

Board Policy Type: Table of Contents

Board Policy Type: Foundational Statements

Foundation Diagram	I.A
Theological Mandate	I.B
Community Need	I.C
Values Owners	I.D
Core Value Principles	I.E
Primary Customer	I.F

Board Policy Type: Ends

Vision	I.G
Targets	I.H
Milestones	I.I

Board Policy Type: Strategic Plan

Mission	I.J
Strategic Direction (2012-2015)	I.K
Strategic Initiatives	I.L
Strategic Programs	I.M

Board Policy Type: Executive Director Limitations

Global Constraints	II.A
Communication & Counsel to Board	II.B
Services & Program	II.C
Treatment of Consumers	II.D
Treatment of Staff & Volunteers	II.E
Compensation & Benefits	II.F
Financial Condition	II.G
Financial Planning	II.H
Asset Protection	II.I

Board Policy Type: Governance Process

Governance Purpose & Philosophy	III.A
Board Member Qualifications	III.B
Board Job Descriptions	III.C
Board Member Responsibilities	III.D
Board Member Code of Conduct	III.E
Discipline Process for Policy Violations	III.F
Governance Policy Review	III.G

Board Policy Type: Governance Process (cont'd)	
Annual Governance Calendar	III.H
Board Meeting Agenda	III.I
Board Member Selection Process	III.J
Board Officer Roles & Responsibilities	III.K
Task Groups	III.L
Funds for Governance	III.M
Declaration of Conflict of Interest	III.N
Values Owners Connections	III.O
Board Evaluation & Development	III.P

Board Policy Type: Board / Executive Relations

Board / Executive Connection	IV.A
Selection Process for an Executive Director	IV.B
Qualifications for an Executive Director	IV.C
Delegation to the Executive Director	IV.D
Accountability of the Executive Director	IV.E
Monitoring Executive Director Performance	IV.F
Leave of Absence, Executive Director	IV.J
Leadership Development	IV.G
Organizational Culture	IV.H
Reasonable Interpretations by Executive Director	IV.I
Strategic Partnership	IV.J

Appendix

Founders' Statement of Faith	V.A
Bylaws, CommunityIMPACT, Inc.	V.B
Governance Calendar	V.C

Board Policy Type: Foundational Statements

Policy Type: Foundational Diagram



Board Policy Type: Foundational Statements

Policy Title: Theological Mandate

We hold these spiritual mandates to be Biblically evident:

1. Christ desires that His Church powerfully bear fruit, yet we are becoming culturally irrelevant;
2. God continues to call individuals and groups for apostolic ministries to identify, equip and unleash the saints and their gifts for ministry;
3. God's purposes extend beyond the local congregation to create communities and homes where Christ is obeyed 24/7;
4. Seeing the need can be God's call to be messengers to and for the Church.

Board Policy Type: Foundational Statements

Policy Title: Community Need

Local congregations are often ready and willing to submit to Christ and collaborate with other parts of Christ's body, but lack the means or the skills to be effective.

Board Policy Type: Foundational Statements

Policy Title: Values Owners

1. Founders;
2. Board of Directors Alumni;
3. Taxpayers;
4. Donors;
5. Volunteers;
6. Supporting Congregations;
7. Christian Ministries.

I.D

Board Policy Type: Foundational Statements

Policy Title: Core Value Principles

1. We are ultimately accountable to Jesus Christ, God's Son, the only Savior, and Lord of all.
2. Our ultimate guide for Truth and direction are the Old and New Testaments of the Bible.
3. We will operate with integrity to achieve excellence in all matters.
4. We will challenge one another, and those we serve, to love the Lord our God with all our heart, mind, soul, and strength, and our neighbors as ourselves.
5. We will model for and teach those we serve to carry out Jesus' command to make disciples, because all are sinners in need of salvation.
6. Our primary indicator for success will be lives transformed by the power of Jesus Christ.

I.E

Adopted: January, 2007 | Modified: January, 2007 | Printed: January, 2017
CommunityIMPACT, Inc. www.CommunityIMPACT.info

Board Policy Type: Foundational Statements

Policy Title: Primary Customer

1. The local congregation
2. Community-based organizations

I.F

Adopted: January, 2007 | Modified: May, 2011 | Printed: January, 2017
CommunityIMPACT, Inc. www.CommunityIMPACT.info

Board Policy Type: Ends

Policy Title: Vision (Mega-End)

Local congregations and community-based organizations collaborating to serve their community.

Specifically, local congregations served by CommunityIMPACT, Inc. are faith communities that:

1. Are publicly identified through their disciplined relationship with our Triune God, and their members' love for one another;
2. Passionately love the unsaved while seeking justice and mercy for all;
3. Grow as God adds to their number those who are saved;
4. Equip and unleashes believers to use their gifts for ministry and mission;
5. Attain the fullness of Christ;
6. Collaborate with other parts of the body of Christ in service to a hurting world;
7. Exemplify unity;
8. Produce fruit which will last forever;

In all ways brings glory to God.

I.G

Adopted: January, 2007 | Modified: January, 2013 | Printed: January, 2017
CommunityIMPACT, Inc. www.CommunityIMPACT.info

Board Policy Type: Ends

Policy Title: 2018 Target (Sub-End)

We pray that by the end of 2018, EVERY person in Wisconsin & Michigan's Upper Peninsula has an ongoing tangible relationship with a believing neighbor who shows God's love and unveils the Gospel of Jesus Christ.

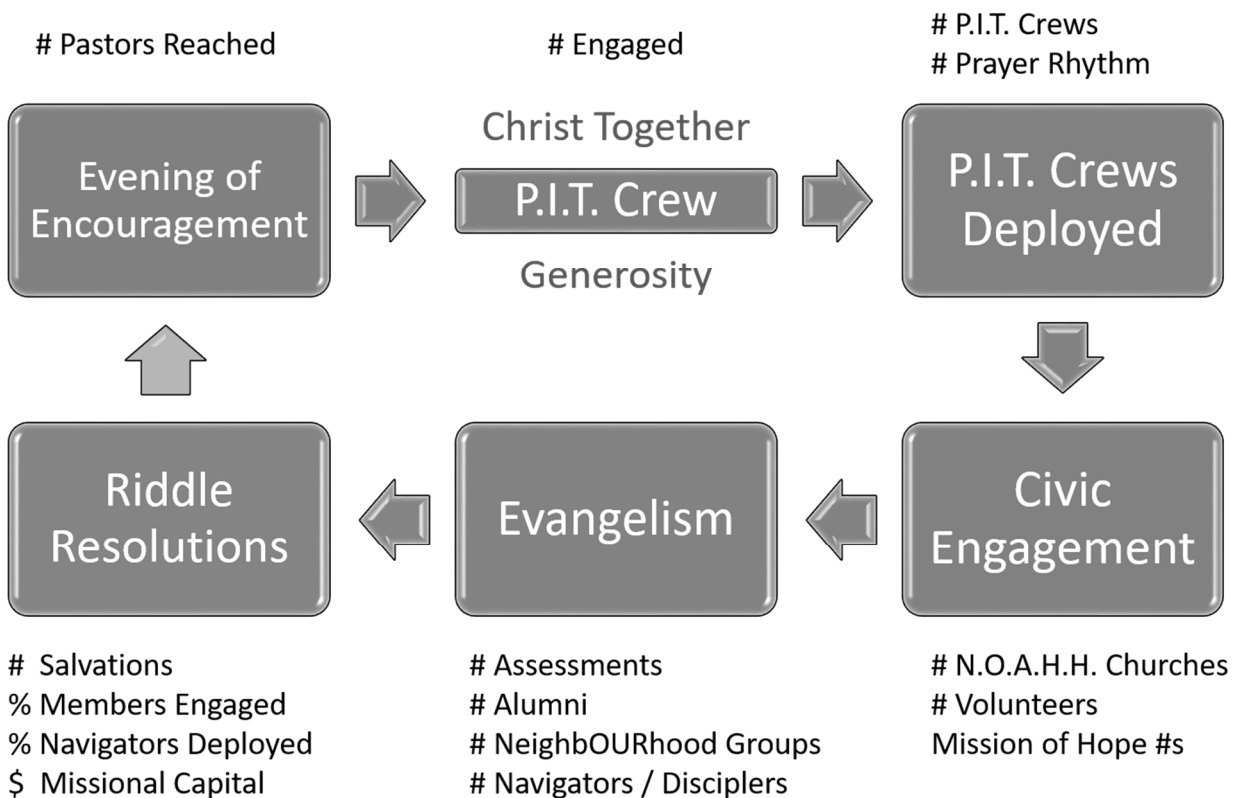
I.H

Adopted: January, 2007 | Modified: March, 2016 | January, 2017
CommunityIMPACT, Inc. www.CommunityIMPACT.info

Board Policy Type: Ends

Policy Title: Milestones

- 1) Deploy Evening of Encouragements & Plant P.I.T. and P.E.N.s in Wisconsin & 906
- 2) Develop Statewide Teams in Every County in Wisconsin and 906
- 3) Deploy NeighbOURhood Leagues & Expand Mission of Hope Communities
- 4) Strategically Engage in Community Initiatives Aligned to our Riddle Resolutions



Board/Staff Policy Type: Strategic Plan

Board/Staff Policy Title: Mission

Our Mission is to be a catalyst for creatively unleashing abundant resources so as to offer communities authentic community.

