respect to the actual, ongoing financial condition and activities, the Lead Pastor shall not cause or allow the development of fiscal jeopardy or material deviation from financial guidelines or Ministry Outcomes policies.

The Lead Pastor will not:

1. Allow expenditures to exceed the amounts budgeted for the entire fiscal year, except for Governing Authority approved use of funds transferred from reserve funds or fund balance.
2. Incur long-term debt in an amount greater than can be repaid by unencumbered revenues within a time period beyond the budget year.
3. Fail to settle payroll and debts in a timely manner.
4. Use any emergency reserves or designated funds for other than their designated purpose.
5. Allow payroll tax payments or other government ordered payments or filings to be overdue or inaccurately filed.
6. Acquire, encumber or dispose of real estate.
7. Allow reports or filings required by any state or federal agency to be overdue or inaccurately filed.
8. Make any significant purchase without:
  - a. Having considered comparative prices based on items of similar quality.
  - b. Considering a balance between long-term quality and cost.
9. Fail to arrange for an external annual examination of all funds and accounts following the close of the fiscal year.

Adopted:	10/30/ 2022
Revised:	DRAFT to v0
Evaluation Method:	Internal Report
Evaluation Frequency:	Governing Authority Calendar
Reviewed On:	

# Hood River Alliance Church

## GOVERNING AUTHORITY POLICES

### Lead Pastor Expectations—9

#### ***ASSET PROTECTION***

The Lead Pastor will not cause or allow church assets to be unprotected, inadequately maintained or unnecessarily risked.

The Lead Pastor will not:

1. Fail to maintain adequate liability protection for Governing Authority members, staff and the church itself in an amount that is reasonable for churches of like size.
2. Unnecessarily expose the church, its Governing Authority or staff to claims of liability.
3. Fail to obtain insurance coverage against theft and casualty losses to 100 percent of replacement value, less deductible.
4. Subject building and equipment to improper wear and tear or insufficient maintenance.
5. Fail to protect intellectual property, information and files from loss or significant damage.
6. Invest funds in securities that place the assets of the church at unreasonable risk.
7. Endanger the church's public image, credibility, or its ability to accomplish Ministry Outcomes.
8. Change the church name or substantially alter its identity in the community.
9. Acquire, encumber or dispose of church real estate or personal property.

Adopted:	10/30/2022
Revised:	DRAFT to v0
Evaluation Method:	Internal Report
Evaluation Frequency:	Governing Authority Calendar
Reviewed On:	

# Hood River Alliance Church

## GOVERNING AUTHORITY POLICES

### Lead Pastor Expectations—10

#### COMMUNICATION AND SUPPORT TO THE GOVERNING AUTHORITY

The Lead Pastor will not permit the Governing Authority to be uninformed or unsupported in its work.

The Lead Pastor will not:

1. Fail to submit evaluation data required by the Governing Authority/Staff Relations policy “Evaluating Lead Pastor Performance” in a timely, accurate and understandable fashion, directly addressing provisions of the Governing Authority policies being evaluated.
2. Fail to advise the Governing Authority in a timely manner of trends, facts and information relevant to the Governing Authority’s work.
3. Present information in unnecessarily complex or lengthy form.
4. Fail to advise the Governing Authority in a timely manner of any threatened or pending lawsuits or other public exposure detrimental to the integrity of the church.
5. Fail to inform the Governing Authority when, in the Lead Pastor's opinion, the Governing Authority or Governing Authority Members are not in compliance with Governing Authority Culture or Governing Authority/Staff Relations policies, particularly when Governing Authority behavior is detrimental to the working relationship between and among the Governing Authority and the Lead Pastor.
6. Fail to report in a timely manner any actual or anticipated noncompliance with any of the Ministry Outcomes or Lead Pastor Expectations policies.
7. Fail to provide the Governing Authority with as many staff and external points of view and opinions as needed for fully informed Governing Authority decisions.
8. Impede the Governing Authority’s unity by favoring certain Governing Authority members over others.
9. Fail to inform the Governing Authority in a timely manner when staff changes are anticipated or have occurred.

Adopted:	10/30/ 2022
Revised:	DRAFT to v0
Evaluation Method:	Internal Report
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Reviewed On:	

# Hood River Alliance Church

## GOVERNING AUTHORITY POLICES

### Ministry Outcomes—1

#### ***OUR VISION***

To be a transformed community that loves God and loves others.

#### ***OUR MISSION***

To be fully engaged in the life and mission of Jesus.

#### ***OUR CORE VALUES***

*Authenticity, Restoration, Community, Sacrifice*

#### ***OUR FOUNDATION***

Christ the Rock. Scripture the Guide. Love the Means.

Adopted:	05/2022
Revised:	DRAFT to v0
Evaluation Method:	Internal Report
Evaluation Frequency:	Governing Authority Calendar
Reviewed On:	

# Hood River Alliance Church

## GOVERNING AUTHORITY POLICES

### Ministry Outcomes—2

#### Global Ministry Outcomes

*(Once a permanent Lead Pastor is in place, aim for 4-6 GLOBAL MINISTRY OUTCOMES per year—and some may repeat for a few years)*

#### There are 9 VitalChurch Ministry Recommendations:

1. Embrace Your Grief as A Pathway to Personal and Church-Wide Hope and Growth.
2. As a church there is a need for confession and repentance.
3. Appoint a “Transition Team” made up of godly men and women who possess a heart and desire for HRAC to be “re-focused” and reaffirm your values, mission, and vision to re-engage your missionary calling to Hood River and the surrounding area.
4. Learn to Practice Biblical Conflict Resolution and Pursue Relational Reconciliation.
5. Overhaul the Current Governance Structure, Including the Constitution/Bylaws.
6. Develop clear role descriptions with specific goals and objectives for all staff and ministry leaders, including the Lead Pastor.
7. Re-Establish Biblical Community by Rethinking Your Community Group ministry.
8. Recognize the Need to Prayerfully and Creatively Plan Ahead for Post-COVID Ministry.
9. Keep the Intentional Interim Pastor (IIP) focused on preaching, training, leadership, and facilitating the recommendations in this report.

Adopted:	03/2022
Revised:	DRAFT to v0
Evaluation Method:	Internal Report
Evaluation Frequency:	Governing Authority Calendar
Reviewed On:	