

JERICO ROAD CHURCH

Policy Governance Manual



Governance – Policy Manual – Revised November 2023

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Reinventing Your Board: A Step-by-Step Guide to Implementing Policy Governance (Revised Edition) by John Carver and Miriam Carver, Copyright 2006 John Wiley & Sons, Inc. Published by Jossey-Bass.

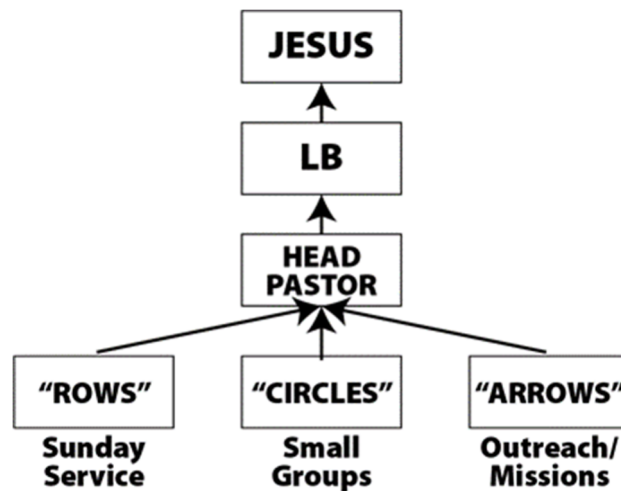
1. GOVERNANCE POLICY

Global Policy (1.0)

The purpose of the Jericho Road Leadership Board, on behalf of the “Owner”, is to see to it that Jericho Road Church (a) achieve appropriate results for the appropriate persons at an appropriate cost and (b) avoid unacceptable actions and situations as prohibited in Executive Limitations policies.

The “Owner” of Jericho Road Church is Jesus Christ. The overall purpose of the Jericho Road Church Leadership Board, on behalf of the “Owner”, is to:

1. To set the church’s vision and direction
2. To hold the Senior Pastor accountable
3. To hold other Leadership Board members accountable



Governing Style (1.1)

The governing principles of the Board will be:

1. Carry the ultimate responsibility and authority to see that the church pursues its spiritually discerned course; that its members are being appropriately shepherded to serve God’s purposes in our world; that the body is being fed through insightful teaching of Scriptures; and the life of the church is being well managed with the assistance of competent and godly leaders.
2. Guard the body of Christ against harmful influences, confronting those who are contradicting biblical truth or continuing in a pattern of sinful behavior.
3. Oversee the overall ministry and resources of the church.
4. Provide spiritual oversight to the Church
 - Confront behavior contradictory to biblical truth and implement appropriate church discipline.
 - Ensure the proper administration of Baptism and Communion as instituted by Christ.

- Review and evaluate teaching for accuracy and consistency with Jericho Road values.
 - Implement and monitor compliance with Board policy.
 - Promote ministry to the poor and distressed.
5. Guide the Church
 - Participate in the process of relational reconciliation and conflict resolution.
 - Guide people to receive appropriate Godly wisdom and counsel.
 - Provide care for the members through acts of hospitality.
 6. Support the Church
 - Affirm the annual Jericho Road budget.
 - Encourage the senior pastoral team, staff, and volunteers.
 - Remove senior leaders who require dismissal for cause.
 - Conduct annual review of the senior pastoral team.
 7. Pray for the Church
 - Regularly keep up with and pray for the physical and emotional needs of our church members and families. Visit participating members who are in need.
 - Pray for the pastors and the staff of Jericho Road Church.
 8. Cultivate group responsibility. The Board, not the staff, will be responsible for excellent governance. The Board will initiate policy, not merely react to staff initiatives. The Board will not use the expertise of individual members to substitute for the judgment of the Board, although the expertise of individual members may be used to enhance the understanding of the full Board.
 9. Direct, control, and inspire the organization through the careful establishment of broad written policies reflecting the Board's values and perspectives. The Board's major policy focus will be on the intended long-term impacts outside the staff organization, not the administrative or programmatic means of attaining those effects.
 10. Hold itself accountable to whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation for meetings, policymaking principles, respect of roles (i.e., Board/Senior Pastor), and ensuring the continuance of governance capability. Although the Board can change its Governance policies at any time, it will scrupulously observe those that are currently on record.
 11. Include new Board member orientation in the Board's governance process and annual Board discussion of process improvement.
 12. Monitor and discuss its own process and performance two times per year (bi-annually).

Prerequisites (1.2)

- Board members must have attended Jericho Road Church for at least **two** years.
- Board members must be participating in the overall community life of the church.
- Board members must be actively serving in a ministry of the church.
- Board members must have attended the Jericho Road Map course.

Time Commitment (1.3)

- Board meeting will generally occur once per month.
- Board retreat will occur one weekend per year.
- Four to six hours (on average) per month for review of Board materials, correspondence, meeting preparation, and team conference calls.
- If serious issues arise that require immediate attention by the Board, additional hours may be required outside of regular meetings.

Job Description (1.4)

Legal control of the church and its assets is the responsibility of the Jericho Road Church Leadership Board. The job of the Board is to make contributions that lead the church toward desired outcomes and levels of performance and assure that this occurs. However, in the event of the dissolution of Jericho Road Church, the Board shall disburse or dispose of assets.

The Jericho Road Church Leadership Board *will not add more responsibilities to its job description* unless the team is sure that its ability to deliver in these areas will not be diluted:

1. Provide authoritative linkage between ownership and the operational organization(s).
2. Write governing policies that realistically address the broadest levels of all organizational decisions and situations for the following:
 - a. *Church Mission.* Direct the organization by addressing “what good it will do for its owners and at what cost”, keeping the church mission in mind.
 - b. *Executive Limitations.* Determine constraints on executive authority that establish the ethical and biblical boundaries within which all executive activity and decisions must take place.
 - c. *Board-Pastor Relationship.* Determine how power is delegated and monitor its proper use and define the Senior Pastor’s role, authority, and accountability.
 - d. *Governance.* Specify how the Jericho Road Church Leadership Board conceives, carries out, and monitors its own tasks.
3. Hire the Senior Pastor (as approved by Congregational vote) and set executive performance expectations.
4. Change the level of policy making at any time (i.e., from a general level of specificity to a more detailed level) – and allow for any reasonable interpretation of its words by the Senior Pastor.
5. Hold the Senior Pastor accountable for organizational performance.
6. Annually evaluate the Senior Pastor’s performance but only according to pre-stated criteria.
7. Establish and annually review the Senior Pastor’s compensation and benefits plan.
8. Make the final decision regarding hiring and termination of staff after hearing the Senior Pastor’s recommendation.
9. Be responsible for the creation of the Board agenda, not the Senior Pastor.