Specifically CommunityIMPACT, Inc. provides:

1. Local congregations with creative solutions and resources to mobilize their members to serve the Lord within their family, neighborhood, school, workplace, and community;
2. Community-based organizations (non-profits, schools, government, and businesses) with creative solutions for board governance, fiscal stewardship, leadership development, and collaborative relationships.

Staff Policy Type: Strategic Plan

Staff Policy Title: Strategic Direction

1. Free pastors to pray, preach, and proclaim with increased territory to shepherd;
2. Increase the capacity of the believers to lead;
3. Mobilize members as neighborhood missionaries;
4. Measurably track community impact in communities served by CommunityIMPACT, Inc.:
 - (a) Ensure every child is prepared for Kindergarten with a capacity to learn;
 - (b) Eliminate the ever-increasing academic achievement gap;
 - (c) Eliminate the waiting list for children, youth, and families who seek a mentor;
 - (d) Engage and inspire students and employers to eliminate the plague of presenteeism;
 - (e) Eliminate the re-offense rate with our state prisons and county jails;
 - (f) Eradicate the obesity epidemic and heart disease;
 - (g) Eradicate substance abuse, specifically heroin;
 - (h) Everyone has safe and affordable housing.

I.K

Staff Policy Type: Strategic Plan

Staff Policy Title: Strategic Initiatives (2017)

1. Reach Educators (Daniel Weekend), Hunters (Trophies of Grace), & Pastors (Christ Together)
2. Launch N.O.A.H.H. beyond Outagamie County
3. Launch CRM for immediate dashboard metrics and engagement activity
4. Launch Wesleyan Covenant Association in Wisconsin
5. Days of Caring – Delta County, Michigan
6. Fall Summit at GLCC: *Men | Daniel Weekend | Journey of Generosity | Love2020 | UMC*
7. Christmas Tour with Cloverton in Wisconsin & Michigan's Upper Peninsula

TARGET AREAS:

- a) Area Codes
- b) Believers
- c) Census Blocks & Mayors
- d) Christian Educators
- e) Communities
- f) Congregations
- g) Counties
- h) Debtor
- i) Donors
- j) Elders / Ministry Boards
- k) Employee
- l) Hunters
- m) Pastors

PRIMARY PATHWAY FOR ECOSYSTEM:

- Appoint Area Coordinators in WI/UP
- United We Serve's Prayer Rhythm
- NeighbOURhood League
- Daniel Weekend
- Mission of Hope
- Discipled Database
- N.O.A.H.H.
- Debt Redemption
- DonorASSURANCE
- Values Governance
- AbundantlyWELL Interventions
- HighIMPACT Outdoors
- Evening of Encouragement & Christ Together

I.L

- 2016 Board focused Target to reach every in Wisconsin and Michigan's Upper Peninsula
HighIMPACT Outdoors published 2 devotional books and evangelism DVD
Administrative Mission America's Love2020 Initiative
Comprehensive Plan – Harrison, Wisconsin and Appleton, Wisconsin
Initial positioning with PureFlix, Thrivent Financial, Thrivent Federal Credit Union, & WCA
United Methodist Men: Prayer Advocates Initiative
Days of Caring – Delta County, Michigan
- 2015 The Cielo Vista Ranch
Launched first Generosity Council in Green Bay, Wisconsin
Days of Caring – San Luis, Colorado

Staff Policy Type: Strategic Plan

Staff Policy Title: Strategic Products

A.	Governance Retreats	\$ 3,500.00 / organization
B.	Eldership Development	\$ 3,500.00 / congregation
C.	Situational Self Leadership™	\$ 895.00 / registrant
D.	Situational Leadership II™	\$ 895.00 / registrant
E.	Situational Leadership Express for Interns	\$ 3,500.00 / classroom of 20
F.	Student Situational Self Leadership™	\$ 3,000.00 / classroom of 20
G.	Whale Done™	\$ 2,000.00 / organization
H.	Lead Like Jesus™ Executive Retreats	\$ 899.99 / registrant
I.	Lead Like Jesus™ Encounters	\$ 299.99 / registrant
J.	Lead Your Family Like Jesus™ Encounters	\$ 159.99 / registrant
K.	Winter Blast Youth Retreats	\$ 145.00 / registrant
L.	Days of Caring Family Camp	\$ 400.00 / registrant
M.	Discipled Discipleship System Subscription	\$ 300.00 / month / ministry
N.	Website Hosting, Development & Maintenance	\$ 59.99 / month / website
O.	Event Management	\$ 15.00 / registrant
P.	Executive Staffing	\$ 35.00 / hour
Q.	Keynote Speaking	\$ 375.00 / hour
R.	Resource Sales	variable
S.	Discipleship Assessments – 4 surveys	\$ 5.99 / registrant
T.	Flag Page	\$ /registrant
U.	Daniel Weekend	\$ 3,000.00 funds 30 teachers
V.	MeritCore Resiliency Assessment	\$ 1.25 / student
W.	Leadership Academy	\$ 200.00 / mo or \$2,000.00 / year
X.	Discipleship Academy	\$ 100.00 / mo or \$1,000.00 / year

I.M

Staff Policy Type: Strategic Plan

Staff Policy Title: Strategic Programs

- | | |
|-----------------------------|---|
| 1. United We Serve | www.UnitedWeServe.net |
| 2. Prayer Assist | www.PrayerAssist.org |
| 3. Pray Network | www.Pray.Network www.Discipleship.Network |
| 4. DonorASSURANCE | www.DonorAssurance.org |
| 5. Evening of Encouragement | |
| 6. Mission of Hope | www.Mission-of-Hope.com |
| 7. AbundantlyWELL | www.AbundantlyWELL.org |
| 8. NeighbOURhood League | www.NeighbOURhoodLeague.org |
| 9. HighIMPACT Outdoors | www.HighImpactOutdoors.org |

Board Policy Type: Executive Limitations

Policy Type: Global Constraints

The Executive Director shall not cause or allow any organizational practice, activity, decision or circumstance that violates historical orthodox biblical leadership standards. These include, but are not limited to, unlawful, imprudent and unethical business and professional practices.

Accordingly, the Executive Director shall not:

1. Make policy decisions which fail to reflect a reasonable interpretation of related policies established by the Board;

Executive Director's Interpretation

"Policy Decisions" refers to operational policy.

"Reasonable Interpretation" indicates being reasonable in the eyes of a majority of the Board.

"Policies Established by the Board" refers to governance policies.

Means of Measuring Executive Director's Compliance of His Interpretations

CommunityIMPACT, Inc. Foundational Statements / Ends guide and inform all governance and operational policies. Operational policies (which the Board does not review nor approve), are available upon a formal request by the Board of Directors.

2. Fail to take prompt and appropriate action when the Executive Director becomes aware of any violation or potential violation of any laws, rules, or regulations, or of any possible breach of Board policies;

Executive Director's Interpretation

"Prompt and Appropriate" relate to the nature of the violation of operational and governance policies.

