



*Guiding Principles for
Banner of Christ Community Church
1111 68th St. SW
Byron Center, MI 49315
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Revision 1.1*



PREAMBLE

The following document is intended by Banner of Christ Community Church (hereafter known as Banner) to implement an accountability leadership model for the specific needs of this local congregation of the Church of the United Brethren in Christ, USA (hereafter known as COTUBIC). The Guiding Principles (hereafter known as G.P.) fall into three categories: Church's Mission Principles, Boundary Principles, and Accountability Principles. These are subject to revision by our Elder Leadership Team (hereafter known as E.L.T.). The G.P.'s are not subject to revision or approval by any authority other than the E.L.T.

Through the Mission Principles the E.L.T. prescribes for the Sr. Pastor the major ends to be achieved by Banner as defined by our purpose statement adapted from the Great Commandment and Great Commission.

Through its Boundary Principles the E.L.T. sets limits on the means that may be used in the pursuit of those ends prescribed by the Mission Principles. However, the E.L.T. is to be careful not to bind or restrict any particular means to be used, in order to leave the leadership and management of the church to the Sr. Pastor and staff.

Through its Accountability Principles the E.L.T. instructs its Lead Elder how to maintain the connection of the church with its constituents, the monitoring of the Sr. Pastor's performance, and the integrity of the E.L.T.'s own process.

A renewal is necessary every 12 months. At that time the E.L.T. will discuss any changes necessary vote on any changes and vote in updated revision to govern the following year. This revision will remain in effect until agreement is made on any G.P. revisions.



Core Values

The E.L.T. believes it is important to state the following Core Values which serve as an unchanging foundation through which Banner does ministry. Although methods may change over time, these seven values will remain.

CV 1.0 Biblical Principles:

- **CV 1.0.1** (2 Timothy 3:16-17) The study, understanding, and emphasis to put into practice the principles for living taught in the Scriptures shall always be a significant focus of the ministry of this church.

CV 2.0 Outward Focus:

- **CV 2.0.1** (Mark 16:15-16) A burden and boldness in sharing the Good News with those apart from God shall be emphasized.

CV 3.0 Multigenerational Church:

- **CV 3.0.1** (Ex 10:1-2, Dt 6) The desire to see all generations growing in a relationship with Christ is highly important.

CV 4.0 Authentic, Loving Relationships:

- **CV 4.0.1** (Gal 6:10, Mat 18:15-33, Pr 27:17) The Scriptures teach us to treat others in love, especially other believers. The Bible also teaches us how to correctly handle conflict with others. We are not to be critical but sharpen one another.

CV 5.0 Fruitful Ministries as Opposed to Tradition:

- **CV 5.0.1** (Ex 18:14-23; Mat 15:1-11; John 15:1-8; Col 2:8) The Bible teaches us to assess what is being done and strive for the best. Ministries of this church will be evaluated for their effectiveness, and tradition alone is not a reason to continue a ministry.

CV 6.0 Giving:

- **CV 6.0.1** (2 Cor. 8:10-15, 9:6-7) This church believes it is important to partner with and contribute to other like-minded ministries.

CV 7.0 Excellence:

- **CV 7.0.1** (Lev 22:17-22, 1 Peter 1:13-19) The Scriptures teach us to give of our best. Mediocre is never God honoring. Everything done at and by Banner should be done to the best of our ability.



MISSION PRINCIPLES

MP 1.0 Our Mission:

- ***MP 1.0.1*** The mission of Banner is Knowing Jesus & Making HIM Known.

MP 2.0 Our Vision:

- ***MP 2.0.1*** Banner's vision for 2019-2020 is to IGNITE Kingdom Building!

MP 3.0 Annual Ministry Goals:

- ***MP 3.0.1*** For the purpose of effectively accomplishing our Mission Principles and for providing a means to measure the effectiveness of the Sr. Pastor, E.L.T. and church, Annual Ministry Goals shall be set and evaluated.

MP 4.0 Pastor Directed:

- ***MP 4.0.1*** The Sr. Pastor being directed by God as the leader of the church shall present written, measurable goals that correspond to the Church's Mission Principles on an annual basis. This will be done through the vision process.