10. Write policies to express Board values, not the Senior Pastor's.
11. Establish a course of action for filling the position of Senior Pastor in the event of his/her retirement, job transition, or any unexpected event that renders the position open.
12. Leave a legacy of superior governance for future generations.

Agenda Planning (1.5)

The Jericho Road Church Leadership Board is responsible for its own agenda, not the Senior Pastor, because the Board's role differs from that of the Senior Pastor.

The on-going work of the Jericho Road Church Leadership Board is to: 1) provide spiritual oversight, 2) guide, 3) support, and 4) pray for the Church. These job products form the basis of the Board's ongoing agenda.

Board Officers (1.6)

The Board will elect two officers as specified in the following policies. Board officers are separate and distinct from Corporate Officers.

Moderator (1.6a)

The Moderator ensures the integrity of the Board's governance process and occasionally represents the Board to outside parties. This role is related to the Board's role and responsibilities, not the Senior Pastor's. The Board will select its Moderator to serve for a six-month term.

1.6.1 – The assigned result of the Moderator's job is that the Board behaves consistently with its own rules and those legitimately imposed upon it from outside the organization.

1.6.1.1 – Meeting discussion content will be on the issues that, according to Board policy, clearly belong to the Board to decide or monitor.

1.6.1.2 – Information that is for neither monitoring performance nor Board decisions will be avoided or minimized.

1.6.1.3 – Deliberation will be fair, open, and thorough and also timely, orderly, and kept to the point.

The Moderator is authorized to use any reasonable interpretation of the Board's policies to accomplish the following work:

1.6.2.1 – The Moderator is empowered to chair Board meetings with all the commonly accepted powers of that position, such as ruling and recognizing.

1.6.2.2 – The Moderator has no authority to make decisions about policies created by the Board. Therefore, the Moderator has no authority to supervise or direct the Senior Pastor.

1.6.2.3 – The Moderator may represent the Board to outside parties in announcing the Board's stated positions and in stating Moderator decisions and interpretations within the area delegated to him or her.

1.6.2.4 – The Moderator may delegate this authority, but remains accountable for its use.

1.6.3. – The Moderator will be responsible for overseeing development of the following:

1) Policy Reviews

- Annual review that examines all policies to ask “Are we still happy with the range of interpretation our policies allow?”

2) Board Meeting Agendas

- Driven by governance rather than management.
- Focused more on external than internal matters.
- Planned in advance through discussion of the Board's annual calendar.
- Every agenda item is related to Board policy so the Board knows:
 - Why it is discussing this matter
 - What it has already said about it
 - What it needs to determine at present
- Decision at hand is clear, as is the information needed to make it.
- Meetings are focused and time is used efficiently.
- There is space allotted for substantive and free discussion on important issues.
- Relationships are freed up because everyone's roles are clear.
- The Board feels engaged with important and exciting matters.

1.6.4. – The Moderator is responsible for collecting information regarding Emergency Situations (as defined below) and disseminating that information to the Board in a manner and to an extent that permits the Board to take timely and effective action under the circumstances. An Emergency Situation is an incident or development that will, in the reasonable estimation of the Moderator, likely require action or consideration by the Board prior to the next scheduled Board meeting.

1.6.4.1 – Examples of Emergency Situations may include, but are not limited to: incapacity of the Senior Pastor; significant weather-related event affecting Jericho Road Church or act of violence on Jericho Road Church property; other events or circumstances representing substantial near-term risk or damage to Jericho Road Church assets; moral failure of, or criminal allegations against, the Senior Pastor or senior Jericho Road Church staff; anticipated media coverage.

1.6.4.2 – The Moderator is the Board member to whom information should generally be directed: from Board members in an emergency situation; from the Senior Pastor in accordance with his or her responsibilities as necessary at times other than the Board's monthly meetings; from staff members when the Senior Pastor is unavailable and such staff members reasonably believe the information may warrant immediate action.

1.6.4.3 – Any information communicated by the Moderator pursuant to this Policy 1.6.4 shall be to the entire Board through the most effective means available.

1.6.4.4 – The Moderator shall at all times have the current cell phone numbers and personal e-mail addresses of each of the Board members, the Senior Pastor, and the staff members.

1.6.5.1 – The Moderator (with the Secretary) is responsible for the counting of formal congregational votes and recording their outcomes.

Secretary (1.6b)

The Secretary ensures the integrity of the Jericho Road Church Leadership Board's documents. This role does not require the office holder to take notes or organize the Board's papers. The role ensures that such actions are completed satisfactorily. The Board will select its Secretary to serve for a six-month term.

The Secretary is the Board's primary point of contact regarding:

- 1) Absences from Board meetings
- 2) Changes to personal contact information
- 3) Resignation from the Board

In the absence of it otherwise delegated, the Secretary will fulfill the duties of the Moderator if that person is not available to fulfill them.

The Secretary (along with the Moderator) is responsible for the counting of formal congregational votes and recording their outcomes.

Selection of Board Officers (1.6c)

The Board will vote on its officers every six months. Accordingly:

1. Voting and selection of incoming officers – Moderator and Secretary – will take place no later than the first Board meeting of the terms (typically, January and July.)
2. Leadership Board members can nominate any Board member, including themselves, for either or both of the two officer positions.
3. Each nominee will indicate if he or she feels called to accept this charge and may indicate why he or she believes he or she would make a good Board officer.
4. The Board will make its selection by vote. If the vote is not unanimous, discussion will resume and the new officer will be chosen based upon consensual decision making.
5. The Moderator and Secretary are elected to six-month terms.
6. The Moderator and Secretary shall not serve more than two (2) consecutive six-month terms.