"Potential Violations" will require immediate action to interrupt the progression of events/actions leading to a violation.

Means of Measuring Executive Director's Compliance of His Interpretations

The Executive Director will immediately report violations of governance policy to the CGO. The CGO will decide on the appropriate action to be taken related to governance policy. The Executive Director shall keep a log of operational policy violations which will be shared with the Board, upon their request.

3. Make negative public statements about the organization.

Executive Director's Interpretation

"Negative" refers primarily to public statements. There is recognition that negative statements may be appropriate within the organization.

Means of Measuring Executive Director's Compliance of His Interpretations

Board Members or staff who hear what they believe to be inaccurate or inappropriate statements by the Executive Director shall report them, in writing, to the CGO. Sufficient context including place, time, persons present, and situation, shall be given in the report. The CGO will promptly address the matter with the Executive Director. Before discussing the matter with others, including Board Members, the CGO shall present it to the Executive Director to determine the Executive Director rationale for the commitment and how it relates to the purpose of CommunityIMPACT, Inc..

Board Policy Type: Executive Limitations

Policy Title: Communication & Counsel to Board

The Executive Director shall not permit the Board to be uninformed or unsupported in its work.

Executive Director's Interpretation

"Uninformed" refers to all information about organizational operation relevant to Board responsibility.

"Unsupported" refers to receiving logistical assistance necessary to fulfill the Board roles.

Accordingly, the Executive Director shall not:

1. Fail to inform the Board of actual or anticipated:

Executive Director's Interpretation

"Inform" may be direct conversation, phone call, email, or other written means.

"Actual" are issues that have happened in the past or a current reality in the present.

"Anticipated" are issues that are probable and cause for concern.

- a. Legal actions;

Executive Director's Interpretation

"Legal Action" imply situations worthy of an attorney or legal counsel.

- b. Financial concerns;

Executive Director's Interpretation

"Financial Concerns" may be financial trends, budget issues, or fiscal crisis.

- c. Change in status for the Executive Director.

Executive Director's Interpretation

"Change in Status" may reference an extended leave of absence or resignation.

2. Fail to advise the Board, if in the Executive Director’s opinion, the Board is not in compliance with its own policies on Governance Process and Board-Executive Director Relationship, particularly in the case of Board behavior that is detrimental to the working relationship between the Board and the Executive Director.

Means of Measuring Executive Director’s Compliance of His Interpretations

Executive Director communicates with CGO and VGO. If the Executive Director’s opinion is validated, the Board will take appropriate measures to resolve the issue and restore the working relationship.

3. Fail to report in a timely manner an actual or anticipated non-compliance with any Board policy including progress toward a solution.

Executive Director’s Interpretation

“Report” is the result of the Executive Director’s written correspondence between CGO & VGO.

“Actual” is past or present whereas “Anticipated” is present or future.

“Any” is inclusive of all four policy quadrants and relevant to Board procedures.

Means of Measuring Executive Director’s Compliance of His Interpretations

Non-compliance is recorded in writing to the CGO and VGO so as to validate any situation resulting in non-compliance – actual or perceived. The Board will take appropriate action to modify policies determinant upon the severity of the non-compliance.

Board Policy Type: Executive Limitations

Policy Title: Services & Program

The Executive Director shall not permit the organization to be involved in services and programs which do not directly move the organization to the achievement of the Board-clarified Ends.

Executive Director's Interpretation

Objectives, decisions, and outcomes must directly address the Community Need in compliance with Core Value Principles while advancing the organization's alignment with Vision, Targets, & Milestones.

Means of Measuring Executive Director's Compliance of His Interpretations

Board Directors or staff who feel the Executive Director has made a commitment which compromises the missional purpose of CommunityIMPACT, Inc. should report the situation in writing to the CGO. Before discussing the matter with others, including Board Members, the CGO shall present it to the Executive Director to determine the Executive Director rationale for the commitment and how it relates to the purpose of CommunityIMPACT, Inc..

Accordingly the Executive Director shall not enter into strategic partnership that does not comply with Board's policy.

Executive Director's Interpretation

"Strategic Partnership" relates to IV.J

Means of Measuring Executive Director's Compliance of His Interpretations

The Board of Directors is solely authorized to enter into any Strategic Partnership.

Board Policy Type: Executive Limitations

Policy Title: Treatment of Consumers

With respect to interactions with consumers or those applying to be consumers, the Executive Director shall not:

Executive Director's Interpretation

"Interactions is any form of engagement with consumers.

"Consumer" is an individual or organization paying for service/s.

"Applying to be Consumers" are individuals or organizations considering paying for service/s.

Means of Measuring Executive Director's Compliance of His Interpretations

The Executive Director shall maintain a written log of consumer complaints and offer the Board of Directors an annual summary of the number and general nature of complaints.

1. Cause or allow conditions, procedures, or decisions that violate the biblical standards of neighbor;

Executive Director's Interpretation

"Cause" are actions the Executive Director initiates.

"Allow" are elements the Executive Director permits by a staff member or volunteer.

"Biblical Standards" as contained in the Old and New Testaments.

"Neighbor" includes a right relationship with one another (believer, non-believer, enemy) within the context of love the Lord your God and your neighbor as yourself.

Means of Measuring Executive Director's Compliance of His Interpretations

Executive Director maintains organizational compliance primarily through codified procedures to guide decisions and ensure conditions advance organizational culture.

2. Fail to provide a policy and procedure to address consumer grievances;

Executive Director's Interpretation

"Policy and Procedure" guide the entire organization and should be composed to ensure sustainable relationships with our clients.

"Consumer Grievances" imply unsatisfactory conditions and relationships with our customers.

Means of Measuring Executive Director's Compliance of His Interpretations

The Executive Director shall annual provide a copy of the policy to the Board of Directors.

3. Fail to provide a procedure that mirrors biblical teaching on conflict resolution to address consumer grievances (Matthew 18:15-20).

Executive Director's Interpretation

"grievances" refers to expressions by consumers who have been offended or treated unfairly by another person in the organization.

Means of Measuring Executive Director's Compliance of His Interpretations

The Executive Director shall annually provide a copy of the policy to the Board of Directors.

Board Policy Type: Executive Limitations

Policy Title: Treatment of Staff

The Executive Director shall not, in relating to staff:

1. Deviate from local, state, or federal laws or regulations related to the treatment of staff and volunteers;

Means of Measuring Executive Director's Compliance of His Interpretations

Executive Director shall report corrective measure to the CGO, or to the VGO if the CGO is not available.

2. Fail to provide a procedure that mirrors biblical teaching on conflict resolution to address staff or volunteer grievances (Matthew 18:15-20);

Executive Director's Interpretation

"Procedure" is the plan. "Grievances" refer to expressions by staff or volunteers who have been offended or treated unfairly by another person in the organization, especially by a person in a supervisory or administrative position.

Means of Measuring Executive Director's Compliance of His Interpretations

Annually, all staff will be given a copy of the grievance policy and procedure including the required process for formally submitting a grievance. Annually, the Board will receive a summary of all grievances received and how they were resolved.

3. Fail to protect the confidentiality of staff records;

Executive Director's Interpretation

*"Protect" means when stored with access limited to authorized personnel.
"Records" refer to data kept about staff and volunteers.*

Means of Measuring Executive Director's Compliance of His Interpretations

Annually, all staff and volunteers will receive a survey in which they are asked questions related to confidentiality of their records. The Executive Director provides a summary of the survey to the Board.

4. Fail to keep staff and volunteers informed about appropriate operational matters, human resource policies and procedures and their responsibilities and duties;

Executive Director's Interpretation

“Appropriate” means pertinent to the staff’s or volunteer’s level of involvement in the organization. For example: A senior manager role will be informed far more extensively about operational opportunities and challenges than a volunteer from the community who volunteers once a week.

Means of Measuring Executive Director's Compliance of His Interpretations

Annually, all staff and volunteers will receive a survey in which they are asked questions related to being informed about operational matters. The Executive Director provides a summary of the survey to the Board of Directors.