MP 5.0 E.L.T. Ownership:

- ***MP 5.0.1*** The E.L.T. which includes the Sr. Pastor shall approve and agree upon a set of goals to be used as targets and regular measuring tools for the Sr. Pastor, E.L.T. and church.

MP 6.0 Annual Evaluation:

- ***MP 6.0.1*** These Annual Ministry Goals should be a continuous focus for the Sr. Pastor and E.L.T., but they shall also be formally evaluated annually to measure the accomplishment of the Church's Mission Principles.



BOUNDARY PRINCIPLES

BP 1.0 Comprehensive Boundary Statement:

- ***BP 1.0.1*** The E.L.T. and or Sr. Pastor shall not cause or allow any practice, activity, decision, or organizational circumstance that is unlawful, imprudent, unethical, or unbiblical.

BP 1.1 Biblical and Moral Integrity:

- ***BP 1.1.1*** In the areas of the teaching, leadership, and church life, the E.L.T. and or Sr. Pastor shall not fail to uphold high standards of biblical teaching and morality.
- ***BP 1.1.2*** National Conference Covenant:
 - ***BP 1.1.2.1*** The Sr. Pastor shall not fail to bring the National Conference Covenant of the Church of the United Brethren in Christ, USA before the E.L.T. for review and affirmation as needed and abide by the guidelines therein.
 - ***BP 1.1.2.1.1*** <http://ub.org/documents/covenant/>

BP 1.0 Discipline:

- ***BP 1.0.1*** The E.L.T. shall not deviate from adherence to the Discipline of the Church of the United Brethren in Christ, USA and will uphold the Confession of Faith, Constitution, and By-Laws therein.
 - ***BP 1.0.1.1*** Link to U.B.I.C Discipline:
 - ***BP 1.0.1.1.1*** <http://ub.org/discipline/>
 - ***BP 1.0.1.2*** Link to U.B.I.C Confession of Faith:
 - ***BP 1.0.1.2.1*** <http://ub.org/discipline/01-cof/>
 - ***BP 1.0.1.3*** Link to U.B.I.C Constitution:
 - ***BP 1.0.1.3.1*** <http://ub.org/discipline/02-constitution/>

BP 1.1 Financial Planning and Budgeting:

- ***BP 1.1.1*** Financial planning for any fiscal year or the remaining part of any fiscal year shall not deviate materially from the Annual Ministry Goals, risk financial jeopardy, or fail to be part of a multi-year plan.

BP 1.2 Sufficient Information:

- ***BP 1.2.1*** The E.L.T. shall not allow budgeting that contains too little information to enable credible projection of revenues and expenses, separation of capital and operational items, relation of expenditures to Annual Ministry Goals, and disclosure of multi-year planning assumptions.

BP 1.3 Expenditures within Projected Funds:

- ***BP 1.3.1*** The E.L.T. shall not allow budgeting that plans to spend in any fiscal year more funds than are conservatively projected to be received in that period, unless special circumstances are adequately described including a realistic plan to make up the deficit. Unless authorized by a unanimous E.L.T. decision.

BP 1.4 Financial Condition and Activities:

- ***BP 1.4.1*** With respect to the actual, ongoing financial conditions and activities, the Sr. Pastor shall not deviate in actual spending from E.L.T. priorities established in Annual Ministry Goals. Unless authorized by a E.L.T. decision.



BP 1.5 Expenditures:

- **BP 1.5.1** The E.L.T. shall not expend more funds than have been received in the fiscal year to date unless the amount can be repaid by reliable, otherwise unencumbered revenues within ninety days. Unless authorized by an E.L.T. decision.

BP 1.6 Long-Term Reserves:

- **BP 1.6.1** The E.L.T. shall not use any long-term reserves, unless otherwise authorized by an E.L.T. decision. The purpose for such reserves is to be defined by the E.L.T.

BP 1.7 Inter-fund Shifting:

- **BP 1.7.1** The E.L.T. shall not shift money between funds in amounts greater than can be restored by reliable, otherwise unencumbered revenue within ninety days.

BP 1.8 Payroll and Debt Settlement:

- **BP 1.8.1** The E.L.T. shall not fail to ensure that payroll and debts are settled by treasurer in a timely manner.