Board Members' Code of Conduct (1.7)

To create an effective, productive Jericho Road Church Leadership Board, members will commit to:

1. Participate responsibly – Do the homework, come prepared to work and listen, contribute to group discussions as the Holy Spirit prompts, and participate fully in the plurality of leadership around the table.
2. Demonstrate loyalty to the ownership, unconflicted by loyalties to staff, other organizations, or any personal interests – Represent the whole ownership, and in doing so, help to examine, question, and define the big picture.
3. Represent the full constituency, not a single constituency.
4. Avoid conflicts of interest with respect to fiduciary responsibility – Disclose involvements with other organizations or with vendors or any associations that might be reasonably seen as representing a conflict of interest.
5. Withdraw from participating in Board deliberations or adding commentary when/if an agenda issue represents an unavoidable conflict of interest.
6. Will not deliberately use the Board position to obtain employment for themselves, family members, or close associates. A Board member who applies for employment must first resign from the Board.
7. Will not attempt to exercise individual authority over the organization.
 - a. Agree that individual Board members lack authority with the Senior Pastor and staff except when explicitly authorized by the Board (Example: Staff moral failure that requires leadership involvement).

- b. Agree that individual members lack authority to speak with the public, the media, or other entities as individuals or to represent the Board except when explicitly authorized by the Board (Example: Board authorizes one member to represent its collective viewpoint on a specific topic).
 - c. Except for participation in Board deliberation about whether the Senior Pastor has achieved any reasonable interpretation of Board policy, agree that members will not express their individual judgments of performance of staff or the Senior Pastor.
- 8. Will respect the confidentiality appropriate to issues of a sensitive nature.
- 9. Be responsible for the group and its productivity – As part of this team, bear responsibility to help the Board accomplish its defined tasks.
- 10. Be responsible for the group and its community – As part of this team, bear responsibility to help Board members get to know what's going on in the lives of each other – share joys, mourn losses, and pray for one another.
- 11. Be proactive – Your Board work is to govern. Be an active participant in meetings, get up-to-speed on the details, and enable good Board decision making.
- 12. Participate in discussions, and make decisions, in a consensual manner:
 - a. Honor divergent opinions – Share honest opinions through Christlike dialog and encourage colleagues to do likewise. Fellow Board members with seemingly louder or more insistent voices should not keep you from expressing your opinion. Diverse opinions are not only to be tolerated they are to be valued as part of healthy dialog.
 - b. Use individual expertise to inform colleagues' wisdom – Help others to understand certain issues if you bring special skills to the table, but allow the team to make a consensual decision.
 - c. Address big issues in a timely manner – Make a commitment to developing and working through a process that can produce solutions over time. Inaction fails to serve the ownership well.
- 13. Think upward and outward more than downward and inward – Focus on what difference the organization should make in the larger world, rather than on management or staff issues.
- 14. Demonstrate patience with issues that cannot be quickly settled – Often the Board will need to deal with long-term, sometimes complex issues that cannot be resolved in a single meeting. Be prepared to tackle such issues over a period of time through focused Board discussion and prayer for God's hand on the outcome.
- 15. Support the legitimacy and authority of the final determination of the Board on any matter.
- 16. Look for good results, not just good reports – Write clear policies so results are substantive. It should be clear as to whether stated goals were met or not.
- 17. Obsess about the Church Mission – Ask questions, consider options, and otherwise fill your minds with issues of the Church Mission.

18. Contribute to the agenda – The Board’s agenda is a product of careful crafting of the Board’s job. The agenda shall reflect the Board’s job, which is to govern.
19. Represent the ownership – The Board’s job is designed first and foremost around the right of the ownership to be faithfully served in determining what the organization should accomplish.
20. Contribute to the Senior Pastor’s annual performance evaluation – Refer only to the criteria set by the Board in advance to monitor and evaluate the Senior Pastor’s performance.
21. Speak with a single voice – or not at all. The individual opinions of Board members should be of no effect and cannot be interpreted as the intent of the full Board. Support decisions the team has made together.
22. Preserve unity – The Board will allow no officer, committee, or individual on the Board to come between the Board and the Senior Pastor.
23. Attend meetings – Leadership Board meetings are not considered optional, but required.
24. Honor term commitments – Commit to a two-year term. Note that Board Members may extend their term an additional two years without congregational approval for a total of four years. The maximum term limit is four years before a Leadership Board member must be re-elected. There are no restrictions on serving consecutive terms.
25. Respond to emails sent by other Board members in a timely manner as specified by the sender:
 - a. Sender will classify the email in the subject line:
 - i. **FYI** – Information only; no response required
 - ii. **Response Requested By** – Sender will include a “respond by deadline”
 - iii. **Urgent** – Notifying the Board that this requires immediate attention
 - b. Sender will attach supporting documents, copy a link or reference additional resources as necessary.
 - c. Sender will include a statement of assumption (regrets, opinions, or additions only) in the body of the email.
 - d. Sender will copy all Board members on emails concerning Board business unless it is related to an individual committee, in which case all committee members will be copied.
 - e. Board members responding to emails requesting a reply, will “reply to all” to facilitate the conversation and information flow among all members.
26. Adhere to the following guidelines for reporting of information regarding a potential Emergency Situation, as defined in Policy 1.6.4, and responding to such situations.
 - a. Promptly communicate to the Moderator any information that comes to your attention that may require immediate consideration and/or action by the entire Board.
 - b. Remain available to meet on short notice to discuss an Emergency Situation and participate in the course of action determined by the Board.

Conflicts of Interest (1.8)

The Senior Pastor will serve as a member of the Leadership Board but they are not granted voting rights unless there is a tie vote, in which case the Senior Pastor's vote becomes necessary as a tie-breaker. The Senior Pastor will not influence the outcome of any vote, with respect to the following "conflicts of interest":

1. Senior Pastor compensation and benefits.
2. Senior Pastor performance monitoring and evaluation.
3. Other, as the Board would reasonably declare as a conflict of interest.

The Moderator will communicate to the Senior Pastor when the Board needs to exclude the Senior Pastor and when the Senior Pastor voting rights are to be withheld in accordance with the above conflicts of interest.

