

Guiding Principles Forest Lakes District

Mission Principles

MP1.0 Comprehensive Mission Statement

- “We exist to glorify God by strengthening our member churches so that together we may multiply healthy churches among all people.” (Acts 15:41)

Mission (components)

- *MP1.1 Glorify God*
 - All we do is to glorify God. All of our guiding principles must meet this test.
- *MP 1.2 Strengthening the churches*
 - We exist to serve the churches of the Forest Lakes District. Strengthening the churches is our overarching priority
- *MP1.3 Together*
 - A significant priority of the FLD shall be helping churches, their staff and constituents, develop meaningful relationships with other believers and churches
- *MP1.4 Multiply*
 - A significant priority of the FLD shall be to help member churches multiply disciples, leaders, ministries, campuses and churches.
- *MP1.5 Healthy churches*
 - A significant priority of the FLD shall be to help churches assess their health, and to find, train, credential and retain healthy staff
- *MP1.6 Among all people*
 - A significant priority of the FLD shall be to pursue a Revelation 5:9 picture of diversity of age, ethnicity and culture
- *MP1.7 Accountable board*
 - A significant priority of the FLD shall be to monitor effectiveness of its staff and board

Vision

- “We envision a movement of Spirit-filled churches that experience an annual conversion growth rate of 10%, multiply new churches across the district at an annual rate of 5%, and are active in identifying and training tomorrow’s church leaders.”

Boundary Principles

BP 1.0 Boundaries (comprehensive)

- The Superintendent shall not cause or allow any practice, activity, decision, or organizational circumstance that is unlawful, imprudent, unethical or unbiblical.

Boundaries (component)

- *BP1.1 Spiritual Leadership and Nurture of the FLD:* The District Superintendent's responsibilities are set forth in the FLD by-laws. In execution of these responsibilities the District Superintendent shall not fail to demonstrate concern for the spiritual wellbeing of the FLD churches and their members.
- *BP1.2 Confidentiality:* In interaction with FLD staff and member churches of the FLD, the District Superintendent shall not cause or allow conditions, procedures, or decisions that are unsafe, dishonoring, unethical, or that fail to provide appropriate confidentiality.
- *BP1.3 Treatment of Paid and Volunteer Staff:* Regarding treatment of paid and volunteer Staff, the District Superintendent may not cause or allow conditions that are unjust, Biblically intolerable, or dishonoring.
- *BP1.4 Financial Planning and Management:* Financial Planning for any fiscal year, or any necessary mid-term adjustments thereto, shall not deviate from the Board's Ends priorities, risk fiscal jeopardy, or conflict with longer-term financial plans. Regarding actual, ongoing, financial conditions and activities, the District Superintendent shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from the approved budget, or from Board priorities established in Ends policies.
- *BP1.5 Asset Protection:* The District Superintendent shall not allow the assets of FLD to be unprotected, inadequately maintained or unnecessarily placed at risk.
- *BP1.6 Compensation and Benefits:* The District Superintendent shall not cause or allow jeopardy to Christ's image, to fiscal integrity or to the FLD public image with respect to employment, compensation, and benefits to employees, consultants, contract workers, and volunteers.
- *BP1.7 Communication and Support to the Board:* The District Superintendent shall not permit the Board to be uninformed or unsupported in its work.
- *BP1.8 Emergency District Superintendent Succession:* In order to protect FLD from an unanticipated loss of the District Superintendent's services, the District Superintendent will not fail to have a current emergency succession document on hand.

Accountability Principles:

AP 1.0 Accountability (comprehensive)

- The responsibility of this board to God on behalf of our constituent churches, is to see that this District, through the leadership of its Superintendent:
 - achieves the fulfillment of its Mission Principles, and
 - avoids the violation of its Boundary Principles

Accountability (component)

- *AP 1.1 Stewardship to Christ for those He calls us to serve:* The Board shall maintain an active connection with the churches God has called us to serve. (Accordingly, the board will direct annually a church survey to determine church needs and district responsiveness.)