BP 1.9 Government Payments and Filings:

- **BP 1.9.1** The E.L.T. shall ensure that the treasurer does not allow tax payments, if any or other government ordered payments or filings to be overdue or inaccurately filed.

BP 2.0 Purchase Cap:

- **BP 2.0.1** The Sr. Pastor shall not make a single purchase of greater than \$500 of non-budgetary items. Unless otherwise authorized by an E.L.T. decision.
- **BP 2.0.2** The Sr. Pastor shall not make or authorize a single purchase of greater than \$500 of outside of budgetary items. Unless otherwise authorized by an E.L.T. decision. IF purchase is made outside of budgetary item then Sr. Pastor will notify E.L.T. on such matters.

BP 2.1 Real Property:

- **BP 2.1.1** The E.L.T. shall not acquire, encumber, or dispose of real property without an unanimous E.L.T. decision.

BP 2.2 Asset Protection:

- **BP 2.2.1** The E.L.T. shall not allow church assets to be unprotected, inadequately maintained, or unnecessarily risked.

BP 2.3 Insurance:

- **BP 2.3.1** The E.L.T. shall not fail to insure against theft and casualty losses to at least 80 percent of replacement value and against liability losses to E.L.T. members, staff, and the church itself in an amount greater than the average for comparable organizations.

BP 2.4 Facilities and Equipment:

- **BP 2.4.1** The E.L.T. shall not subject facilities and equipment to excess wear and tear or insufficient maintenance.

BP 2.5 Liability:

- **BP 2.5.1** The Sr. Pastor shall not unnecessarily expose the organization, its E.L.T. members, or its staff to claims of liability.



BP 2.6 Secure Investments:

- **BP 2.6.1** The E.L.T. shall not invest or hold operating capital in insecure investments, including uninsured checking accounts and bonds of less than AA rating, or in non-interest-bearing accounts except when necessary to facilitate ease in operational transactions.

BP 2.7 Treatment of Constituents:

- **BP 2.7.1** In interactions with constituents or potential constituents, the Sr. Pastor/ E.L.T. shall not cause or allow conditions, procedures, or decisions that are unsafe, undignified, unnecessarily intrusive, or that fail to provide appropriate confidentiality or privacy.

BP 2.8 Compensation and Benefits:

- **BP 2.8.1** In matters of employment, compensation, and benefits to employees, consultants, contract worker, and volunteers, the Sr. Pastor shall not cause or allow jeopardy to fiscal integrity or public image.

BP 2.9 Senior Pastor Compensation:

- **BP 2.9.1** The Sr. Pastor shall not change his or her own compensation and benefits. The remaining members of the E.L.T. retains all authority in this matter. The Sr. Pastor can speak on the matter but the remaining E.L.T. members retain all voting privileges. Decisions on Senior Pastor compensation votes require a UNANIMOUS VOTE by remaining E.L.T. members.

BP 3.0 Promise of Employment:

- **BP 3.0.1** The Sr. Pastor shall not promise or imply permanent or guaranteed employment.

BP 3.1 Market Value:

- **BP 3.1.1** The E.L.T. shall not establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed.

BP 3.2 Fairness of Benefits:

- **BP 3.2.1** The E.L.T. shall not establish health or pension benefits that conflict with government regulations.

BP 3.3 Treatment of Staff:

- **BP 3.3.1** With respect to the treatment of paid and volunteer staff, the E.L.T. may not cause or allow conditions that are unfair or undignified.

BP 3.4 Supervision of Staff:

- **BP 3.4.1** Sr. Pastor retains all authority over paid and volunteer staff but will seek counsel from the E.L.T. in matters of hiring and termination of employment.

BP 3.5 Personnel Policies and Job Descriptions:

- **BP 3.5.1** The Sr. Pastor shall not operate without concise personnel policies and job descriptions that clarify rules for staff, provide for effective handling of grievances, and comply with government regulations.

BP 3.6 Grievance:

- **BP 3.6.1** The Sr. Pastor shall not prevent staff expressing a grievance to the Lead Elder. The spirit of Mathew 18 must be followed with Sr. Pastor first. If no agreement after Mathew 18 is exhausted, then seek Lead Elders involvement.