5. Develop or maintain positions that are not funded within the budget, not properly defined, or do not clearly contribute to the Organizational Ends;

Executive Director's Interpretation

Means of Measuring Executive Director's Compliance of His Interpretations

Board Policy Type: Executive Limitations

Policy Title: Compensation & Benefits

The Executive Director shall not:

1. Provide employees compensation and benefits which exceed prevalent standards in the area;

Executive Director's Interpretation

"Compensation" includes salary and applicable benefits (vacation, sick days, housing allowance).

"Exceed" is beyond reasonable scope. "Prevalent" is common.

"Standards" are in accordance with surveys provided by area Chamber of Commerce or other available publishing sources.

Means of Measuring Executive Director's Compliance of His Interpretations

Executive Director will provide Board of Directors with determination sources, upon request.

2. Fail to properly process employee taxes and other withholdings.

Executive Director's Interpretation

"Employee Taxes and other Withholdings" refer to reports and payments to government entities appropriate to the employment status.

Means of Measuring Executive Director's Compliance of His Interpretations

Annually, all staffs will receive a survey in which they are asked one or more questions related to any difficulties encountered internally or with tax authorities. The Executive Director provides a summary of the survey to the Board of Directors.

Board Policy Type: Executive Limitations

Policy Title: Financial Condition

The Executive Director shall not jeopardize the long-term financial strength of CommunityIMPACT, Inc..

Executive Director's Interpretation

"Jeopardize" means to expose to danger or risk.

"Financial Strength" refers to the financial sustainability of the organization.

Means of Measuring Executive Director's Compliance of His Interpretations

The Executive Director will work with the Board of Directors to develop a monthly financial status report that identifies critical financial performance indicators. The report will include Board selected accounting ratios and other quantifiable data in a "run-chart" format to show trends over at least 12 data months or 6 years depending on the type of data. The run charts will be available at Board sessions and available, upon request, monthly. Financial performance indicators may include: cash on hand, fund balances, personnel support, etc.

Accordingly, the Executive Director shall not cause or allow staff to:

1. Incur short-term indebtedness other than for accounts payable or beyond a Board authorized line of credit;

Executive Director's Interpretation

"Indebtedness" does not refer to line-of-credit type debt such as credit cards and standing accounts approved by the Board.

Means of Measuring Executive Director's Compliance of His Interpretations

One of the data elements in the financial status reports will be organizational indebtedness and line-of-credit debt.

2. Incur long-term indebtedness without Board approval.

Means of Measuring Executive Director's Compliance of His Interpretations

The Executive Director will provide a list of indebtedness and date of Board authorization annually.

3. Bill accounts receivable in an untimely manner

Executive Director's Interpretation

"Untimely" is beyond the due date of printed invoice.

Means of Measuring Executive Director's Compliance of His Interpretations

One of the quarterly financial data reports to the Board of Directors will be a run-chart identifying invoiced income.

4. Pay payroll and undisputed debts later than the due date.

Means of Measuring Executive Director's Compliance of His Interpretations

One of the quarterly financial data reports to the Board of Directors will be a run-chart identifying payroll and other debts not paid by the due date.

5. Allow expenditures to deviate materially from Board stated priorities.

Executive Director's Interpretation

"Deviate" is a tangent beyond Board Directed Ends.

Means of Measuring Executive Director's Compliance of His Interpretations

The operating budget will identify each expenditure in relation to Strategic Direction.

6. Allow practices that could jeopardize the tax status of CommunityIMPACT, Inc.;

Executive Director's Interpretation

"Practices" refers to activities such as political activism, for-profit activity, and any other organizational behavior that is not allowed under IRS regulations. The ECFA is the primary source of information for unacceptable practices.

Means of Measuring Executive Director's Compliance of His Interpretations

Annually the Executive Director will email the Board documentation of continuing membership in ECFA and a summary of changes in IRS regulations related to CommunityIMPACT, Inc. maintaining its tax-exempt status. An annual Form 990 shall be submitted to the IRS and submission date provided to the recorded for Board reference.

7. Deviate from generally accepted accounting principles.

Executive Director's Interpretation

"Deviate" means to not comply. "Generally-Accepted Accounting Practices" refers to standards common to the accounting/auditing industry such as Sarbanes-Oxley. ECFA membership requires financial records to comply with generally accepted accounting principles.

Means of Measuring Executive Director's Compliance of His Interpretations

Compliance with generally accepted accounting principle standards will be annually verified by the external auditor retained by the Board of Directors to complete the annual audit or review.

Board Policy Type: Executive Limitations

Policy Title: Financial Planning

The Executive Director shall not, with respect to planning and budgeting for any fiscal year, deviate materially from Board stated Ends, risk fiscal jeopardy, or fail to show a reasonable level of foresight.

Executive Director's Interpretation

"Planning" are the Strategic Initiatives.

"Deviate from Board Stated Ends" would be including Strategic Initiatives, Strategic Direction, or other activities in the financial planning and budgeting that fail to move CommunityIMPACT, Inc. toward the Milestones and Targets.

"Risk financial jeopardy" means to risk long-term sustainability.

"Reasonable Level of Foresight" refers to an ability to look internally ahead and externally at least the number of years used to define Targets.

Accordingly, the Executive Director shall not cause or allow staff to:

1. Propose a budget which does not take into account all Board Ends priorities;

Means of Measuring Executive Director's Compliance of His Interpretations

Annually, prior to the beginning of the fiscal year, the Executive Director will provide the Board of Directors an annual operating budget with an explanation of the primary source of projected receipts and the way the primary expenditures support the Strategic Initiatives necessary to achieve the Milestones.

2. Make unbudgeted expenditures that exceeds revenues;

Means of Measuring Executive Director's Compliance of His Interpretations

The Executive Director will provide the Board of Directors quarterly updates in relation to the operating budget with an explanation for any unbudgeted expenditures and how each expense was funded without incurring organizational indebtedness.

3. Violate the applicable Evangelical Council for Financial Accountability (ECFA) Standards.

Executive Director's Interpretation

"Applicable" are the seven standards posted online, <http://www.ecfa.org/Content/Standards>

Means of Measuring Executive Director's Compliance of His Interpretations

The Executive Director will provide the letter of compliance from ECFA to the Board annually.

II.H

Board Policy Type: Executive Limitations

Policy Title: Asset Protection

The Executive Director shall not risk organizational assets by:

Executive Director's Interpretation

"Organizational Assets" includes buildings, equipment, financial reserves, and intellectual property.

1. Failing to obtain adequate property and liability insurance;

Executive Director's Interpretation

"Adequate" means not over-insured, nor under-insured.

Means of Measuring Executive Director's Compliance of His Interpretations

Annually, the Executive Director will provide the Board of Directors a summary of the insurance coverage held by CommunityIMPACT, Inc. and the logic behind the limits for each category of insurance.

2. Acquiring or disposing of real property without Board approval;

Executive Director's Interpretation

"Real Property" is facility or land owned by CommunityIMPACT, Inc..

Means of Measuring Executive Director's Compliance of His Interpretations

Annually, the Executive Director will provide the Board of Directors a summary of all real property owned by CommunityIMPACT, Inc. and the date of acquisition.

3. Failing to appropriately fund asset maintenance and replacement;

Executive Director's Interpretation

"Maintenance" includes preventive maintenance, replacement of consumable assets, as well as repair/replacement of failed items.

Means of Measuring Executive Director's Compliance of His Interpretations

Annually, the Executive Director will provide the Board of Directors a summary of the plan for the maintenance of all physical assets during the coming year.

4. Failing to invest funds without a reasonable return;

Executive Director's Interpretation

"Reasonable" is relative to the market.

Means of Measuring Executive Director's Compliance of His Interpretations

Annually, the Executive Director will provide the Board of Directors a summary of all invested funds and the rate of return during the prior year.

5. Failing to appropriately protect intellectual property, including trademarked and copyrighted materials, of CommunityIMPACT, Inc..

Executive Director's Interpretation

"Intellectual Property" are assets unique to the operations of CommunityIMPACT, Inc. such as database, website content, or strategic concepts.

Means of Measuring Executive Director's Compliance of His Interpretations

Annually, the Executive Director will provide the Board of Directors a summary of all intellectual property of CommunityIMPACT, Inc. and the means of protecting its value (i.e. non-compete documentation).