Election Process and Congregation Ratio (1.9)

The Board will administer the process for selection of future Board members. This process should include at a minimum:

- a. Nomination - An initial pool of candidates is assembled by submission of anonymous ballots from the congregation. Prior to submitting ballots, the congregation should be informed about Prerequisites for Board membership (1.2) and Essential Components of Church Leadership (1.9.2). Both in-person and absentee ballots are acceptable.
- b. Shortlisting of candidates - Once congregational ballots are collected, the Board creates a shortlist of candidates in the order they are to be asked to interview for Board membership consideration.
- c. Interviews - The Board notifies candidates of their nomination and extends an invitation to interview for Board membership. All candidate should be informed that an acceptance to interview assumes an acceptance to Board membership if ultimately selected. In the event that all shortlisted candidates decline the interview, the Board may include additional candidates on the shortlist at their discretion.
- d. Selection of Board members – Upon completion of candidate interviews, the Board will deliberate over and select candidates for Board membership. Selected candidates are notified of their recommendation to the Board and form the slate for congregational confirmation.
- e. Congregational confirmation – The slate of candidates are presented to the congregation for confirmation by ballot. Both in-person and absentee ballots are acceptable. The slate

is confirmed by receiving a majority vote from the congregation. If a majority vote cannot be reached:

- i. The Board may elect to restart the nomination process.
 - ii. Revise and resubmit the slate of candidates for congregational confirmation.
 - iii. Consider a 75% vote from congregational votes received as constituting approval.
- f. Once the slate has received congregational approval, incoming Board members should be presented to the congregation prior to the start of their term.

The Leadership Board number of members as a ratio to the general congregation shall be as follows:

1. 3-7 Leadership Board members for 20-200 general congregation adult attendees.
2. 7-9 Leadership Board members for 201-500 general congregation adult attendees.
3. 9-11 Leadership Board members for 501+ general congregation adult attendees.

Financial Condition and Activities (1.9.1)

Legal control of the corporation and its assets is vested in the Board.

With respect to the actual, ongoing financial conditions and activities, the Board shall not cause or allow the development of financial jeopardy or material deviation of actual expenditures from Board policies.

Accordingly, the Board shall not:

4. Consider an annual operating budget approved until it is confirmed by a congregational quorum of at least 51%. If congregational quorum is not met, a 75% vote from congregational votes received shall constitute approval.
5. Allow operating budgets to finish the fiscal year in a net loss position unless approved by the congregation or budget with a net loss budget is previously approved by the congregation.
6. Fail to settle payroll and debts in a timely manner or filings to be overdue or inaccurately filed.
7. Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.
8. Purchase assets or make expenditures of greater than 10% of the annual budget unless approved by the congregation. Splitting orders to avoid this limit is not acceptable.
9. Increase the level of debt of the organization unless approved by the congregation.
10. Use reserves or owned real estate properties for other than the intended purpose.
11. Acquire, encumber, or dispose of real estate unless approved by the congregation.
12. Allocate any portion of operating funds received in any fiscal year that are greater than expenses incurred or expended, without first restoring long-term cash reserve balances to the level previously determined by the Board.

Essential Components of Church Leadership (1.9.2)

Our evaluation of individuals nominated to serve in leadership capacity as a member of the Jericho Road Church Board includes a deliberate process to evaluate the following 5 components.

1. Character (1 Timothy 3:2–7 and Titus 1:6–9)

- **“Above reproach”**—Board members must lead by example and demonstrate a godly lifestyle free from patterns of sin.
- **“Faithful”**—Board members maintain relational stability and fidelity.
- **“Temperate”**—Board members must exhibit self-control in lifestyle and behavior.
- **“Self-controlled”**—Board members must be sober, sensible, wise, balanced in judgment, not given to quick, superficial decisions based on immature thinking.
- **“Respectable”**—Board members must demonstrate a well-ordered life and honorable behavior.
- **“Hospitable”**—Board members must be unselfish with personal resources, willing to share blessings with others.
- **“Able to teach”**—Board members must be able to convey biblical perspective and sound doctrine to others.
- **“Not given to drunkenness”**—Board members must be free from addictions and willing to limit their liberty for the sake of others.
- **“Not violent but gentle, not quarrelsome”**—Board members must be gentle, patient, and able to exercise self-control in difficult situations.
- **“Not a lover of money”**—Board members must be generous and not greedy; not preoccupied with the amassing material wealth.
- **“Manage own household”**—Board members must have a well-ordered household and a healthy family life.
- **“Not a new believer”**—Board members cannot be new believers. They must have been a Christian long enough to demonstrate a certain spiritual maturity.
- **Good reputation with outsiders**—Board members must be well-respected by unbelievers and free from hypocrisy.
- **“Not overbearing”**—Board members must not be stubborn, or prone to forcing their opinions on others or abusing authority. They must be servant-minded and servant-hearted.
- **“Loving what is good”**—Board members must desire the will of God in every decision.
- **“Just”**—Board members must desire to be fair and impartial.
- **“Devout”**—Board members must be devoted Christ followers, seeking to be conformed to His image. They must be committed to prayer, worship, and fellowship within the context of a committed church life.

- **“Holding firmly the trustworthy Word”**—Board members must be stable in the faith, obedient to the Word of God, and continually seeking to be controlled by the Holy Spirit.
- 2. Competence:** Each member contributes to the team with gifts and abilities, combined with skills acquired through training and life experience.
 - 3. Chemistry:** The intangible quality of being able to “fit” with the other members of the team; the ability to blend and enrich others, so that the “whole is more than the sum of its parts.”
 - 4. Courage:** The ability, when needed, to enter into difficult exchanges and defend differing perspectives; the willingness to lay down one’s agenda for the sake of church unity; the willingness to stand up for our faith, Jericho Road Church, and others in a way that preserves community; in the context of group dynamics, the ability to speak truth in love without destructive results.
 - 5. Calling:** The ability to sense God’s calling on one’s life for a particular season of service to the body of Christ: “I think God is in this.”

Essential Characteristics/Skills

1. Able to keep confidential information.
2. Spiritual maturity.
3. Able to exhort in sound doctrine.
4. Strong interpersonal skills.
5. Strong communication skills – in listening, as well as in speaking.
6. Team player.
7. Humility.
8. Conflict-resolution skills (Willingness to confront conflict maturely.)

2. EXECUTIVE LIMITATIONS

Global Policy (2.0)

The Jericho Road Church Senior Pastor shall not cause or allow any organizational practice, activity, service, decision, or circumstance that is unlawful, imprudent, unethical, unbiblical, or contrary to any of the Board's existing policies, or in violation of commonly accepted church, business or professional practice.

Relationship with the Congregation (2.1)

With respect to interactions with the congregation (which includes Participating Members, those applying to be members, attendees, visitors, volunteers and donors) the Senior Pastor shall not cause or allow conditions, procedures, or decisions that are unsafe, untimely, undignified, unnecessarily intrusive, or unclear, or that fail to provide appropriate confidentiality or privacy of personal information.