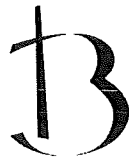


BP 3.7 Communication and Support to the E.L.T.

- **BP 3.7.1** The Sr. Pastor shall not permit the E.L.T. to be uninformed or unsupported in its work.

BP 3.8 Emergency Sr. Pastor Succession

- **BP 3.8.1** In order to protect the E.L.T. from the sudden loss of Sr. Pastor services, the Sr. Pastor must have the Lead Elder familiar with Senior Pastor issues and processes.



ACCOUNTABILITY PRINCIPLES

AP 1.0 Comprehensive Accountability Statement

- **API.0.1** The responsibility of the E.L.T. before God, on behalf of people in Byron Center, MI and the surrounding region and world who need to be led to Christ and nurtured in Him, is to see that Banner, through the leadership of its Senior Pastor:
 - **API.0.1.1** Adheres to the Core Values of the church.
 - **API.0.1.2** Achieves the fulfillment of its Mission Principles
 - **API.0.1.3** Avoids violation of its Boundary Principles.

API.1 Stewardship to Christ for Those He Calls Us to Serve

- **API.1.1** The E.L.T. shall maintain an active connection with Christ as head of the church, the local church body, and the people He has called His church to serve.

API.2 Community Research and Public Relations:

- **API.2.1** The E.L.T. will invest significant resources each year to enhance its understanding of the needs of people in the community and to enhance the church's reputation of service to the community.

API.3 Church Feedback:

- **API.3.1** The E.L.T. will collect input and feedback from members, attendee's, and non-returning visitors to better understand their needs.

API.4 Personnel Relations:

- **API.4.1** The E.L.T. shall be and fulfill the role of the Personnel Relations Commission according to Section 424 of Chapter 11 of the Discipline of the Church of the United Brethren in Christ (United States of America) (2011-2013).
 - **API.4.1.1** <https://ub.org/discipline/11-local-church-organization/>

API.5 Devotion to Prayer and the Word of God:

- **API.5.1** Under the teaching and guidance of the Sr. Pastor, the E.L.T. 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.

API.6 E.L.T. Process of Operations:

- **API.6.1** The E.L.T. will work as a team during a process of operations with the E.L.T.:
 - **API.6.1.1** The operations of whole. (Simply put we may disagree in the meeting but when decision is made the E.L.T. will support the decision made by the whole. 5 individual votes = 1 decision)
 - **API.6.1.2** E.L.T. will meet monthly, unless otherwise arranged and agreed upon by the E.L.T. in accordance with needs of governing the church.
 - **API.6.1.3** E.L.T. will meet for a yearly 'Vision Retreat' during the end of summer part of the year. During this retreat the E.L.T. will discuss what went well in the past year, what did not go well in the past year, budget, vision, mission, goals for following year, pastoral effectiveness, E.L.T. effectiveness, communication effectiveness, ect.
 - **API.6.1.4** Monthly meeting will be conducted by the Sr. Pastor. Agenda of meeting will be sent out to each team member at least one week prior to meeting time.



- **API.6.1.5** Financial decisions over \$1,500 must have a 30 day decision time, unless otherwise voted on for immediate approval.
- **API.6.1.6** All major decisions must be presented to the congregation and given a 30 day feedback (4 full Sundays after announcement) time for the congregation to be give the time to talk with an E.L.T. member and voice their opinion on the matter. The decision rests with the E.L.T. but the input from the members is a valuable part of the E.L.T.'s decision process. A major decision will be defined by a E.L.T. decision and discussion.

API.7 Disciplining the E.L.T. Process:

- **API.7.1** The E.L.T. shall conduct itself with discipline and integrity with regard to its own process of governance.

API.8 E.L.T. Style:

- **API.8.1** The E.L.T. will govern with an emphasis on:
 - **API.8.1.1** Outward vision rather than internal preoccupation.
 - **API.8.1.2** Encouragement of diversity in viewpoints.
 - **API.8.1.3** Strategic leadership more than administrative detail.
 - **API.8.1.4** Clear distinction of E.L.T. and staff roles.
 - **API.8.1.5** Collective rather than individual decisions.
 - **API.8.1.5.1** 5 Individuals = 1 Decision any votes that result in a no may be shelved for 30 days and maybe revisited, if a 2nd no vote then the decision will be a no vote on behalf of the E.L.T. The item must be reworked and reproached prior to bringing it back to the E.L.T. for discussion or decision.
 - **API.8.1.6** Future focused rather than past or present. We must consider past and present in order to focus on future, but our attention must remain on future.
 - **API.8.1.7** Acting proactively rather than reactively.