- *AP 1.2 Internal regulation of the board:* The Board shall conduct itself with discipline and integrity in its process of governance.

Accordingly, the Board will hold itself to the following standards:

1. *Board Style:* The Board will govern with an emphasis on (1) outward vision rather than internal preoccupation, (2) encouragement of diversity of viewpoints, (3) strategic leadership more than administrative detail, (4) clear distinction of board and staff roles, (5) collective rather than individual decisions, (6) future orientation rather than past or present, and (7) proactivity rather than reactivity.

2. *Board Job Description:* The essential job outputs of the board are linkage to the people served, definition of guiding principles, and monitoring of Superintendent performance. In addition to these three essentials, the Board shall exercise authority granted to it in the bylaws and not delegated to the Superintendent.

3. *Board Member Code of Conduct:* The Board commits itself to the following code of conduct:

a. Members of the Board must represent unconflicted loyalty to the interests of Christ regarding those whom He has called them to serve. This loyalty supersedes any personal or group interest among or outside consumers of the District's services. A member must disclose any fiduciary conflict of interest and withdraw from any decision-making affected by it.

b. Members of the Board must honor the principles and decisions of the Board acting as a whole. They may not foster dissent or attempt to exercise individual authority over the staff or the organization except as explicitly stated in the guiding principles.

c. Members of the Board must respect the confidentiality of sensitive Board issues and must avoid facilitating gossip or other triangulation against the practice of direct, biblical resolution.

4. *Responsibility of the Chairperson for Integrity of Process:* The chairperson enforces the integrity and fulfillment of the Board's process including the monitoring of Superintendent performance. The chairperson is authorized to use any reasonable interpretation of the Accountability Principles as he or she acts to ensure the integrity of the Board's process.

5. *Responsibility of Superintendent for Visionary Leadership:* The Superintendent has the responsibility, authority, and accountability to serve as the primary leader of the District at every level: churches, staff, and Board. With respect to the Board, the Superintendent will provide communication to the Board on all actions except for monitoring of Superintendent performance. If a question of process arises with regard to the bylaws or guiding principles, the Superintendent will defer to the judgment of the Board chairperson.

6. *Use of Board Teams:* Board teams, if used, will be assigned so as to reinforce the wholeness of the Board's job and never to interfere with the delegation from the Board to the Superintendent or with the work of the staff.

7. *Cost of Governance:* The Board will invest amply in its own governance capacity through training, outside expertise, research mechanisms, and meeting costs.

- *AP 1.3 Monitoring the performance of the Superintendent:* The Board's sole official connection to the operating organization of the District, its achievement, and conduct, shall be through the Superintendent.

Accordingly, the Board will adhere to the following standards:

1. *Unity of Control:* Only decisions of the Board acting as a whole are binding on the Superintendent.

2. *Accountability of Superintendent:* The Superintendent is the Board's only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the Board is concerned, is considered the authority and accountability of the Superintendent.

3. *Delegation to the Superintendent:* The Board will instruct the Superintendent through written principles that define the mission to be achieved and establish the boundaries to be avoided, allowing the Superintendent to use any reasonable interpretation of these principles.

4. *Performance of the Superintendent:* Systematic and rigorous monitoring of Superintendent job performance will be solely against the only expected Superintendent job outputs: District accomplishment of the Board's Mission Principles and District operation within the Board's Boundary Principles.

5. *Annual Goals of the Superintendent:* The Superintendent will be required to write measurable goals each year that correspond to each of the Board's Mission Principles. At least one of these goals for each Mission Principle must project quantitative growth.

6. *Annual Review of Superintendent:* Each year, the Board shall review the results achieved by the Superintendent on each of the annual goals. A merit raise, cost of living raise, corrective action, or request for resignation shall be based on these results achieved within the Board's Boundary Principles.

7. *Periodic Goal Review of the Superintendent:* At the meetings of the Board, the Superintendent's goals will be discussed and reviewed for performance, modification, and accountability.