The Pastor's Responsibilities to the Church:

1. Proclaim the gospel with the goal of reaching persons for Christ.
2. Love and affirm persons and families within the fellowship without bias or prejudice, fostering emotional, social, and spiritual growth.
3. Provide counseling to members and non-members and to keep confidential such communication.
4. Serve as administrator of church programs and ministries by facilitating communication and recommending appropriate ministries/programs to the appropriate persons.
5. Work with committees, organizations, and boards in the development and implementation of programs of ministry and mission. Chairpersons of committees, organizations, and boards are to have the responsibility of their offices with the counsel of the pastor as desired or needed. All committees, organizations, and boards are ultimately responsible to the church from which their authority is derived and their responsibilities are defined.
6. Preach the word and maintain a vibrant prayer life and personal spiritual growth.
7. Give primary oversight and direct the church office, ensuring the church calendar is maintained, representing the church to visitors and other persons who might come in contact with the church, advising other church members of information they need to carry out their duties as church officers, and serving in other reasonable activities relative to the church office.
8. Visit the sick and the bereaved and to maintain contact with the membership as a whole.
9. Be an encourager to persons, programs, and ministries of the church family.
10. Serve as personnel director of all paid and volunteer staff.
11. Be an active member and participant of the Leadership Board, with voting rights only in the event of a tie.

The Church's Responsibilities to the Pastor:

1. Show sensitivity to the physical, spiritual, and emotional needs of the pastor and family.
2. To pray for the pastor's ministry, affirm efforts, and work with the pastor toward the end of accomplishing God's will in the church and the community.
3. To allow the pastor full responsibility for the preaching program of the church with privilege of calling on others for participation.
4. To allow the pastor responsibility for the administration of the ordinances of baptism and the Lord's Supper as shared in the fellowship and to receive new members and assist in their orientation.
5. To support the pastor in the church's preaching ministry and to cooperate with the pastor by suggesting programs and providing groups, such as the Leadership Board, to act as a sounding board.
6. To acknowledge that we are all imperfect human beings seeking to serve a perfect God.
7. To be willing to inform the pastor of misunderstandings so that wrongs may be righted.

Accordingly, the Senior Pastor shall not:

1. Use forms that elicit information for which there is no clear necessity.
2. Use methods of collecting, reviewing, transmitting, or storing information that fail to protect against improper access to the material.
3. Fail to operate the facilities without appropriate accessibility, privacy and safety, including reasonable measures designed to ensure safety and security of all participants in Jericho Road Church weekend and midweek services and other events, whether attending, serving, speaking, performing, rendering services, or otherwise involved.
4. Fail to establish with congregants, attendees, and visitors a clear understanding of what may be expected and what may not be expected from the services and ministries offered.
5. Fail to appropriately respond to the congregation in a reasonable timeframe and manner.

Treatment of Staff (2.2)

With respect to the treatment of paid or volunteer staff, or those applying to be either paid or volunteer staff, the Senior Pastor may not cause or allow conditions that are unsafe unfair, hurtful, undignified, disorganized, unclear, or unreasonable, or that fail to provide for appropriate confidentiality or privacy.

Accordingly, the Senior Pastor shall not:

1. Operate without a written human resource manual that clarifies personnel rules for staff. The manual shall include, but not be limited to:
 - a. Procedures and processes to be followed when hiring new staff members
 - b. Procedure for effective handling of staff grievances
 - c. A method of monitoring performance of each staff member, which ties compensation to performance
 - d. Procedures for handling disciplinary actions, including verbal, counseling, and termination
 - e. Statements that establish standards of behavior (i.e., Jericho Road Church staff values)
 - f. Procedures and processes to be followed that assure sound practices when family members are hired
 - g. Procedures that provide for growth and development of staff
 - h. Procedures that provide for succession planning for key positions in the organization
 - i. Prevention of preferential treatment for personal reasons of senior leaders
2. Discriminate or retaliate against any staff member for non-disruptive expression of dissent.
3. Fail to consider the individual circumstances surrounding an employee's separation when considering a potential severance arrangement, realizing that each separation is unique.
4. Fail to acquaint staff with the Senior Pastor's interpretation of their protections under this policy.
5. Allow staff to be unprepared to deal with emergency situations.
6. Allow or encourage staff to work excessively to the detriment of their health or family.
7. Operate without a code of conduct.
8. Fail to provide a working environment for staff that prohibits harassment and minimizes risk of physical injury or emotional harm.

Financial Planning and Budgeting (2.3)

The Senior Pastor shall not cause financial planning for any fiscal year or the remaining part of any fiscal year to deviate materially from the Church Mission priorities or agreed-to budget for the fiscal year, risk financial jeopardy to the organization, or fail to be derived from a multi-year plan.

The annual budget (i.e., revenue/expenses) is to be drafted by the Board with input and approval from the Senior Pastor then approved by the Board, and finally by Congregational vote.

Accordingly, the Senior Pastor shall not:

1. Plan for the expenditure in any fiscal year of more funds than are projected in faith to be received in that period, unless the funds have been designated for expenditure in that period.

2. Initiate a fund-raising campaign, for any expenditure or project that requires Board approval, prior to formal Board approval of the associated expenditure or project.

Emergency Senior Pastor Succession (2.4)

The hiring and firing of the Senior Pastor shall require a congregational quorum of 67%. Among those who voted, at least 75% congregational approval is required.

To protect the organization from the sudden loss of the Senior Pastor, the Senior Pastor shall ensure that at least one, but preferably two or more, staff members are sufficiently familiar with the Board and Senior Pastor issues and processes to enable them either individually or collectively run the organization with reasonable proficiency (as an interim Senior Pastor) until the Board can organize a formal hiring process and identify a new Senior Pastor. Those individuals will thereafter report directly to the Board until a new Senior Pastor is hired and assumes the duties and responsibilities of the Senior Pastor. The Senior Pastor will have on record with the Board the names of those individuals. The Board may override officers' term limits, if necessary, to complete a transition process to a new Senior Pastor.

The Senior Pastor is expected to be a positive witness in the Church and community and the additionally, following circumstances may disqualify the Senior Pastor from employment at Jericho Road Church:

Inappropriate relationships, pornography or a lack of sexual purity, a family breakdown, separation or divorce, abuse of alcohol, tobacco or any other addictive substances/behaviors, a public demonstration of a lack of financial or relational integrity, or a public disrespect for the Jericho Road Church leadership, policies and/ or procedures. The growth of social networking opportunities may result in any information being placed on the internet by or to the Senior Pastor in any format becoming interpreted as a reflection on the Senior Pastor's or Church's witness for Christ.