API.9 The Work of the E.L.T.

- **API.9.1** The essential responsibilities of the E.L.T. are:
 - **API.9.1.1** Encouragement and exhortation of congregational members and regular attendees in the adherence to biblical principles and moral guidelines set forth by God.
 - **API.9.1.2** Achieving executive accountability by monitoring Sr. Pastor performance.
 - **API.9.1.3** Encourage, empower, and resource the Sr. Pastor for success in achieving the Annual Ministry Goals.
 - **API.9.1.4** Join the Sr. Pastor in planning for the future of the church. This will be done through vision retreat and active communication.
 - **API.9.1.5** Fulfill fiduciary and all other legal responsibilities as required by state and federal law.
 - **API.9.1.6** Develop current E.L.T. members for more effective service and develop leaders for future E.L.T. service.
 - **API.9.1.7** Partner with the Senior Pastor in "Visioneering" which consists of:
 - **API.9.1.7.1** Vision Catching - staying with God and each other until His vision becomes clear.



- **AP1.9.1.7.2** Vision Casting - insuring that all appropriate members, attendee's, visitors and those affected by the church know and understand the vision.
- **AP1.9.1.7.3** Vision Keeping - insuring that the mission and vision drive all actions and decisions.
- **AP1.9.1.8** Self-evaluation based on:
 - **AP1.9.1.8.1** A clear understanding of the church's mission and the E.L.T.'s relationship to the mission's achievement.
 - **AP1.9.1.8.2** A clear understanding of the E.L.T.'s mission, its functions, roles and relationships.
 - **AP1.9.1.8.3** A clear delineation of E.L.T. objectives, goals and tactics as established in its Annual Ministry Goals for each year.
 - **AP1.9.1.8.4** The achievement of the Annual Ministry Goals
- **AP1.9.1.9** Ensure Funding for the Vision is made available to the Sr. Pastor and Paid/Volunteer Staff to effectively manage the church.

AP2.0 E.L.T. Member Code of Conduct:

- **AP2.0.1** The E.L.T. commits itself and its members to the following code of conduct:
 - **AP2.0.1.1** Members of the E.L.T. must honor the principles and decisions of the E.L.T. 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.
 - **AP2.0.1.1** Members of the E.L.T. must respect the confidentiality of sensitive E.L.T. issues and must avoid facilitating gossip or other "triangulation" contrary to the practice of direct, biblical resolution.

AP2.1 E.L.T. Qualifications: (1 Timothy 3:1-5; Titus 1:6-9)

- **AP2.1.0** Must be above reproach:
 - **AP2.1.0.1** Literally meaning "not to be laid hold of", this Greek phrase means that there should be no one able to bring charges of wrong doing against them. If this first quality is met, then none will find fault in any of the following qualifications.
- **AP2.1.1** The husband of but one wife:
 - **AP2.1.1.1** It is important to understand that Paul is not excluding men who have remained single (language would have been "a" rather than "one") or who have been married more than once in the case of a man whose wife has died (cf. Romans 7:2,3 and 1 Corinthians 7:39). Most commentators agree that this phrase is talking about monogamy, or only having one wife at any time. We must remember that we are looking for men and women who are faithful to their spouse as a test of character. This qualification, like the rest, is about helping us discern those whose character and integrity is such that they can be trusted to lead. They are listed as indicators of Godly character, not as a framework for legalism.
- **AP2.1.2** Exercise self-control:
 - **AP2.1.2.1** The word that is used here is same word used in Titus 2:2. It is the word temperate, meaning self-restrained, or moderate in indulgence. This qualification ought to be understood more broadly than in just the use of alcoholic beverages.



- **AP2.1.3** Have a good reputation:
 - **AP2.1.3.1** The phrase used here literally means “with modesty” or “of good behavior”. It carries with it the idea that our leaders must be respectable and honorable.
- **AP2.1.4** Be hospitable:
 - **AP2.1.4.1** Because of the climate of the day, traveling Christians avoided inns and often looked to stay with other believers in the area. What Paul was describing here is a person who “loves strangers” and was willing to take in those who had needs. What we are looking for today, are leaders who have a heart for even those they don’t yet know.
- **AP2.1.5** Equipped to Disciple others:
 - **AP2.1.5.1** Our leaders must exhibit evidence of a transforming life that comes out of regular study of the Bible and prayer.
- **AP2.1.6** Not be given to much wine:
 - **AP2.1.6.1** “Lingering with the cup” is the phrase used here. It is important to note that while abstinence is required for certain offices in scripture it is not a requirement here. In this letter to Timothy, Paul is addressing a culture that was, unfortunately, known for its heavy consumption of alcohol. Paul was warning Timothy to avoid elevating to the position of elder those men who showed addictive qualities. Again, Paul is stressing the importance of self-control.
- **AP2.1.7** Not a striker:
 - **AP2.1.7.1** Listed with drinking, is the phrase relating to physical violence. One who is unable to control themselves physically will also have difficulty showing restraint in making important judgments on behalf of the church.
- **AP2.1.8** Gentle:
 - **AP2.1.8.1** The word used here is a difficult one to translate exactly, but by the looking at the range of uses we can say that the following list approximates the meaning quite well. Gracious, kindly, forbearing, considerate, magnanimous, genial....
- **AP2.1.9** Not quarrelsome:
 - **AP2.1.9.1** We are looking for men who are noncombatant-those who are able to discuss and consider difficult decisions without being antagonistic.
- **AP2.1.10** Not a lover of money:
 - **AP2.1.10.1** Christ warned about the lure of money. This phrase speaks to what a man values most and not about his financial status. A person who values financial profit over that of spiritual health and growth will easily be lead away from God’s purposes. At the same time God may richly bless a person whose heart is trained on Him in order that their financial freedoms would enable them to do ministry.
- **AP2.1.11** Home Life:
 - **AP2.1.11.1** Must manage their own family well.



Note that while the first 12 qualifications are given little description, these following are talked about more in depth.

- **AP2.1.12** Better together:
 - **AP2.1.12.1** While we said earlier that Paul doesn't require a man to be married, we can see here with the reference to family and children that usually this would be the case. It can be argued that a man's family is a testament to his ability to lead, manage, and govern. We also see a reference to a man's family in the qualifications listed in Titus 1:6
- **AP2.1.13** Not a recent convert:
 - **AP2.1.13.1** Notice that Paul doesn't mention immaturity or lack of Biblical knowledge as the reasons for avoiding a recent convert for consideration of eldership. While these are valid concerns, Paul mentions instead the danger of pride and conceit setting in for someone who has been elevated to such a position so quickly. We know that Satan himself was created as a good creature and fell as a result of his pride. We also know that those who become prideful will, "fall under the same judgment as the devil." We must avoid placing prideful people into such a position, just as we should protect potential future leaders from the temptation of becoming prideful, before maturity has time to develop.
- **AP2.1.14** A good reputation with outsiders:
 - **AP2.1.14.1** We are called to go into the world. If we are to be an outward focused people, it is imperative that our leaders are respected and above reproach not just within our current body, but also and perhaps even more so with those whom we hope to reach.

Please note that many, in fact most, of these qualities are also listed in Titus 1:6-9 as Paul writes almost the same message to another church leader named Titus.

AP2.2 Lead Elder Responsibility for integrity of process:

- **AP2.2.1** The Lead Elder enforces the integrity and fulfillment of the E.L.T.'s process including the monitoring of Sr. Pastor performance. The Lead Elder is authorized to use any reasonable interpretation of the Accountability Principles as he acts to ensure the integrity of the E.L.T.'s process.

AP2.3 Senior Pastor Responsibility for Visionary Leadership:

- **AP2.3.1** The Sr. Pastor has the responsibility, authority, and accountability to serve as the primary leader of the church at every level: congregation, E.L.T., and staff. With respect to the E.L.T., the Senior Pastor will provide leadership for the E.L.T. on all actions except for monitoring of the Senior Pastor's performance and pay. 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 E.L.T.'s Lead Elder.



AP2.4 E.L.T. Members Responsibility to the Mission Principles:

- **AP2.4.1** Responsibility of E.L.T. Members to Contribute to the Accomplishment of Church's Mission Principles. E.L.T. members will give of their time, energy, talent, and money to help insure the accomplishment of the Church's Mission Principles. If an E.L.T. member's contributions to the accomplishment of the Church's Mission Principles are not patently obvious that E.L.T. member will resign his or her position or be subject to removal by the E.L.T.'s Lead Elder.

AP2.5 E.L.T. Committees:

- **AP2.5.1** E.L.T. committees or task forces, if used, will serve the E.L.T. in accomplishing its responsibilities and outcomes and shall not interfere with the delegation from the E.L.T. to the Sr. Pastor or with the work of the staff.

AP2.6 Cost of Governance:

- **AP2.6.1** The E.L.T. will invest amply in its own governance capacity through training, outside expertise, research mechanisms, and meeting costs.

AP2.7 Monitoring the Performance of the Sr. Pastor:

- **AP2.7.1** The E.L.T.'s sole official connection to the church's operating organization, its achievement, and conduct shall be through the Sr. Pastor.

AP2.8 Unity of Control:

- **AP2.8.1** Only decisions of the E.L.T. acting as a whole are binding on the Sr. Pastor.

AP2.9 Accountability of the Sr. Pastor:

- **AP2.9.1** The Sr. Pastor is the E.L.T.'s only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the E.L.T. is concerned, is considered the authority and accountability of the Sr. Pastor.

AP3.0 Delegation to the Sr. Pastor:

- **AP3.0.1** The E.L.T. will instruct the Sr. Pastor in the form of the Church's Mission Principles to be achieved and Boundary Principles to be upheld, allowing the Sr. Pastor to use reasonable interpretation of these principles.

AP3.1 Performance of the Sr. Pastor:

- **AP3.1.1** The E.L.T. will regularly, fairly and systematically monitor the Sr. Pastor's job performance. The measure of his performance will be limited to:
 - **AP3.1.1.1** The accomplishment of the Church's Mission Principles
 - **AP3.1.1.2** The effectiveness of the Annual Ministry Goals
 - **AP3.1.1.3** Operation within the Boundary Principles

AP3.2 Annual Review of the Sr. Pastor

- **AP3.2.1** Each year, the E.L.T. shall review the results achieved by the Sr. Pastor on each of the Annual Ministry Goals. A raise or corrective action shall result as follows:
 - **AP3.2.1.1** A cost of living adjustment plus a merit increase will be given for exceeding significant goals or achieving exceptional goals on the whole. "Increases must be accounted for in the annual budget and may not exceed reasonable expectations of revenue."
 - **AP3.2.1.2** A cost of living adjustment without a merit increase will be given for exceeding minimum goals and or not achieving significant goals on the whole.



"Increases must be accounted for in the annual budget and may not exceed reasonable expectations of revenue."

- **AP3.2.1.3** No compensation increase will be given for failing to achieve even minimum goals on the whole. Instead the E.L.T. will work with cluster leader and come up with a performance plan with six-month goals to boost effectiveness to an acceptable level. If any of these goals are not achieved, the E.L.T. will make its recommendation to the Cluster Leader and the Bishop of the United Brethren in Christ Denomination that the Sr. Pastor and ELT enter into the Conflict Resolution discussion which follows Denominational Discipline Chapter 22 subsection 701-704.
 - **AP3.2.1.3.1** <https://ub.org/discipline/22-church-conflict-resoluton/>
- **AP3.2.1.4** If the E.L.T. either individually or collectively has not fulfilled its obligations as stated in these Guiding Principles, the Sr. Pastor shall not be held accountable for failing to achieve the Annual Ministry Goals. Instead both E.L.T. and Pastor will establish remedial performance plan under the direction of an independent consultant appointed by the Denomination.

AP3.3 Guidelines for replacing a E.L.T. member

- **AP3.3.1** The process will begin with an announced and published season of two weeks where any member of the congregation may nominate a candidate (which must be a member of Banner minimum of 1 year as a member of the church) for consideration to the E.L.T. The member should contact the nominee before submitting their name to inform them why they are being nominated and to be sure he is willing to serve at this time.
- **AP3.3.2** The current E.L.T. will be responsible to make sure that the nominees have a written copy of the qualifications and responsibilities of a member of the E.L.T of Banner. After reviewing the qualifications and responsibilities, the nominee is to confirm that he is willing to serve in this capacity. The Sr. Pastor will then meet with nominees one on one for the full interview process and report back to E.L.T. findings. Following Sr. Pastors Interview the nominees will meet with the E.L.T. for any further questioning needed outside of the Sr. Pastors interview. Then the E.L.T. will review the nominees and eliminate any that do not meet the qualifications. The E.L.T. will contact any eliminated nominees and review the reason for elimination.
- **AP3.3.3** The remaining nominee names will be submitted to the congregation in published form along with the qualifications and responsibilities for a season of input (minimum of 2 weeks). This is a time when anyone (not just members) may contact the E.L.T. regarding a nominee that they believe is not qualified to serve on this team. The E.L.T. will be responsible to research any charges/accusations regarding any nominees and make the decision to remove the candidate or confirm him as qualified.
- **AP3.3.4** After the congregational season of input has been completed (a period of no more than two Sundays), the E.L.T. will meet again and prayerfully select the new E.L.T. member by drawing lots and/or if only 1 candidate qualified the E.L.T. will make a unanimous vote of confidence to select new E.L.T. member.



AP3.4 Executive Leadership Team parameters:

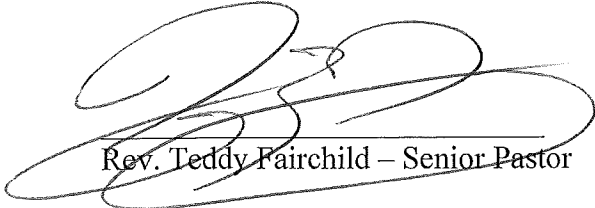
- **AP3.4.1** The term of service for E.L.T. members will be a 4-year commitment. In the event a member of the E.L.T. is no longer able to serve, the nomination process would begin again to fill the vacancy for the remainder of the original term.
- **AP3.4.2** An E.L.T. Member can not serve 2 consecutive terms.
- **AP3.4.3** A former member of the E.L.T. may be nominated but there must be a minimum of 2 years in between.

AP3.5 Parameters for selecting E.L.T. Lead Elder:

- **AP3.5.1** The E.L.T. Lead Elder is the member of the E.L.T. that is going into their 4th year of service.
- **AP3.5.2** The E.L.T. Lead Elder commitment is for 1 year.
- **AP3.5.3** The E.L.T. Lead Elder following 1-year service will be considered a confidential advisor to the Sr. Pastor for pastor for period of 1 year following exiting the E.L.T. to be used at the discretion of the Sr. Pastor.

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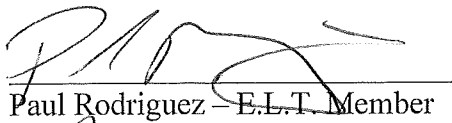
Guiding Principles Approval:


Rev. Teddy Fairchild – Senior Pastor

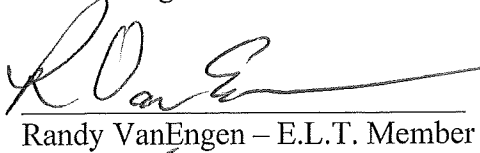
8/23/19
Date:


John Hooker – E.L.T. Lead Elder

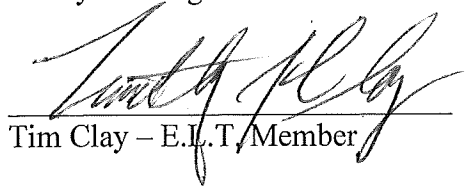
8-23-19
Date:


Paul Rodriguez – E.L.T. Member

8/23/19
Date:


Randy VanEngen – E.L.T. Member

8-23-19
Date:


Tim Clay – E.L.T. Member

8/29/19
Date:

13

Diagram depicts leadership
structure for Banner
Guiding Principles Revision
1.1 Approved 8/23/2019