Board Policy Type: Governance Process

Policy Title: Governance Purpose & Philosophy

The primary purpose of CommunityIMPACT, Inc.'s Board of Directors is to glorify God through serving as the stewards of our Values Owners in governing this organization.

The basis of governance policies are the principles for Policy Governance,[®] Christian values, and legal compliance.

Specifically:

1. As stewards, the Board:
 - a. Is accountable to, and entrusted by, its Values Owners with the authority to govern all aspects of the organization;
 - b. Is obligated to listen and communicate with the Values Owners regarding the organization's direction and outcomes;
 - c. Selects, employs, and partners with an Executive Director who creates an operational structure and policies based upon governance policies.
2. The governance policies, which define the role of the Board and its relationship with the Executive Director, address the following:
 - a. Foundational Statements including Organizational Ends
 - b. Governance Process
 - c. Board/Management Relationship
 - d. Executive Limitations

III.A

Board Policy Type: Governance Process

Policy Title: Board Member Qualifications

Each member of the Board of Directors shall be a professing and exemplary Christian as prescribed in the *Founders' Statement of Faith (V.A)* for CommunityIMPACT, Inc..

Specifically, the Board member will:

1. Support the values, vision, and mission of CommunityIMPACT, Inc.;
2. Make Board membership a priority in their life with the support of their family and the commitment of time required;
3. Be an active member of a local congregation;
4. Communicate personal views clearly, while being open-minded to the perspectives of others;
5. Abide by the Policy Governance® process;
6. Have the desire and potential to be a visionary leader within their realm of influence.

III.B

Board Policy Type: Governance Process

Policy Title: Board Job Descriptions

The Board of Directors, in serving as the stewards of the Values Owners, shall establish the organizational ends and monitor organizational performance.

Specifically, the Board will:

1. Listen to, and communicate with, the Values Owners;
2. Enact and review written governance policies that address:
 - a. Ends
 - b. Executive Limitations
 - c. Board / Director Relations
 - d. Governance Process
3. Monitor the organizational process by assessing:
 - a. Progress toward achieving Ends Policies;
 - b. Compliance with Executive Limitation Policies;
4. Employ and evaluate the Executive Director.

III.C

Board Policy Type: Governance Process

Policy Title: Board Member Responsibilities

For the Board to function effectively as a corporate person, each Board member must fulfill their unique role for which they were selected to be on this Board.

Specifically:

1. Before agreeing to be on the Board each prospect will understand and accept their unique role and responsibility;
2. Board members will:
 - a. Participate in the new member orientation prior to the first meeting;
 - b. Pray daily for the ministry impact of CommunityIMPACT, Inc., the staff, Board members, partners, and Values Owners;
 - c. Attend all meetings with appropriate preparation and active participation;
 - d. Serve on task groups as deemed necessary by the Board;
 - e. Understand and abide by the CommunityIMPACT, Inc.'s governance policies;
 - f. Be informed with national, regional, state, and local issues that may strategically impact CommunityIMPACT, Inc.;
 - g. Be informed about the means CommunityIMPACT, Inc. uses to achieve the Ends;
 - h. Participate in activities designed to improve board effectiveness (i.e. creative, educational, and social events);
 - i. Participate actively in the Values Owner connection process;
 - j. Be a donor of record year to CommunityIMPACT, Inc. (the demonstration of financial support, rather than the amount of the contribution, is of principle importance);

- k. Noncompliance of the *Board Member Responsibilities* policy may result in removal from the Board in accord with the *Discipline Process for Policy Violations (III.F)*.

III.D

Board Policy Type: Governance Process

Policy Title: Board Member Code of Conduct

Every intention and action of each Board member is aligned with Christ-like integrity and obedience.

Specifically, each Board member must:

1. Maintain the confidentiality of privileged information and never use such information for personal gain;
2. Support every Board decision, even if personally opposed, and will not make private or public statements contrary to the decisions of the Board;
3. Declare a potential duality of interest that may exist regarding an impending Board decision;
4. Handle complaints or conflicts regarding the services or staff of CommunityIMPACT, Inc. in accord with CommunityIMPACT, Inc.'s [Conflict Management Policy](#) document;
5. Treat other Board members and staff with civility, respect, and address these conflicts through [the Conflict Management Policy](#) leading to restoration;
6. Not enter into the day-to-day operations of CommunityIMPACT, Inc. unless as a volunteer at the discretion of the Executive Director;
7. Refrain from speaking on behalf of the Board, unless designated to do so by the Board.
8. Noncompliance with the *Code of Conduct* policy may result in removal from the Board in accord with the *Discipline Process for Policy Violations (III.F)*.

III.E

Board Policy Type: Governance Process

Policy Title: Discipline Process for Policy Violations

If an individual Board member intentionally violates the *Board Member Responsibilities* (III.D) or *Board Member Code of Conduct* (III.E) policies, disciplinary action is required.

Specifically:

1. The Chief Governance Official (CGO) will be promptly informed of the alleged violation. If the CGO is accused, the Vice-Governance Officer (VGO) will be promptly informed.
2. The CGO, or Board Member designated by the CGO, will personally talk with the accused in an effort to determine truth.
3. Regardless of the outcome of step 2, the CGO, or Designee, will discuss the accusation with two (2) additional Board Members to determine subsequent action, if any.
4. If the accused Board Member is believed to have made the policy violation, the situation will be presented to the full Board at the earliest opportunity to determine if removal from the Board of Directors is appropriate.

III.F

Board Policy Type: Governance Process

Policy Title: Governance Policy Review

Governance policies shall be the basis for all Board deliberation and action.

Specifically:

1. Policies shall be brief, clear, future-oriented and reflect the organization's values;
2. Policies will provide the opportunity for Reasonable Interpretation by the Chief Governance Official (Governance Process and Board/Director Relations) and Executive Director (Ends and Executive Limitations);
3. Policies are living documents and shall be reviewed at least annually so that they remain relevant;
 - a. The Board may approve new policies or revise existing policies at any Board meeting by majority vote. Upon the request of any member, action may be deferred one meeting;
4. At each Board meeting, the Chief Governance Official shall appoint a task group to examine in-depth the policies to be reviewed at the next Board meeting.

III.G

Board Policy Type: Governance Process

Policy Title: Annual Governance Calendar

The annual governance calendar identifies tasks and activities to ensure that all elements of the Board job descriptions are fulfilled.

Specifically, tasks and activities include:

1. Review and evaluate governance policies for relevancy
2. Monitor staff compliance with Ends and Executive Limitation policies;
3. Monitor Board compliance with Governance Process and Board/Director Relations policies through an online policy evaluation in August. The full Board reviews survey results and revises policies according to the *Governance Calendar* (III.H);
4. Evaluate Executive Director and determine compensation changes;
5. Create, implement, and evaluate on-going communication, listening, and feedback activities with Values Owners at every Board meeting;
6. Nominate Board officers and members to fill vacancies;
7. Elect Board officers and members to fill vacancies;
8. Meet with an auditor annually with the Executive Director present and also in executive session;
9. Annual orientation of new Board members following election and no later than November 15;
10. Annual retreat to review the strategic plan developed by staff and identification of strategic issues and opportunities to be addressed in next year's strategic plan

III.H

Adopted September, 2007 | Modified: January, 2009 | Printed: January, 2017
CommunityIMPACT, Inc. www.CommunityIMPACT.info

Board Policy Type: Governance Process

Policy Title: Board Meeting Agenda

Every Board meeting will have an agenda that defines in advance the items to be addressed.

Specifically:

1. The primary source for Board meeting agenda items will be the annual Governance Calendar;
2. The Chief Governance Official, with the assistance of the Executive Director, will develop Board meeting agendas;
3. The agenda and supporting documents will be distributed to Board members at least one week prior to the Board meeting;
4. Board members report on Ends and Means and planning for connecting with the Values Owners;
5. Regular agenda items will include:
 - a. Executive Session (without the Executive Director);
 - b. Review and approve minutes from prior meeting;
 - c. Review Annual Governance Calendar;
 - d. Review progress toward achieving the annual *Connect with Values Owners Communication Plan (III.N)*;
 - e. Review compliance with selected Executive Limitations;
 - f. Review progress toward achieving the one-year milestones.
 - g. Reports from task groups;
 - h. Evaluation of Board meeting by assigned member using standard evaluation form;
6. Board meetings will be held as often as necessary to fulfill its responsibilities but no less than quarterly;

III.I

Board Policy Type: Governance Process

Policy Title: Board Member Selection Process

Board member selection and development will be a continual process involving all Board members. The objective of this process is systematic identification, preparation, and succession that maintains the continuity and integrity of the Board.

Specifically:

1. All Board members will be responsible for cultivating relationships with persons who may meet the qualifications as future Board members;
2. Before submitting a name for consideration, a Board member will informally ascertain the potential candidates compliance with the *Board Member Qualifications (III.B)* policy;
3. Board members will inform the Board about potential candidates;
4. From the list of potential candidates, the Board will develop a prioritized list;
5. The Board will have two additional members talk with the potential candidates to determine a mutual fit using the Evaluation Tool Guide;
6. Using the prioritized list, candidates will be invited by a Board member to have their name submitted in nomination;
7. The nominated candidates will be elected according to the Bylaws;
8. New Board members will receive an in-depth orientation to the organization and Policy Governance by the Chief Governance Official and Executive Director.

III.J

Board Policy Type: Governance Process

Policy Title: Board Officer Roles & Responsibilities

The only elected Board officers are the Chief Governance Official (C.G.O.) and Vice Governance Official (V.G.O.). The responsibility of the Chief Governance Official is to maintain the integrity of the governance process and represent the Board to outside parties. The Vice Governance Official shall assume the responsibilities if the Chief Governance Official is unable to fulfill the responsibilities.

Specifically, the Chief Governance Official shall:

1. Ensure that the Board and individual member's actions are consistent with the principles of Policy Governance®;
2. Presides over Board meetings in accord with the *Annual Governance Calendar (III.H)* and *Board Meeting Agenda (III.I)* policies utilizing effective group process;
3. Utilize effective group process (see *Board Member Evaluation & Development* policy, [III.O](#)) guiding the Board's deliberations;
4. Use any reasonable interpretation of the provisions in Governance Process and Board/Management Relations policies;
5. Be responsible for the Board/Management Relations including regular interaction with the Executive Director. The Chief Governance Official has no individual authority to supervise or direct the Executive Director without specific Board direction;
6. Appoint Secretary, Treasurer, and Task Group Chairs and members of task groups established by the Board;
7. Sign documents and contracts for CommunityIMPACT, Inc. as required by law and the Board.

Specifically, the Vice-Governance Official shall:

1. Assist the CGO as requested;
2. Assume the responsibilities of the CGO if exigent circumstances arise.

Specifically, the Secretary shall meet the legal requirements for the Board position (the Board assumes the tacit responsibilities will be delegated to executive staff):

Specifically, the Treasurer shall meet the legal requirements for the Board position (the Board assumes the tacit responsibilities will be delegated to executive staff).

- Evidence of Insurance
- Evidence of 990 Submission
- Evidence of State Filings
- Evidence of Donation Letters
- Annual Financials Submitted to the Board
- Evidence of Payroll Taxes and Form 941
- Evidence of Form 1099 filed with the IRS and distributed to Vendors
- Annual Audit or Review conducted by outside firm and the Public Disclosure Document

Board Policy Type: Governance Process

Policy Title: Task Groups

Board Task Groups will be given specific assignments and operating parameters that support the Board in functioning as a whole.

Specifically, Board Task Groups will:

1. Assist the Board's decision-making by preparing options related to policies and identifying implications for consideration and further development by the full Board;
2. Refrain from speaking or acting for the Board except when given such formal authority by the Board;
3. Exercise no authority over the Executive Director or staff.

Board Policy Type: Governance Process

Policy Title: Funds for Governance

The Board shall annually budget funds to maintain and improve its governance capacity for effectiveness.

Specifically, the Board will allocate funds to:

1. Provide education and training opportunities for the Board and individual members;
2. Obtain outside monitoring assistance so the Board can exercise confident control over organizational performance. This includes the annual financial audit, periodic accreditation reviews, and other external assessments of operations;
3. Undertake market and community research to identify changes in community needs and new opportunities to serve in accord with the interests and values of the Values Owners.

Board Policy Type: Governance Process

Policy Title: Declaration of Conflict of Interest

This Conflict of Interest policy governs the activities of the Board and staff of CommunityIMPACT, Inc. It is the duty of all Board members and staff to be aware of this policy, and to identify conflicts of interest and situations that may result in the appearance of a conflict and to disclose those situations/conflicts/or potential conflicts to

- (i) The employee's supervisor
- (ii) The Executive Director,
- (iii) Chief Governance Officer, or other designated person, as appropriate.

1. What is a conflict of interest? A conflict of interest arises when a Board Director, or staff member, has a personal interest that conflicts with the interests of CommunityIMPACT, Inc. or arise in situations where a Board / staff member has divided loyalties (also known as a "duality of interest"). The former can result in situations that result in inappropriate financial gain to persons in authority at CommunityIMPACT, Inc. which can lead to financial penalties and violations of IRS regulations. Similarly, situations or transactions arising out of a conflict of interest can result in either inappropriate financial gain or the appearance of a lack of integrity in CommunityIMPACT's decision-making process. Both results are damaging to CommunityIMPACT, Inc. and must be avoided.

- *Example #1:* a person in a position of authority over the Organization may benefit financially from a transaction between the Organization and the board/staff member; or others closely associated with the board/staff member may be affected financially. Family members, or their businesses, or other persons or the businesses of persons with whom the board/staff member is closely associated, could benefit from similar transactions.
- *Example #2:* A conflict of interest could be a direct or indirect *financial interest* such as those described above, or a *personal interest* such as the situation where a Board member of CommunityIMPACT, Inc. is also a board member of another nonprofit or for-profit entity in the community with which CommunityIMPACT, Inc. collaborates or conducts business.

2. Who might be affected by this policy? Typically persons who are affected by a conflict of interest policy are the Board Directors, officers, and executive staff. In some cases a major donor could also be in a conflict situation. CommunityIMPACT, Inc. takes a broad view of conflicts and Board/staff are urged to think of how a situation and/or transaction would appear to outside parties when identifying conflicts or possible conflicts of interest.

3. Disclosure of Conflicts. Board members and executive staff will annually disclose and promptly update any disclosures previously made on an Annual Conflict Disclosure Questionnaire form provided by the Organization that requests them to identify their interests that could give rise to conflicts of interest, such as a list of family members, substantial business or investment holdings, and other transactions or affiliations with businesses and other organizations or those of family members as well as other nonprofit organizations. Directors and staff are also urged to disclose conflicts as they arise as well as to disclose those situations that are evolving that may result in a conflict of interest. Advance disclosure must occur so that a determination may be made as to the appropriate plan of action to manage the conflict. Staff should disclose to their supervisor/Executive Director and Board Directors should disclose to the Chief Governance Officer (Board President) as soon as the person with the conflict is aware of the potential conflict - or appearance of a conflict - exists.

4. Procedures to manage conflicts. For each interest disclosed, the full Board, or the Executive Director or CGO, as appropriate, will determine whether the organization should: (a) take no action or (b) disclose the situation more broadly and invite discussion/resolution by the full Board of what action to take, or (c) refrain from taking action and otherwise avoid the conflict.

In most cases the broadest disclosure possible is advisable so that decision-makers can make informed decisions that are in the best interests of the organization.

- When the conflict involves a decision-maker, the person with the conflict:
 - (i) Must fully disclose the conflict to all other decision-makers;
 - (ii) May not be involved in the decision of what action to take (i.e., may not participate in a vote) but may serve as a resource to provide other decision-makers with needed information.
- In some cases the person with the conflict may be asked to recuse him/herself from sensitive discussions so as not to unduly influence the discussion of the conflict.
- In all cases, decisions involving a conflict will be made only by disinterested persons
- The fact that a conflict was managed and the outcome will be documented in the minutes of Board meetings if the conflict was related to a Board member, and reported by the Executive Director to the CGO, if the conflict was related to a staff member.
- The CGO or Executive Director will monitor proposed or ongoing transactions of the organization (i.e., contracts with vendors and collaborations with third parties) for conflicts of interest and disclose them to the Board and staff, as appropriate, whether discovered before or after the transaction has occurred.

Board Policy Type: Governance Process

Policy Title: Values Owners Connections

Regular two-way communication between the Board and the Values Owners is imperative.

Therefore, the Board will develop an annual strategic communication plan involving each Board member and all Values Owners:

1. Continue with the identification of new and prospective Values Owners;
2. Match Board members and Values Owners to maximize effectiveness of communication and relationships;
3. Regularly listen to their perspectives on CommunityIMPACT, Inc.
 - a. Sharing the return being provided on their investment of time, talent, treasure, and credibility;
 - b. Regularly communicate new initiatives and opportunities for CommunityIMPACT, Inc.;
 - c. Identify new service and collaborative opportunities.
4. Board members report findings at the upcoming Board meeting
5. Discoveries communicated to the Executive Director and staff to:
 - a. Improve programs and services;
 - b. Develop new collaborative relationships;
 - c. Expand customer base.

III.O

Board Policy Type: Governance Process

Policy Title: Board Evaluation & Development

The Board will participate in an ongoing self-evaluation process to determine its effectiveness in governing CommunityIMPACT, Inc. and create an annual Board Development Plan to address deficiencies.

Specifically, the Board will:

1. Appoint one member to complete a *Meeting Evaluation* form and offer an oral report at the end of each meeting. The written reports will be utilized in the annual Board performance evaluation;
2. Annually evaluate the overall Board compliance with the *Governance Process* and *Board/Management Relations* policies and identify needed policy revisions or additions/deletions.
3. Develop an annual plan for individual and full Board knowledge and skill development based on results of;
 - a. Meeting an annual Policy Compliance Evaluation
 - b. Connecting with Values Owners
 - c. Findings from annual Strategic Issues Retreat

III.P

Adopted: October, 2007 | Modified: January, 2008 | Printed: January, 2017
CommunityIMPACT, Inc. www.CommunityIMPACT.info

Board Policy Type: Board / Executive Relations

Policy Title: Board / Executive Connection

The Board's sole connection to CommunityIMPACT, Inc., its achievements, and its conduct is through the Executive Director.

Specifically,

1. The Executive Director is the single official link between the Board and staff;
2. The Board will never give orders to persons who report directly or indirectly to the Executive Director except in situations related to compliance with the Executive Limits;
3. All authority and accountability of staff is considered the authority and accountability of the Executive Director;
4. The Board will not evaluate, either formally or informally, any staff other than the Executive Director.
5. The Board will direct the Executive Director through written policies;
6. Only decisions of the Board, acting as a body, are binding on the Executive Director;
7. If Board members or Task Groups request information without Board authorization, the Executive Director may refuse such requests.

IV.A

Board Policy Type: Board / Executive Relations

Policy Title: Selection Process for an Executive Director

A key responsibility of the Board of Directors is to select the Executive Director.

Specifically,

1. The Board will determine a process for identifying and screening candidates and selecting the Executive Director;
2. A new Executive Director must be approved by at least two-thirds of the members of the Board.

IV.B

Board Policy Type: Board / Executive Relations

Policy Title: Qualifications for an Executive Director

The Executive Director will have proven capability in blending both executive and legislative skills.

Specifically,

1. **Highly Capable Individual:** makes productive contributions through talent, knowledge, skills, and good work habits;
2. **Contributing Team Member:** utilizes individual capabilities to the achievement of group objectives and works effectively with others in a group setting;
3. **Competent Manager:** organizes people and resources toward the effective and efficient pursuit of predetermined objectives
4. **Effective Leader:** catalyzes commitment to and vigorous pursuit of a clear and compelling vision while stimulating higher performance standards;
5. **Servant Leader:** builds enduring greatness through a paradoxical blend of personal humility and sacrificial will;
6. **Exemplary Christian Leader:** reflects leadership principles of I Timothy 3:1-9.

Leadership levels excerpt: Collins, Jim. *Good to Great: Why Some Companies Make the Leap ... and Others Don't.*

IV.C

Adopted: November, 2007 | Modified: October, 2012 | Printed: January, 2017

CommunityIMPACT, Inc. www.CommunityIMPACT.info

Board Policy Type: Board / Executive Relations

Policy Title: Delegation to the Executive Director

The Board will instruct the Executive Director through written policies that:

1. Prescribe the organizational Ends to be achieved
2. Proscribe organizational situations, and actions to be avoided, and;
3. Allow the Executive Director to use the Reasonable Interpretation of these policies;

Specifically, the Board delegates to the Executive Director:

1. Authority to determine the means to achieve the Ends;
2. Authority to define and implement all operational policies in accord with the governance policies defining Ends and Executive Limitations;
3. Full responsibility for hiring, organizing, and defining the jobs for all staff;
4. Responsibility for implementing decisions made by the Board of Directors.

The Board of Directors will respect and support the decisions of the Executive Director that are consistent with governance policies.

IV.D

Board Policy Type: Board / Executive Relations

Policy Title: Accountability to the Executive Director

The Executive Director is accountable to the Board of Directors for progress toward the organizational Ends and the compliance with the Executive Limitations.

Specifically the Executive Director will,

1. Inform the Board of Directors prior to regular meetings regarding progress toward the Milestones in accordance with the monitoring plan developed by the Executive Director and approved by the Board of Directors;
2. Report to the Board of Directors compliance with Executive Limits in accord with the monitoring plan developed by the Executive Director and approved by the Board of Directors;
3. Notify the Board of Directors in a timely basis if an Executive Limit has been non-compliant, with the plan for correction;
4. Inform the Board of Directors in a timely basis of organizational issues which could have public relations implications, or about which Board members may be contacted by stakeholders;

Board Policy Type: Board / Executive Relations

Policy Title: Monitoring Executive Director Performance

The Board of Directors will review Executive Director's performance as basically identical to organization performance. Therefore, the Board of Directors shall regularly monitor the Executive Director performance as indicated by:

1. Progress toward the Ends;
2. Compliance with the Executive Limits;
3. The state of the organization culture (IV.H):
4. The Executive Director's personal and professional development.

Specifically, performance will be monitored in one or more of the following ways:

1. Internal reports agreed to by the Board relating to:
 - a. Compliance with each Executive Limitation;
 - b. Progress toward achievement of the Ends.
2. External review by independent, outside experts selected and retained by the Board of Directors including an annual financial assessment.
3. Direct inspection by Board designated members or subgroups. Any Board member shall immediately inform the Chief Governance Official (CGO) of any condition or action believed to be non-compliant with the Executive Limitations.
4. CGO, or the delegate, shall periodically connect with Executive Director in a caring and accountable relationship for personal health and well being.

IV.F

Adopted: November, 2007 | Modified: October, 2012 | Printed: January, 2017

CommunityIMPACT, Inc. www.CommunityIMPACT.info

Board Policy Type: Board / Executive Relations

Policy Title: Leave of Absence, Executive Director

The Board of Directors shall grant a 30-day continuous paid leave of absence once every five years. The Leave of Absence must be approved by the Board of Directors at least six months prior to the planned Leave of Absence start date.

Emergency Leave of Absence will be Board-approved, as needed.

If, for whatever reason the Executive Director is incapacitated and physically unable to tend to organizational matters, the agreed upon successor shall assume all responsibilities.

Board-approved successor: ~~Aaron Scheer~~ Jim Case

Board Policy Type: Board / Executive Relations

Policy Title: Leadership Development

The Board of Directors and Executive Director shall provide the policies and procedures for interim coverage of Executive Director's responsibilities and the Executive Director's succession.

Specifically,

1. The Executive Director shall submit to the Board a plan for interim coverage of the Executive Director responsibilities for up to 12 weeks
2. The Executive Director shall submit to the Board a plan for interim coverage of the Executive Director responsibilities for up to three weeks of Board approved personal leave of absence.
3. The Executive Director and the Board of Directors will jointly develop a policy on Executive Director succession.

IV.G

Board Policy Type: Board / Executive Relations

Policy Title: Organizational Culture

The Board of Directors will define the essential characteristics of the organization's culture to be preserved through changes in operational leadership.

The primary characteristic of the culture is that staff creates a Christ-like environment.

Specifically the characteristics of the CommunityIMPACT, Inc. culture include:

1. A commitment to achieving a vision that exceeds individual capacity and is grounded in taking unconditional responsibility for their actions;
2. A vision that connects people in a common effort with genuine meaning;
3. Self-disciplined people, thought, and action;
4. An environment where people are encouraged to speak the truth in love about any topic, internal or external;
5. Dependence upon and submission to God;
6. A team-based organization that values the leadership role of each individual staff member through training and growth opportunities;
7. Innovation through experimentation and risk-taking;

IV.H

Board Policy Type: Board / Executive Relations

Policy Title: Reasonable Interpretation by Executive Director

The Board of Directors delegate the Reasonable Interpretation of board policies to the Executive Director.

Specifically,

1. The Board of Directors expects statements from the Executive Director which express a reasonable interpretation of the Policy for application and monitoring compliance.
2. Executive Director writes the Reasonable Interpretations and monitoring compliance (cost, benefit, beneficiary) for Milestones;
3. Executive Director writes the Reasonable Interpretations and monitoring compliance (cost, benefit, beneficiary) for Executive Limitations;
4. Board may write two sentences and the Executive Director writes two paragraphs illustrating his/her reasonable interpretation;
5. To avoid legalism and to inspire the creativity of the Executive Director, Reasonable Interpretation grants latitude within interpretation so long as control is retained by the Board of Directors.

Board Policy Type: Board / Executive Relations

Policy Title: Strategic Partnerships

In order for CommunityIMPACT, Inc. to achieve its vision, from time to time, strategic partnerships will be required to provide needed expertise and other resources.

Because of the potential duration and legal implications of partnerships, decisions to form them will be jointly made by the Executive Director and Board of Directors.

Specifically:

1. A partnership is a contractual relationship for more than one year. (Collaboration is a relationship for less than one year).
2. Potential partnerships may be identified by either the Executive Director or the Board of Directors;
3. Partnership opportunities may be introduced at any Board meeting by either the Executive Director (as part of the progress towards the Ends) or a Board member (as part of the Linking with Values Owners);
4. Partnership needs and opportunities will be part of the agenda for the annual Ends Retreat;
5. The criteria for partners may include:
 - a. Similar Core Values
 - b. Compatible Vision
 - c. Strategic Plan
 - d. Track Record
 - e. References
 - f. Financial Strength
 - g. Policy Governance

IV.J

Document Type: Founders' Statements

Document Title: Statement of Faith

We believe the Bible to be inspired and infallible. Holy Scriptures are the only authoritative Word of God and our practical guide for daily living.

We believe that there is only one God, eternally existent in three persons: Father, Son, and Holy Spirit.

We believe in the deity of our Lord Jesus Christ who came in the flesh. We believe in His virgin birth, in His sinless life, in His miracles, in His vicarious and atoning death through His shed blood, in His bodily resurrection, in His ascension to the right hand of the Father, and in His imminent personal return in power and glory. He is the only advocate and intermediary between God and humanity.

We believe in the present ministry of the Holy Spirit by whose indwelling the repentant sinner becomes a new creation and is empowered to live a godly life.

Humanity cannot do anything to merit salvation from God. Without repentance of sins, humanity is lost and therefore separated from God. Salvation is only by the grace of God through a personal and dynamic faith in the Lord Jesus Christ. All who receive, by faith, the Lord Jesus Christ are born-again and empowered by the Holy Spirit and have become children of God.

Jesus Christ is the Head of the Church, His Body, which is composed of everyone who has been united in Him through saving faith. God admonishes His people to assemble together for regular worship, for participation in the sacraments, for edification through Biblically-based teaching, and for mutual encouragement.

We believe in the resurrection of both the saved and the lost. They that are saved unto the resurrection of life and they that are lost unto the resurrection of damnation.

V.A

Document Type: Appendix

Document Title: Organizational Bylaws

Article One

Name

The name of the organization shall be CommunityIMPACT, Inc., It is incorporated in the State of Wisconsin as a non-stock, not-for-profit organization.

Article Two

Purpose

As set forth in the Articles of Incorporation, the purpose of this corporation, a not-for-profit, charitable organization, is to be a catalyst for unleashing abundant resources so as to offer communities authentic community. Specifically, CommunityIMPACT, Inc. provides local congregations and community-based organizations creative solutions for board governance, fiscal stewardship, leadership development, and collaborative relationships.

Anything in these bylaws to the contrary notwithstanding, the purpose or purposes for which this corporation is organized are limited to those that will qualify it as an exempt organization under Internal Revenue Code Section 501(c)(3), including such purposes, the making of distributions to organizations that qualify as tax exempt organizations under such code.

This corporation shall not, as a substantial part of its activities, carry on propaganda or otherwise attempt to influence legislation. This corporation shall not participate in or intervene in (including the publishing or distributing of statements) any political campaign on behalf of any candidate for public office.

No part of the net earnings, properties or assets of this corporation, on dissolution or otherwise, shall inure to the benefit of any private person or individual or any member or director of this corporation. On liquidation or dissolution, all properties and assets of this corporation remaining after paying or providing for all debts and obligations shall be distributed and paid over to such fund, foundation or corporation organized and operated for charitable or religious purposes as the Board of Directors shall determine, and as shall at that time qualify as a tax-exempt organization under the Internal Revenue Code Section 501(c)(3), or as such Section may be amended. This source would be a scholarship fund for students from the state of Wisconsin attending Asbury Theological Seminary in Wilmore, Kentucky.

Article Three

Board of Directors

1. The Board of Directors of CommunityIMPACT, Inc., Inc. are: Lori Prah, John Lochner, Jim Nelson, Chris Elliott, Dean Hulce, Terry Martell, Lori Aho, & Becky Deuel.
2. The position of President is a perpetual position with voice and vote serving the Board of Directors as Founder. This role is reserved solely for Roger Kindschi.
3. The business of this organization shall be managed by its Board of Directors. The Board shall consist of 7-13 members with a total of nine being preferred for three serving three-year terms.
4. Officers of the organization shall be elected for membership of the Board of Directors and will consist of a Chief Governance Officer (CGO), Vice Governance Officer (VGO), Secretary, and Treasurer who will have the duties as outlined in our Governance Process policies.
5. The Board of Directors shall elect new Board Directors according to Policy III.I, *Board Member Selection Process*.
6. The Chief Governance Officer (CGO) may appoint, with the approval of the Board, chairs of standing committees and special committees as they may be required.
7. Vacancies arising among voting members of the Board shall be filled by appointment of the Chief Governance Officer (CGO) with the approval of the Board.
8. The Board of Directors shall meet at least quarterly during the year. A quorum shall be a majority of Board members.
9. Board members are elected to a single term of three years and may be elected to a second, but not third, term.
10. Unexpired Terms. If more than half of the unexpired term remains, member may be elected to one more term. If there is less than a half of a term unexpired, members may serve two terms for a maximum of 7.5 years.
11. A member who has served two consecutive terms shall take an absence of at least one year before serving on the Board.
12. A member is not eligible to serve as the V.G.O. their sixth year so as to ensure successful succession of leadership.

Article Four

Funds

1. The fiscal year of this corporation shall begin September 1st of each year and end August 31st of the following year.
2. All funds accruing to the organization shall be deposited to the account of CommunityIMPACT, Inc., and shall be disbursed by CommunityIMPACT, Inc.'s Chief Financial Officer (CFO) (or someone authorized by the Treasurer) as authorized by the Board. An annual audit shall be made of the corporation's accounts.

Article Five

Procedure

All proceedings shall be governed according to Values Governance

Article Six

Amendments

These bylaws may be amended at any meeting of the general membership by majority vote of those present, providing the notice was given to all members at least two weeks before the meeting, with notice provided by registered mail to all registered members of the organization.

Article Seven

Dissolution

In the event of dissolution of this organization, any assets remaining after payment of obligations shall be used to establish a scholarship fund for students from the state of Wisconsin attending Asbury Theological Seminary in Wilmore, Kentucky, or as otherwise provided in Article Two above.

V.B