Compensation and Benefits (2.5)

With respect to employment, compensation and benefits to employees (and others hired by the organization under contract or as volunteers), the Senior Pastor shall not cause or allow jeopardy to financial integrity or to public image. Accordingly, the Senior Pastor shall not:

1. Change his own compensation and benefits.
2. Promise or imply permanent or guaranteed employment to anyone. All employees shall be considered at-will employees.
3. Establish employee compensation ranges and benefits that deviate materially from the geographic or comparable market for the skills employed without Board approval.

4. Create compensation obligations over a longer term than revenues can be safely projected, in no event longer than one year, and in all events subject to losses in revenue.
5. Establish or change benefits so as to cause unpredictable or inequitable situations, including those that:
 - a. Incur unfunded liabilities.
 - b. Discriminate against any class of employee.
 - c. Allow any employees to lose benefits already accrued and owed to them.
 - d. Treat the Senior Pastor differently from other key employees.

Communications and Support to the Board (2.6)

The Senior Pastor shall not cause or allow the Board to be uninformed or unsupported in its work.

Accordingly, the Senior Pastor shall not:

1. Allow the Board to be without information necessary to perform its functions.
2. Allow the Board to be unaware of any significant incidental information it requires including anticipated media coverage, threatened or pending lawsuits, and/or material internal and external changes.
3. Allow the Board to be unaware of any critical performance issues or behaviors of senior staff that could lead to their dismissal.
4. Fail to advise the Board if, in the Senior Pastor's opinion, the Board is not in compliance with its own policies on Governance Process, particularly if the Board's behavior is detrimental to the work relationship between it and the Senior Pastor.
5. Fail to provide to the Board as many staff and external points of view and options as needed regarding issues being considered by the Board.
6. Allow the Board to be without a workable mechanism for official Board, officer or committee communications.
7. Fail to submit to the Board proof of compliance with laws, regulations, or contracts when applicable.

3. LEADERSHIP BOARD-PASTOR RELATIONSHIP

Global Policy (3.0)

The Jericho Road Church Leadership Board's official connection to the operational organization of Jericho Road Church, its achievements and conducts will be through a Senior Pastor as described below.

Accountability of the Senior Pastor (3.1)

The Senior Pastor is the Board's only link to operational achievement and conduct of the organization, so that all authority and accountability of staff, as far as the Board is concerned, is considered the authority and accountability of the Senior Pastor. Accordingly:

1. The Senior Pastor will invite the Leadership Board into involvement in process to balance matters of staff who have character/moral failure.
2. The Board will not give instructions to persons who report directly or indirectly to the Senior Pastor, unless the Senior Pastor requests such instruction.
3. The Board will not evaluate, either formally or informally, any staff member other than the Senior Pastor.
4. The hiring process for church staff is within the Senior Pastor's purview, not the Board's, so the Board will not participate in the hiring process except to confirm Pastor's selection and engage the contract for employment.
5. When the Senior Pastor is away from the church field for more than three days, the Leadership Board should be made aware so that crises can be covered by other leaders.
6. After particularly strenuous seasons or times that demand excessive work hours during the year, the Senior Pastor is encouraged to schedule and take time off for rest and relaxation.
7. The Senior Pastor may request additional time away from regular church duties for revivals, guest speaking at other churches or other church events or continuing education. Such requests for time devoted to these types of engagements will be subject to approval by the Leadership Board.

Delegation to the Senior Pastor (3.2)

The Board will instruct the Senior Pastor through written policies that prescribe the results to be achieved and specify organizational situations and actions to be avoided, allowing the Senior Pastor to use any reasonable interpretation of these policies. Accordingly:

1. The Board will develop and monitor policies instructing the Senior Pastor to achieve certain results, for certain 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 "Church Mission."

2. The Board will develop and monitor policies that limit the latitude the Senior Pastor may exercise in choosing organizational means. These limiting policies will describe those practices, activities, decisions, and circumstances that would be unacceptable to the Board even if they were to be effective. Policies will be developed systematically from the broadest, most general level to more defined levels, and they will be called Executive Limitations policies. The Board will never prescribe organizational means delegated to the Senior Pastor.
3. As long as the Senior Pastor uses any reasonable interpretation of the Church Mission and Executive Limitations policies, he or she is authorized to make all decisions, take all actions, establish all practices, and pursue all activities in order to fulfill the responsibilities described in paragraphs 1 and 2 above.
4. The Board may change its Church Mission policies and Executive Limitations policies, thereby shifting the boundary between the Board and Senior Pastor domains. By doing so, the Board changes the latitude of choice given to the Senior Pastor. However, as long as any particular delegation is in place, the Board will respect and support the Senior Pastor's choices.

Monitoring Senior Pastor Performance (3.3)

Systematic and rigorous monitoring of Senior Pastor job performance will be solely against only the expected Senior Pastor job outputs: organizational accomplishment of Board policies on Church Mission and organizational operation within the boundaries established in Board policies on Executive Limitations. Accordingly:

1. Monitoring is simply to determine the degree to which Board policies are being met. Information that does not do this will not be considered to be monitoring information.
2. In every case, the Board will judge (a) the reasonableness of the Senior Pastor's interpretation and (b) whether data demonstrate accomplishment of the interpretation.
3. The standard of compliance shall be any reasonable Senior Pastor interpretation of the Board policy being monitored.
4. All Church Mission policies and Executive Limitations policies will be monitored at a frequency and by a method chosen by the Board. The Board can monitor any policy at any time by any method, but will ordinarily depend on a routine schedule.
5. Senior Pastor Performance Evaluation
 - a. The annual Senior Pastor Performance Evaluation will occur during the third quarter.
 - b. The Senior Pastor will prepare a written performance evaluation of his annual performance and submit it to the Board in advance of the formal review. The Board will also prepare a written performance evaluation, which will include an assessment of the Senior Pastor's major accomplishments and strengths, along with a recommendation for areas of improvement and character issues.

Senior Pastor Performance Evaluation will include the following:

- Compensation & Benefits
 - Communication and Support to the Board
 - Treatment of the Congregation
 - Treatment of Staff
- c. The Senior Pastor may also provide an evaluation of the Board and communicate any assistance from the Board necessary for him or her to succeed in his or her role.
 - d. The Board will communicate thanks, encouragement, and blessings to the Senior Pastor, and shall pray and commission him or her for the coming year at the conclusion of the annual evaluation process.
 - e. All written performance evaluations will remain in a file solely owned by the Board.

Termination of Employment (3.4)

During the course of employment, the Senior Pastor is free to resign at any time for any reason, and Jericho Road Church also has the right to terminate the Senior Pastor's employment at any time, with or without advance notice and with or without cause. This is described as "Employment at Will". Jericho Road Church has not made a commitment for any length, duration or permanence of employment. In the event that the Senior Pastor decides to resign or is terminated, any special compensation or severance package shall not exceed the total value of three months of the Senior Pastor's salary.

4. CHURCH MISSION

Global Policy (4.0)

Mission Statement

Love God and Love Others (Luke 10:25-37)

Vision Statement

Jericho Road Church is a growing family where worship permeates our lives and we exercise our faith in embracing each other's brokenness, as we unswervingly obey the teaching of God's Word and the example of Christ's love.

Vision Distinctives

We envision a church where...

1. **Identity:** Our identity is based on a deep personal experience with God. We are profoundly shaped through worship and the hearing of God's Word.
2. **Family:** Healthy families are built, strengthened, and supported by appropriate life stage ministries; particularly a vibrant children's program and powerful youth and college+ ministries.
3. **Community:** We experience community best when we joyfully use our individual gifts and talents to serve one another, find fellowship together and embrace mentorship.
4. **Diversity:** Everyone is welcome and made to feel welcome. A multi-ethnic and intergenerational church body reflects the rich multifaceted nature of the kingdom of God.

APPENDIX

Foundational Orthodox Christian Beliefs

Salvation: 7 Core Beliefs

Examples of Hands-on/Hands-off Board Work

Policy Governance Board Self-Assessment

Serving and Leadership Overview

Policy and procedure to update Governance Manual

Foundational Orthodox Christian Beliefs

- The Bible is God's unique revelation to people. It is the inspired, infallible Word of God, and the supreme and final authority on all matters upon which it teaches. No other writings are vested with such divine authority.
- There is only one God, creator of heaven and earth, who exists eternally as three persons — Father, Son, and Holy Spirit, each fully God yet each personally distinct from the other.
- All people are created in God's image and matter deeply to Him. Central to the message of the Bible is that God loves people, and invites them to live in communion with Himself and in community with each other.
- Apart from Jesus Christ, all people are spiritually lost and, because of sin, deserve the judgment of God. However, God gives salvation and eternal life to anyone who trusts in Jesus Christ and in His sacrifice on his or her behalf. Salvation cannot be earned through personal goodness or human effort. It is a gift that must be received by humble repentance and faith in Christ and His finished work on the cross.
- Jesus Christ, second Person of the Trinity, was born of the Virgin Mary, lived a sinless human life, willingly took upon Himself all of our sins, died and rose again bodily, and is at the right hand of the Father as our advocate and mediator. Some day, He will return to consummate history and to fulfill the eternal plan of God.
- The Holy Spirit, third Person of the Trinity, convicts the world of sin and draws people to Christ. He also indwells all believers. He is available to empower them to lead Christ-like lives, and gives them spiritual gifts with which to serve the church and reach out to a lost and needy world.
- Death seals the eternal destiny of each person. At the final judgment, unbelievers will be separated from God into condemnation. Believers will be received into God's loving presence and rewarded for their faithfulness to Him in this life.
- All believers are members of the body of Christ, the one true church universal. Spiritual unity is to be expressed among Christians by acceptance and love of one another across ethnic, cultural, socio-economic, national, generational, gender, and denominational lines.
- The local church is a congregation of believers who gather for worship, prayer, instruction, encouragement, mutual accountability, and community with each other. Through it, believers invest time, energy, and resources to fulfill the Great Commission — reaching lost people and growing them into fully devoted followers of Christ.

Salvation

7 Core Beliefs

1. Know you are a sinner

Romans 3:10-12 says that No one is good, not one. Everyone has turned away from God and gone the wrong way.

Romans 3:23 "All have sinned and fall short of the glory of God"

2. Understand the consequences of sin

Romans 6:23 "For the wages of sin is death, but the gift of God is eternal life in Christ Jesus our Lord"

3. Believe Jesus is God and as such, lived perfectly

John 1:1 "In the beginning was the Word and the Word was with God, and the Word was God."

Hebrews 4:15 "We do not have a high priest who is unable to sympathize with our weaknesses, but we have one who has been tempted in every way, just as we are – yet was without sin."

4. Believe Jesus paid the price for sin by shedding his blood

1 Peter 1:18-19 "For you know that it was not with perishable things such as silver or gold that you were redeemed from the empty way of life handed down to you from your forefathers, but with the precious blood of Christ..."

2 Peter 2:24 "He himself bore our sins in his body on the tree, so that we might die to sins and live for righteousness; by his wounds you have been healed."

5. Believe Jesus resurrected from the dead

Matthew 28:6 "He (Jesus) is not here; he has risen, just as he said. Come and see the place where he lay."

6. Understand that Jesus is the only way to heaven

John 14:6 "Jesus answered, 'I am the way and the truth and the life. No one comes to the Father except through me.'"

Acts 4:12 "Salvation is found in no one else, for there is no other name under heaven given to men by which we must be saved."

7. Accept Christ as your Lord and Savior

Romans 10:9-10 "That if you confess with your mouth, 'Jesus is Lord,' and believe in your heart that God raised him from the dead, you will be saved. For it is with your heart that you believe and are justified and it is with your mouth that you confess and are saved."

John 1:12 "Yet to all who received him, to those who believe in his name, he gave the right to become children of God."

Examples of Hands-on/Hands-off Board Work

EXAMPLES *(Adapted from Carver Guide #2 – pages 12-13)*

“Hands-On” Board Work:

- Establish a work plan and overall agenda for the year and for each meeting
- Determine Board training and development needs and budget needs for this
- Determine Board motivation and encouragement needs
- Monitor Board attendance
- Follow by-laws and other self-imposed guidelines
- Become experts in policy governance
- Meet with and gather insights from the ownership
- Establish limits of the Senior Pastor’s authority regarding budget, finances, compensation, hiring practices, discipline, annual performance evaluations for all paid staff, and other practices related to responsible management of Jericho Road Church.
- Establish the results, recipients and acceptable costs of those results that justify the existence of Jericho Road Church
- Examine monitoring data and determine whether the Senior Pastor has used a reasonable interpretation of Board-stated criteria

“Hands-Off” Board Work:

- Establish services, programs, or curricula
- Approve the Senior Pastor’s personnel, program and budgetary plans
- Render any judgments or assessments of staff activity where no previous Board expectations have been stated
- Determine staff development needs, terminations, or promotions, except for that of the Senior Pastor
- Design staff jobs or instruct any staff member subordinate to the Senior Pastor (except when the Senior Pastor has assigned a staff member to some Board function)
- Decide on structure of organization and/or staffing requirements

Policy Governance Board Self-Assessment

For each area, circle the number reflecting the current performance level of your Board.		
1 = Very Low; 2 = Moderately Low; 3 = Just OK; 4 = Moderately High; 5 = Very High		
PERFORMANCE RATING		
Low — Medium — High		
Interests and needs of church members and those we serve were not considered` or discussed	1 ... 2 ... 3 ... 4 ... 5	Time was spent considering interests and needs of church members and those we serve
Motivation and enthusiasm are low. People are not fully engaged and did not feel invited to participate	1 ... 2 ... 3 ... 4 ... 5	Motivation and enthusiasm are high. People are fully engaged and felt invited to participate
No time was spent on the church Mission Statement/Goals	1 ... 2 ... 3 ... 4 ... 5	Discussions were linked to the church Mission Statement/Goals
Issues were discussed without any connection to existing policies	1 ... 2 ... 3 ... 4 ... 5	Policies were referred to during discussion of new issues
Certain Board members are not being held accountable for code of conduct violations	1 ... 2 ... 3 ... 4 ... 5	Board member code of conduct was followed
No effort was made toward consensual decision-making	1 ... 2 ... 3 ... 4 ... 5	Everyone made an effort to respect principles of consensual decision-making
Achievements were not acknowledged	1 ... 2 ... 3 ... 4 ... 5	Achievements were acknowledged <i>and celebrated</i>
Constructive feed-back and support were not provided regarding the performance of the Senior Pastor or his/her staff	1 ... 2 ... 3 ... 4 ... 5	Constructive feed-back and support were provided to the Senior Pastor regarding his/her performance along with performance of staff

Serving and Leadership Overview

- **We were designed to live life in community and we function best when we work together**
- **Jesus gives the analogy of a human body.**

1 Corinthians 12:12-27

“Just as a body, though one, has many parts, but all its many parts form one body, so it is with Christ. For we were all baptized by one Spirit so as to form one body—whether Jews or Gentiles, slave or free—and we were all given the one Spirit to drink. Even so the body is not made up of one part but of many.

Now if the foot should say, “Because I am not a hand, I do not belong to the body,” it would not for that reason stop being part of the body. And if the ear should say, “Because I am not an eye, I do not belong to the body,” it would not for that reason stop being part of the body. If the whole body were an eye, where would the sense of hearing be? If the whole body were an ear, where would the sense of smell be? But in fact, God has placed the parts in the body, every one of them, just as he wanted them to be. If they were all one part, where would the body be? As it is, there are many parts, but one body.

The eye cannot say to the hand, “I don’t need you!” And the head cannot say to the feet, “I don’t need you!” On the contrary, those parts of the body that seem to be weaker are indispensable, and the parts that we think are less honorable we treat with special honor. And the parts that are unpresentable are treated with special modesty, while our presentable parts need no special treatment. But God has put the body together, giving greater honor to the parts that lacked it, so that there should be no division in the body, but that its parts should have equal concern for each other. If one part suffers, every part suffers with it; if one part is honored, every part rejoices with it. Now you are the body of Christ, and each one of you is a part of it.”

- **The body is the Christian Community**

Together we form one through the Holy Spirit

Completion not competition

Every part is necessary

If one is good all are blessed. If one is bad all are hurting

Everyone has a job to do.

- **At JRC there are three areas of opportunity: Rows, Circles and Arrows**

Rows = Sunday Public Corporate Worship

- Point Person
 - Setup – lead servant
 - Praise – lead servant
 - Welcome – lead servant
 - Usher – lead servant
 - Sunday School – lead servant
 - Youth – lead servant
 - Audio/Visual – lead servant
 - Video Production – lead servant

Circles = Small groups, all forms

- Point person
 - Basketball Fellowship
 - Women's book study
 - Men's midweek dinner and prayer
 - Supper clubs
 - YOUR OWN!

Arrows = All missions and compassion programs

- Point Persons
 - Long term missionary support (letters, prayer, etc)
 - Short term missions (3 months or less) Mexico, Canada, Thailand...others?
 - Local compassion programs (1 day)
 - Operation Christmas child (Annually)
 - OC Rescue Mission (Monthly)
 - 2 other one day all church service days
 - YOUR OWN!!

What's available?

- Anyone can SERVE in any of the above mentioned groups or areas.
- If you are interested in LEADING in Circles or Arrows you must satisfy both Biblical and JRC requirements.

Biblical Character Requirements

- 1 Timothy 3:8-12 - Deacon aka Lead Servant (literally “humble servant”)
 - Worthy of respect – people take you seriously
 - Sincere – literally “not double-tongued”, your words and actions match
 - Don't drink too much alcohol
 - Don't pursue dishonest gain
 - Hold to fundamentals of “The Faith”
 - With clear conscience = life must not be in conflict with beliefs
 - One wife per customer
 - Handle your children/family
 - Tested – proved by your actions

JRC Requirements and expectations

- Complete Jericho Road Map
- Be a member of Jericho Road Church.
- Fill out the New Ministry Summary Sheet
- Meet regularly with your lead servant or point person to share
 - Ministries need, prayer requests, praises and updates
- Pray for and with your ministry group
- You are responsible to run all aspects of your ministry.
- You are accountable for those involved in your ministry.
 - leaders within your ministry
 - team members
 - others involved (Christian and non-Christian)
- Remember to do all things in love.

Policy and procedure to update Governance Manual

Jericho Road Leadership Board members are in charge of managing and updating the Jericho Road Church Governance Manual. This policy procedure is to establish the process of updating the Governance Manual by board members in a timely manner.

Here is the process flow:

