

**FIRST GOOD SHEPHERD LUTHERAN CHURCH
BOARD OF DIRECTORS
POLICY MANUAL**

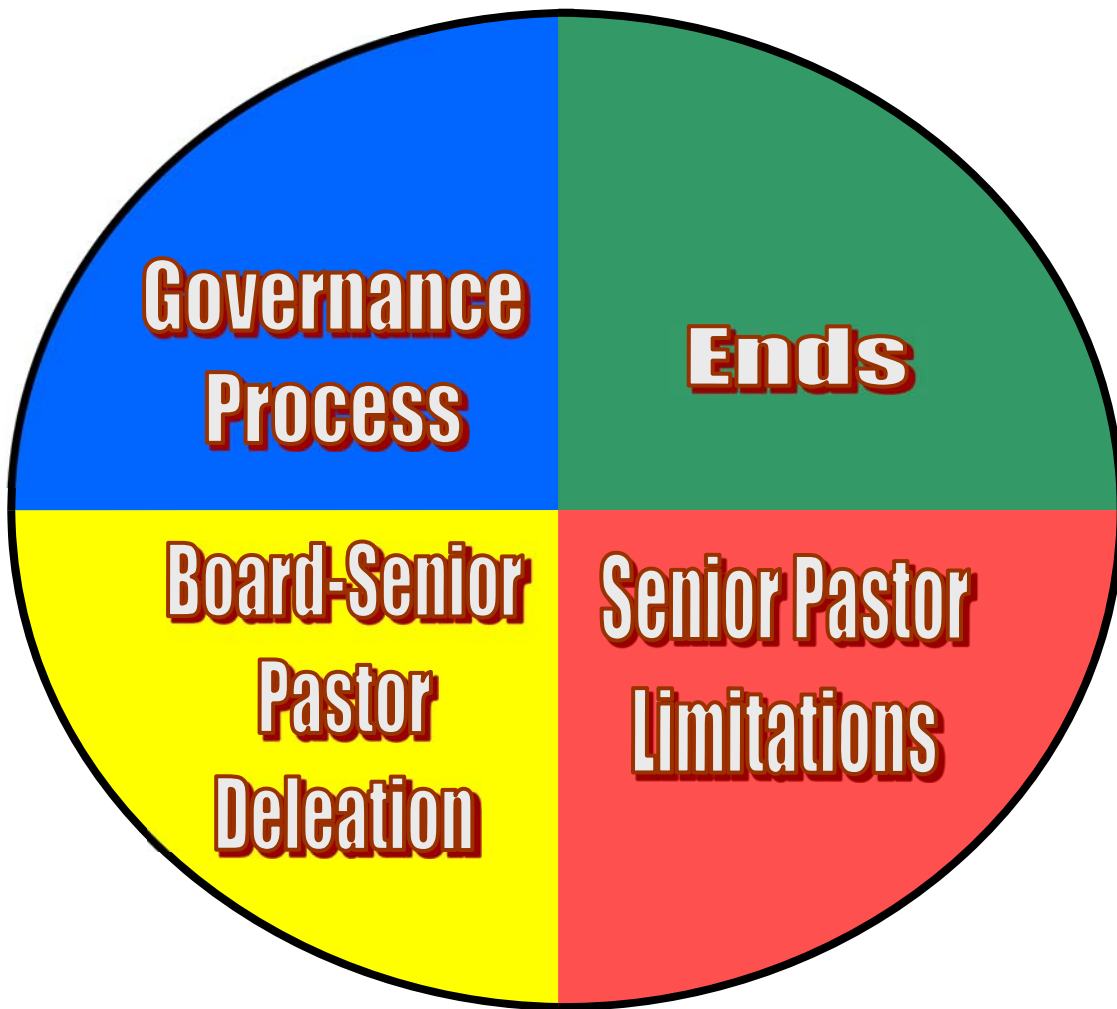
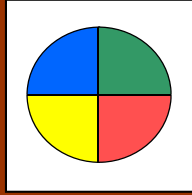


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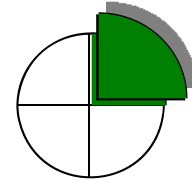
INSTRUCTIONS TO SENIOR PASTOR

INSTRUCTIONS TO BOARD

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BOARD OF DIRECTORS POLICY



Policy Name: Mega-Ends

Number: E

Policy Type: Ends

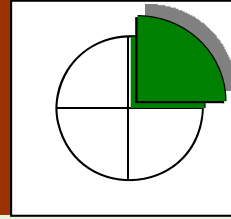
Date Approved:

Date Amended:

Date Last Reviewed:

First Good Shepherd Lutheran Church exists so that people who connect with our church experience God's love for them in a welcoming, supportive, and uplifting community; and grow as disciples of Jesus Christ at a cost that demonstrates prudent stewardship of the resources God provides.

BOARD OF DIRECTORS POLICY



Policy Name: Children Connected with Our Church

Number:

E-1

Policy Type: Ends

Date Approved:

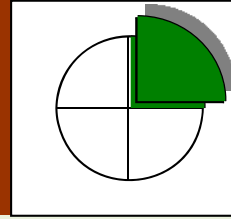
Date Amended:

Date Last Reviewed:

Children connected with our church develop the character, capacity, and competence to be contributing and effective disciples of Jesus Christ.

1. Children have age-appropriate knowledge and understanding of God's love for them, the Christian faith, and Lutheran doctrine.
2. Children have age-appropriate knowledge and skills to apply Christian principles to relationships with parents and peers, personal finance, and social issues.
3. Children have the knowledge, skills, and attitudes to effectively profess and demonstrate the Christian faith to those with whom they connect on a daily basis.
4. Students at our school are proficient at grade level in mathematics, basic science, reading, writing, and American history.
5. Students at our school demonstrate awareness and understanding of the responsibilities of American citizenship.
6. Students at our school can listen actively, think critically, solve problems logically, communicate clearly, and demonstrate self-discipline.

BOARD OF DIRECTORS POLICY



Policy Name: Parents of Non-Member Students

Number:

E-2

Policy Type: Ends

Date Approved:

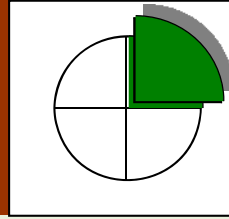
Date Amended:

Date Last Reviewed:

Parents of non-member students at our school experience God's love and have the knowledge and skills to grow as disciples of Jesus Christ.

1. Parents of non-member students have the knowledge and skills to apply Christian principles to relationships, personal finance, and social issues as engaged citizens.

BOARD OF DIRECTORS POLICY



Policy Name: Young Adults Connected with Our Church **Number:** E-3

Policy Type: Ends

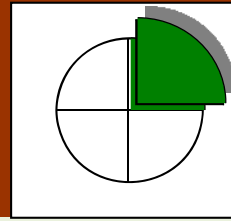
Date Approved:

Date Amended:

Date Last Reviewed:

Young adults connected with our church understand the rationale for the Christian faith and can apply Christian principles to relationships, personal finance, and social issues as engaged citizens.

BOARD OF DIRECTORS POLICY



Policy Name: People in Surrounding Community and Throughout the World **Number:** E-4

Policy Type: Ends

Date Approved:

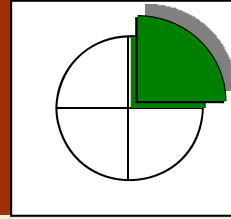
Date Amended:

Date Last Reviewed:

People in the surrounding community, in America, and throughout the world experience God's love in tangible ways that alleviate suffering and enhance well-being.

1. Unbelievers in America gain understanding that a Christian worldview provides relevant answers to their questions and enhances life.

BOARD OF DIRECTORS POLICY 2



Policy Name: Members of Our Church

Number:

E-5

Policy Type: Ends

Date Approved:

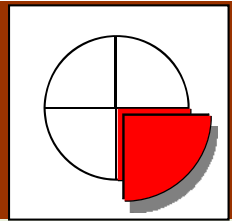
Date Amended:

Date Last Reviewed:

Members of our church grow towards becoming fully-devoted disciples of Jesus Christ.

1. Members have the knowledge and skills to apply Christian principles to relationships, personal finance, and social issues as engaged citizens.
2. Members have the knowledge, skills, and attitudes to effectively profess the Christian faith to those with whom they connect on a daily basis.

BOARD OF DIRECTORS POLICY



Policy Name: General Senior Pastor Constraint

Number: SPL

Policy Type: Senior Pastor Limitations

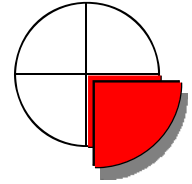
Date Approved:

Date Amended:

Date Last Reviewed:

The Senior Pastor shall not cause or allow any practice, activity, decision or organizational circumstance which is unlawful, imprudent, unethical or in violation of Scriptural imperatives, or the Constitution and Bylaws, including the Confessional standard delineated in Article 3 of the Constitution.

BOARD OF DIRECTORS POLICY



Policy Name: Treatment of People Served

Number:

SPL-1

Policy Type: Senior Pastor Limitations

Date Approved:

Date Amended:

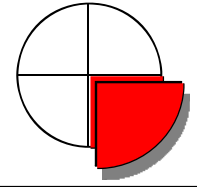
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The Senior Pastor shall not cause or allow conditions, procedures or decisions related to the treatment of people served that are unsafe, disrespectful, or unnecessarily intrusive.

Further, without limiting the scope of the above statement by the following list, the Senior Pastor shall not:

1. Permit people served to be without reasonable protections against hazards or conditions that might threaten their health, safety or well-being.
 - 1.1. Be without all reasonable measures to provide a safe, healthy, respectful and secure learning environment in the church and school.
 - 1.2. Be without enforced policies that prevent students from exposure to harassment, provide remedy for harassment situations, and provide methods for dealing with individuals who harass.
 - 1.3. Permit any school-authorized activities, occurring on school premises or elsewhere, during authorized times, to be inappropriately supervised.
 - 1.4. Permit church-owned, contracted or volunteer-provided transportation that does not adhere to written regulations and procedures designed to ensure the safety and well-being of those being transported, including students.
2. Permit violation of confidentiality and privacy, except where specific disclosure is required by legislation.
 - 2.1. Use methods of collecting, reviewing, storing or transmitting personal information that inadequately protect against improper access.
3. Allow people served to have an unclear understanding of what may be expected and what may not be expected from the service offered when a cost is to be incurred by the person served.
 - 3.1. Permit students and parents to be unaware of expectations with respect to student performance and conduct.
4. Permit decisions or procedures related to the school that do not recognize and respect parents as those with primary responsibility for education and protection of their children.
 - 4.1. Permit parents to be without the opportunity to participate in key decisions involving the education of their children.
 - 4.2. Permit parents to be without clear, timely and responsive communications.
5. Permit admission, registration, evaluation, or recognition processes that treat students unfairly.
 - 5.1. Permit student evaluation practices which are invalid, or which fail to provide a clear indication of the level of student mastery.
6. Operate without clear written guidelines for the handling of student complaints, including access to an appeal process where required by way of statute or regulation.

BOARD OF DIRECTORS POLICY



Policy Name: Treatment of Staff and Volunteers

Number:

SPL-2

Policy Type: Senior Pastor Limitations

Date Approved:

Date Amended:

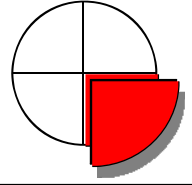
Date Last Reviewed:

The Senior Pastor shall not cause or allow working conditions for staff or volunteers that are unfair, disrespectful, unsafe, disorganized, or unclear.

Further, without limiting the scope of the above statement by the following list, the Senior Pastor shall not:

1. Allow staff to be without current, enforced, written human resource policies that clarify expectations and working conditions, provide for effective handling of grievances, and protect against wrongful conditions.
 - 1.1. Permit staff to be without adequate protection from harassment.
 - 1.2. Permit staff to be uninformed of the performance standards by which they will be assessed.
 - 1.3. Permit a staff member who alleges that a human resources policy has been violated to his or her detriment to be without a mechanism to appeal a decision at least one level above the immediate supervisor, or, in the case of a direct report of the Senior Pastor, to be without the ability to access a mutually acceptable neutral third party mediator.
2. Retaliate against any staff member for non-disruptive expression of dissent.
3. Allow staff to be unprepared to deal with emergency situations.
4. Use methods of collecting, reviewing, storing or transmitting personal information that inadequately protect against improper access.

BOARD OF DIRECTORS POLICY



Policy Name: Treatment of Donors

Number:

SPL-3

Policy Type: Senior Pastor Limitations

Date Approved:

Date Amended:

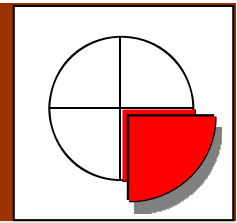
Date Last Reviewed:

The Senior Pastor shall not cause or allow conditions, procedures or decisions related to treatment of donors that are disrespectful or unnecessarily intrusive, or that do not adequately protect confidentiality or privacy.

Further, without limiting the scope of the above statement by the following list, the Senior Pastor shall not:

1. Permit violation of donor confidentiality.
2. Use methods of collecting, reviewing, storing or transmitting donor information that inadequately protect against improper access to the information elicited.
3. Sell or rent donor mailing lists to other organizations.
4. Permit untimely acknowledgement and receipting of donations.

BOARD OF DIRECTORS POLICY



Policy Name: Planning

Number:

SPL-4

Policy Type: Senior Pastor Limitations

Date Approved:

Date Amended:

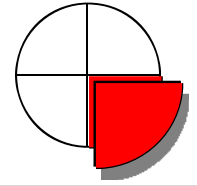
Date Last Reviewed:

The Senior Pastor shall not permit planning that allocates resources in a way that deviates materially from Board-stated Ends priorities, risks fiscal jeopardy, or does not enable the longer-term ability of the Church to achieve Ends.

Further, without limiting the scope of the above statement by the following list, the Senior Pastor shall not:

1. Operate without a written, multi-year strategy that can be expected to achieve a reasonable interpretation of the Ends.
 - 1.1. Permit planning that does not explain and justify assumptions, and identify relevant environmental factors.
2. Permit budgeting for any fiscal year or the remaining part of any fiscal year that is not derived from the multi-year plan.
3. Permit financial planning that omits credible projection of revenues and expenses, separation of capital expenditures and operational expenses, cash flow projections, and disclosure of planning assumptions.
 - 3.1. Permit envelope/plate giving revenue estimates to be derived from unrealistic assumptions regarding current membership, historical trending, and projected giving consistent with current economic conditions.
 - 3.2. Permit unrealistic projections of enrollments.
4. Plan for expenses to exceed projected revenue.
5. Permit planning that risks incurring any situation or condition described as unacceptable in the “Financial Condition and Activities” policy.
6. Permit financial planning that does not provide the amount determined annually by the Board for the Board’s direct use during the year, such as costs of fiscal audit, Board development, Board and committee meetings, Board legal fees, and ownership linkage.
7. Permit planning that endangers the fiscal soundness of future years or ignores the building of organizational capability sufficient to achieve Ends in future years.
 - 7.1. Operate without succession plans to facilitate smooth operations during key personnel transitions and ensure competent operation of the organization over the long term.
 - 7.2. Permit the organization to be without sufficient organizational capacity and current information about Senior Pastor and Board issues and processes for the competent operation of the organization to continue in the event of sudden loss of Senior Pastor services.

BOARD OF DIRECTORS POLICY



Policy Name: Financial Condition and Activities

Number:

SPL-5

Policy Type: Senior Pastor Limitations

Date Approved:

Date Amended:

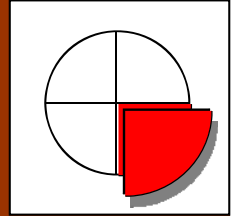
Date Last Reviewed:

With respect to the actual, ongoing financial conditions and activities, the Senior Pastor shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from Board priorities established in Ends policies.

Further, without limiting the scope of the above statement by the following list, the Senior Pastor shall not:

1. Expend more funds than have been received in the fiscal year to date unless the debt guideline below is met.
 - 1.1. Exceed a \$150,000 line of credit which must be repaid initially by June 30, 2017, and by the end of the each current fiscal year after that date.
2. Use restricted and assigned non-endowment funds and capital funds to pay for expenditures other than for what they have been designated.
3. Allow the untimely payment of payroll and debts, including accounts payable.
4. Allow tax payments or other government ordered payments or reports to be overdue or inaccurately filed.
5. The purchase, lease, mortgage, sale, encumbrance or other disposition of real property, as specified in the Bylaws.
6. Allow financial transactions that do not provide an audit trail.

BOARD OF DIRECTORS POLICY



Policy Name: Asset Protection

Number:

SPL-6

Policy Type: Senior Pastor Limitations

Date Approved:

Date Amended:

Date Last Reviewed:

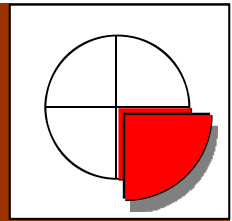
The Senior Pastor shall not allow assets to be unprotected, inadequately maintained or unnecessarily risked.

Further, without limiting the scope of the above statement by the following list, the Senior Pastor shall not:

1. Permit the organization to be without adequate insurance against theft and damage losses.
2. Permit the Board members, staff and individuals engaged in activities on behalf of the organization, or the organization itself to be without adequate liability insurance.
 - 2.1. Allow the organization, Board members, staff, and volunteers to have inadequate Directors & Officers Liability coverage, Employment Practices Liability coverage, Educators Legal Liability coverage, Privacy/Cyber coverage, and Sexual Molestation coverage.
3. Unnecessarily expose the organization, its Board members or staff to claims of liability.
 - 3.1. Allow any staff person or volunteer to be in contact with children under the age of 18 or other vulnerable populations without being adequately screened.
4. Allow unbonded or uninsured personnel access to material amounts of funds.
5. Allow investment of operating and assigned funds in insecure investments while seeking reasonably high returns within the church's liquidity requirements.
6. Receive, process or disburse funds under controls that are insufficient to meet Synodical standards.
 - 6.1. Receive, process or disburse the organization's assets under internal controls insufficient to detect, deter and prevent fraud or insufficient to prevent and detect significant deficiencies or material weaknesses.
 - 6.2. Operate without internal controls that prevent and ensure against tardy, inaccurate, specious or misleading financial reporting.
7. Cause or allow building and equipment to be subjected to improper wear and tear or insufficient maintenance.
8. Make purchases that do not result in appropriate level of quality, after-purchase service and value for dollar, or do not provide opportunity for fair competition.
 - 8.1. Make any purchase wherein normally prudent protection has not been given against conflict of interest.
 - 8.2. Make substantial purchases without having evaluated comparative prices and quality.
 - 8.3. Make any capital expenditure not to exceed the originally budgeted cost for a capital purchase by more than 5%.
9. Compromise the independence of the Board's audit or other external monitoring or advice.
10. Allow investment of operating and capital funds in insecure investments.

11. Cause, allow or participate in ministries or other activities which could reasonably be considered to endanger the organization's public image, credibility, or its ability to accomplish Ends.
12. Merge or dissolve the church or school ministry, as specified in the Bylaws.

BOARD OF DIRECTORS POLICY



Policy Name: Fundraising, Gifts, Bequests, and Endowment Funds

Number: SPL-7

Policy Type: Senior Pastor Limitations

Date Approved:

Date Amended:

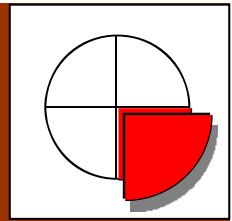
Date Last Reviewed:

The Senior Pastor shall not allow fund-raising activities or the process of disbursing funds received from wills, estates, and endowments to risk financial jeopardy, to violate the Bylaws, or to impair the achievement of the Ends.

Further, without limiting the scope of the above statement by the following list, the Senior Pastor shall not:

1. Accept gifts, bequests and endowments without due diligence to ensure the potential liability is not greater than the asset value.
 - 1.1. Accept items where the terms are too restrictive.
 - 1.2. Accept real estate that has not been examined for potential toxic or hazardous waste and where the cost of clean-up has not been identified.
 - 1.3. Accept real estate without examination of the potential for quick and easy resale.
2. Accept restricted gifts from living persons without a written and clear agreement or letter of understanding developed between the donor(s) and the church.
3. Invest contributions of permanently restricted funds no later than a month after being received, consistent with the parameters of the Senior Pastor Limitation on Management of Investments.
4. Invest any assigned funds in an Endowment Fund.
5. Withdraw in any year more than 4% of the market value of the Endowment investment portfolio at the previous June 30th year-end.
6. Withdraw any funds when the market value of the principal amount of permanently restricted funds is less than the amount of the original principal.
7. Withdraw funds for operations except if necessary to fund start-up expenses for a new mission or ministry project or position on a proportionally decreasing basis ending no later than four years after inception.
8. Allow principal, yield, or a gain from permanently restricted funds to be loaned to or invested in the organization or pledged for any purpose.
9. Invest less than \$1,000 of new money into the First Good Shepherd Lutheran Church Future Ministries Fund endowment annually.
10. Use any restricted gift for other than the purposes specified by the donor in the gift instrument.

BOARD OF DIRECTORS POLICY



Policy Name: Management of **Endowment** Investments

Number: SPL-8

Policy Type: Senior Pastor Limitations

Date Approved:

Date Amended:

Date Last Reviewed:

The Senior Pastor shall not permit **Endowment** investments to be managed in a way that is inconsistent with the primary objectives of growth and capital preservation.

Further, without limiting the scope of the above statement by the following list, the Senior Pastor shall not:

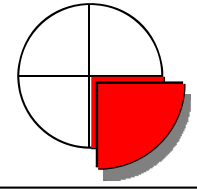
1. Permit investments to be managed without the active involvement of well-qualified investment advisors who are independent of any investment fund.
 - 1.1 Permit the advisor to take title to any assets.
 - 1.2 Permit the advisor to withdraw any funds from the accounts except to cover payment of previously agreed fees, or at the church's specific direction.
2. Make any investment outside the following categories of asset classes:
 - Money Market Funds
 - U.S. Short Term Taxable Bonds
 - U.S. Intermediate Term Taxable Bonds
 - U.S. Long Term Bonds
 - U.S. Short Term Tax Free Bonds
 - U.S. Intermediate Term Tax Free Bonds
 - U. S. Total Taxable Bonds
 - U.S. Corporate Bonds
 - High Yield Bonds
 - Non-U.S. Bonds
 - Total US Equities Market
 - U.S. Equities – Large Cap
 - U.S. Large Cap Value
 - U.S. Large Cap Growth
 - U.S. – Mid Cap
 - U.S. – Mid Cap Value
 - U.S. – Mid Cap Growth
 - U.S. – Small Cap
 - U.S. – Small Cap Value
 - U.S. – Small Cap Growth
 - Non U.S. Large Stocks - Developed Countries
 - Non U.S. Small Stocks - Developed Countries
 - Foreign Equities – Emerging Market
 - Real Estate Securities/REITs
3. Make any investment outside the following types of securities:
 - Open-ended Mutual Funds
 - Closed-end Mutual Funds
 - Exchange Traded Funds

4. Permit investments to be exposed to greater than a moderate level of risk - declines of no greater than 10 – 20% during a difficult stock market cycle – by varying from the following criteria:
 - Target asset allocation of 65% equity and 35% fixed income.
 - Rebalancing when an asset class is outside of the above target allocation by more than 15 %, i.e., plus or minus 5% for fixed income and plus or minus 10% for equities.
 - Diversification within asset categories to enhance performance and reduce risk.
 - No individual fund to exceed 35% of the total portfolio.
 - No individual security to exceed 2% of the total portfolio.
5. Permit investment decisions to be made without the expected achievement, after fees and expenses, of a pre-tax average annual return of 5% over a 10 year period, and a net return of 3 % above inflation.
 - 5.1 Let the Board be without annual performance information which provides actual percentage of return over a rolling 10-year period, in comparison with any of the following applicable benchmarks:
 - Russell 3000 Index for large cap US holdings
 - Russell 2000 Value Index for small and mid cap US holdings
 - MSCI World ex USA Index (net div.) for large and mid cap international stocks
 - MSCI World ex USA Small Cap Index (net div.) for small cap international stocks
 - S&P Global REIT Index (net div.) for real estate holdings
 - BofA Merrill-Lynch 6-Month US Treasury Bill Index for fixed income instruments with maturities of less than one year
 - Citigroup World Government Bond Index 1-3 years (unhedged) for fixed income instruments with maturities of 1 – 3 years
 - Citigroup World Government Bond Index 1-5 years (hedged to USD) for fixed income instruments with maturities of 1 – 5 years
 - Barclays US TIPS Index 1-5 years for publicly issues US Treasury inflation-protected securities with at least a year remaining to maturity.

The following indices noted by the LCMS Foundation:

- Barclay's Aggregate Bond Index
 - Barclay's Long Term Treasury Index
 - Barclay's High Yield Bond Index
 - ML US High Yield BB/B Constrained Index
 - Wilshire 5000 Index
 - Wilshire 4500 Index
 - S&P 500 Index
 - MSCI All Country World ex-US Index
 - MSCI EAFE Index
 - MSCI Emerging Markets Index
 - Citigroup 3-Month T-Bill Index
6. Permit investments that are inconsistent with the liquidity requirements of the church.
 - 6.1 Invest in securities that have more than a 3-day settlement or that would be subject to withdrawal penalties.

BOARD OF DIRECTORS POLICY



Policy Name: Compensation and Benefits

Number:

SPL-9

Policy Type: Senior Pastor Limitations

Date Approved:

Date Amended:

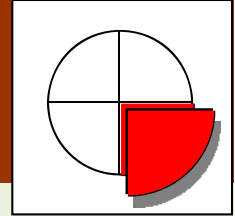
Date Last Reviewed:

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

Further, without limiting the scope of the above statement by the following list, the Senior Pastor shall not:

1. Change his own compensation and benefits, except as his benefits are consistent with a package for all other employees.
2. Promise or imply permanent or guaranteed employment.
3. Establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed.
4. Establish current compensation and benefits that deviate materially within each class of personnel.
5. Create obligations over a longer term than revenues can be safely projected.
6. Establish or change pension benefits.
7. Establish or use any employee benefit programs whose provisions are contrary to Scripture.

BOARD OF DIRECTORS POLICY



Policy Name: Communication and Support to Board

Number:

SPL-10

Policy Type: Senior Pastor Limitations

Date Approved:

Date Amended:

Date Last Reviewed:

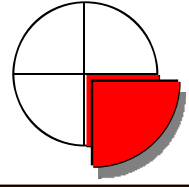
The Senior Pastor shall not permit the Board to be uninformed or unsupported in its work.

Further, without limiting the scope of the above statement by the following list, the Senior Pastor shall not:

1. Withhold, impede, or confound information relevant to the Board's informed accomplishment of its job.
 - 1.1. Allow the Board to be without decision information to support informed Board choices, including relevant environmental scanning data, a representative range of staff and external points of view, and significant issues or changes within the external environment, along with alternative choices and their respective implications.
 - 1.2. Let the Board be without monitoring data as required by the schedule in the policy on Monitoring Senior Pastor Performance, in a timely, accurate and understandable fashion, including explicit Senior Pastor interpretations that include rationale and evidence of compliance.
 - 1.3. Let the Board be unaware of any actual or anticipated non-compliance with any Ends or Senior Pastor Limitations policy, regardless of the Board's monitoring schedule.
 - 1.4. Let the Board be unaware of any incidental information it requires, including anticipated media coverage, actual or anticipated legal actions, and material or publicly visible internal changes or events, including changes in senior personnel.
 - 1.5. Allow the Board to be unaware that, in the Senior Pastor's opinion, the Board is not in compliance with its own policies on Governance Process and Board-Senior Pastor Delegation, particularly in the case of Board behavior which is detrimental to the work relationship between the Board and the Senior Pastor.
 - 1.6. Present information in an untimely manner, in unnecessarily complex or lengthy form, or in a form that does not clearly differentiate among monitoring, decision preparation, and general incidental or other information.
 - 1.7. Let the Board be unaware in a timely manner if any of his personal theological or doctrinal positions change so as to deviate from the Confessional standard delineated in Article 3 of the Constitution.
2. Allow the Board to be without reasonable administrative support for Board activities.
 - 2.1. Allow the Board to be without a Recording Secretary.
 - 2.2. Allow Board members to be without access to Board meeting materials one week in advance of the Board meeting.
 - 2.3. Allow the Board to be deprived of adequate and efficient settings and arrangements for Board and committee meetings.

3. Impede the Board's holism, misrepresent its processes and role, or impede its lawful obligations.
 - 3.1. Deal with the Board in a way that favors or privileges certain Board members over others, except when (a) fulfilling individual requests for information or (b) responding to officers or committees duly charged by the Board.
 - 3.2. Neglect to supply for the Required Approvals agenda all items delegated to the Senior Pastor, yet required by law, regulation or contract to be Board-approved, along with the applicable monitoring information.

BOARD OF DIRECTORS POLICY



Policy Name: Ethical Behavior

Number:

SPL-11

Policy Type: Senior Pastor Limitations

Date Approved:

Date Amended:

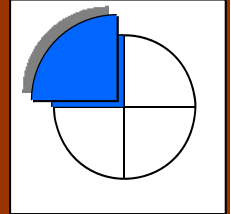
Date Last Reviewed:

The Senior Pastor shall not permit lack of a high degree of integrity at all levels of the Church.

Further, without limiting the scope of the above by the following list, the Senior Pastor shall not:

1. Operate without an enforced internal Code of Conduct, of which all employees and volunteers are made aware, that clearly outlines the rules of expected behavior for employees and volunteers.
2. Permit employees and others to be without a mechanism for anonymous and confidential reporting of alleged or suspected improper activities, without fear of retaliation.
 - 2.1. Permit employees to be without a clear process to register a concern, or without a fair and anonymous process for reporting and investigating allegations of suspected improper activities, which include but are not limited to: financial irregularities; dishonest, deceitful, fraudulent or criminal acts; and other violations of legislation.
 - 2.2. For those incidents that do not implicate the Senior Pastor permit there to be a conflict or direct reporting relationship between the person conducting the investigation and the person alleged to have engaged in improper activities.
 - 2.3. Permit the reporting process to exclude a mechanism for reporting incidents that implicate the Senior Pastor directly to the Board Chair.
 - 2.4. Permit disclosure of the identity of whistle blowers or the subject matter of the investigation unless it is necessary to do so to conduct a comprehensive investigation, or required by law or other Board policy.
 - 2.5. Permit employees to be unaware that any allegations that prove not to be substantiated and which prove to have been made maliciously or knowingly to be false shall be viewed as a serious offence and shall be subject to disciplinary action.
 - 2.6. Permit any employee to be adversely affected because the employee refuses to carry out a directive which would result in an improper activity.
 - 2.7. Allow the Board to be uninformed about any potential reputation exposure related to these matters.

BOARD OF DIRECTORS POLICY



Policy Name: Elders

Number:

SPL-12

Policy Type: Senior Pastor Limitations

Date Approved:

Date Amended:

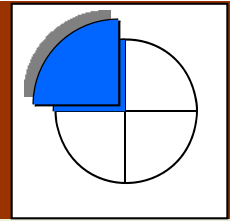
Date Last Reviewed:

The Senior Pastor shall not appoint Elders incapable of supporting the spiritual care of the congregation.

Further, without limiting the scope of the above statement by the following list, the Senior Pastor shall not:

1. Select an Elder who fails to meet the qualifications noted in the Bylaws.
2. Select an Elder who fails to show evidence of the following practical criteria that qualify him for service:
 - Manifests the fruit of the Spirit.
 - Oriented toward discipleship.
 - Models spiritual maturity.
 - Exercises sound judgment and discernment.
 - Demonstrates leadership ability.
 - Demonstrates being a team player with the potential to develop a good working relationship with the existing Elders.
 - Has the time and inclination to meet with the Elders as needed (1 Peter 5:2)
 - Committed to the Confessional standard in Article 3 of the Constitution and the church's mission.
 - Has a track record of using his spiritual gifts.
3. Allow an Elder to serve with unclear expectations regarding responsibilities and length of service.

BOARD OF DIRECTORS POLICY



Policy Name: Global Governance Commitment

Number: GP

Policy Type: Governance Process

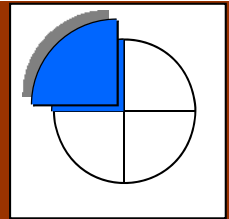
Date Approved:

Date Amended:

Date Last Reviewed:

The purpose of the Board, on behalf of God; members; regularly attending non-members; and regular non-member donors of time, talent, and treasure; is to ensure that the Church achieves appropriate results for the appropriate people at an appropriate cost (as specified in Board Ends policies), and avoids unacceptable actions and situations.

BOARD OF DIRECTORS POLICY



Policy Name: Governing Style

Number: GP-1

Policy Type: Governance Process

Date Approved:

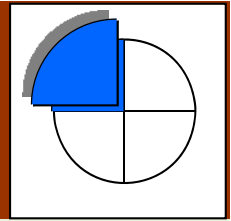
Date Amended:

Date Last Reviewed:

The Board will govern lawfully with an emphasis on Biblical principles, outward vision, commitment to obtaining ownership input, encouragement of diversity in viewpoints, strategic leadership, clear distinction of Board and staff roles, collective decisions, and a proactive, future focus. This means the Board will not be preoccupied with the present or past, or with internal, administrative detail.

1. The Board will cultivate a sense of group responsibility. The Board, not the staff, will be responsible for excellence in governing. The Board will initiate policy, not merely react to staff initiatives. The Board will use the expertise of individual members to enhance the ability of the Board as a body to make policy, rather than to substitute their individual judgements for the group's values.
2. The Board will direct, control and inspire the organization through the careful establishment of broad written policies reflecting the owners' values and perspectives. The Board's major policy focus will be on the intended long-term results to be produced for beneficiaries outside the operational organization, not on the administrative means of attaining those results.
3. The Board will enforce upon itself whatever self-discipline is needed to govern with excellence. Self-discipline will apply to matters such as its code of conduct, policy-making principles, respect of roles, regular self-evaluation, and ensuring the continuity of governance capability. Although the Board can change its governance process policies at any time, it will scrupulously observe those currently in force.
4. The Board will not allow any member or committee of the Board to hinder or be an excuse for not fulfilling Board obligations.

BOARD OF DIRECTORS POLICY



Policy Name: Board Job Contributions

Number: GP-2

Policy Type: Governance Process

Date Approved:

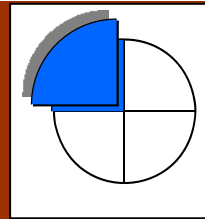
Date Amended:

Date Last Reviewed:

The Board, as an informed agent of the ownership, will ensure appropriate organizational performance. Accordingly, the Board has direct responsibility to create the following job outputs:

1. The link between the owners and the operational organization.
2. Written governing policies that address the broadest levels of all organizational decisions and situations:
 - 2.1. *Ends*: what good or benefit the Church is to produce, for which recipients, at what worth.
 - 2.2. *Senior Pastor Limitations*: Constraints on Senior Pastor authority that establish the boundaries of prudence and ethics within which all Senior Pastor activity and decisions must take place.
 - 2.3. *Governance Process*: Specification of how the Board conceptualizes, carries out, and monitors its own task.
 - 2.4. *Board-Senior Pastor Delegation*: How power is delegated and its proper use monitored, including the Senior Pastor's role, authority, and accountability.
3. Assurance of organizational performance on Ends and Senior Pastor Limitations through structured monitoring of the Senior Pastor as outlined in policies on Board-Senior Pastor Delegation.
4. Decisions and responsibilities the Constitution and Bylaws require of the Board or Board Committees.
 - 4.1. Investigations involving the potential removal of any called minister of religion ordained, tenured minister of religion commissioned, or member of the Board.
 - 4.2. Participation on Call Committees for the Senior Pastor as required.
5. Operational decisions not reserved by the Congregation in the Constitution or Bylaws that the Board has prohibited the Senior Pastor from making in the Senior Pastor Limitations.
 - 5.1. Decisions regarding the Senior Pastor's compensation and any benefits not consistent with a package for all other employees (SPL-9, item 1).
 - 5.2. Decisions regarding the purchase of any capital expenditure exceeding the originally budgeted cost for a capital purchase by more than 5% but less than \$100,000 (SPL-6, item 8.3).
 - 5.3. Decisions regarding pension benefits for any employee (SPL-9, item 6).

BOARD OF DIRECTORS POLICY



Policy Name: Board Planning Cycle & Agenda Control **Number:** GP-3
Policy Type: Governance Process **Date Approved:**
Date Amended:
Date Last Reviewed:

To accomplish its job products with a governance style consistent with Board policies, the Board will follow an annual agenda which (a) completes a re-exploration of Ends policies annually and (b) continually improves Board performance through Board education and enriched input and deliberation.

1. The Board shall maintain control of its own agenda by developing a multi-year cycle and an annual schedule that includes all elements of the Board's work. [See cycle at the end of this policy.]
 - 1.1. Review of the Ends in a timely fashion which allows the Senior Pastor to build a budget based on accomplishing a one-year segment of the Board's most recent statement of long-term ends.
 - 1.2. Linkage with the ownership to gain a representative mix of owner values, perceptions and expectations, prior to the above review.
 - 1.3. Education related to Ends determination (for example, presentations relating to the external environment, theological trends, demographic information, exploration of future perspectives which may have implications, such as Church growth experts and foundations).
 - 1.4. Content review of selected Senior Pastor Limitations, Governance Process and Board – Senior Pastor Delegation policies, consistent with a multi-year schedule that includes all policies.
 - 1.5. Self-evaluation of the Board's own compliance with selected Governance Process and Board – Senior Pastor Delegation policies, consistent with the schedule in the policy Investment in Governance.
 - 1.6. Documentation of monitoring compliance by the Senior Pastor with Senior Pastor Limitations and Ends policies. Monitoring reports will be read in advance of the Board meeting, and discussion will occur only if Board members assess interpretations as unreasonable, identify non-compliance, or identify potential need for policy amendments.
 - 1.7. Education about the process of governance, including the principles and application of Policy Governance®.
 - 1.8. Determination of Senior Pastor compensation and completion of the Board's governance budget as noted in the Investment in Governance policy, prior to the beginning of the Senior Pastor's annual budget planning.
2. Based on the outline of the annual schedule, the Board delegates to the Chair the authority to fill in the details of the meeting content. Potential agenda items shall be carefully screened. Screening questions shall include:
 - Clarification as to whether the issue clearly belongs to the Board or the Senior Pastor.
 - Identification of what category an issue relates to - Ends, Senior Pastor Limitations, Governance Process, Board-Senior Pastor Delegation.
 - Review of what the Board has already said in this category, and how the current issue is related.
3. A Board member may request the Chair include an item on the agenda by submitting the item to the Chair no later than two weeks before the Board meeting. The Chair will determine whether or not to include the item on the agenda after applying the previously stated screening criteria. If the Chair determines the proposed item is not relevant to governance, the Board member may request the entire Board to vote on the inclusion of the item on the agenda. Before doing so, the Board will apply the previously stated screening criteria to the proposed agenda item.

4. Throughout the year, the Board will attend to Required Approvals Agenda items as expeditiously as possible. Required Approvals agenda items include decisions the Board has delegated to the Senior Pastor but that an outside authority or the Bylaws require the Board to make. All items on the Required Approvals agenda shall be approved with one motion unless monitoring data submitted with it reveals the decisions are not consistent with applicable Board policy. Disapproval for any reason other than unsatisfactory monitoring information is unacceptable since such action would interfere with a decision already delegated to the Senior Pastor. An item may be removed for discussion only upon vote of a majority of Board members.

MULTI-YEAR CYCLE

Number	Policy Content Review	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)
E	Mega-Ends	April	March	March
E-1	Children Connected with Our Church	April	March	March
E-2	Parents of Non-Member Students	April	March	March
E-3	Young Adults Connected with Our Church	April	March	March
E-4	People in Surrounding Communities/World	April	March	March
E-5	Members of Our Church	April	March	March
SPL	Global Senior Pastor Constraint		January	
SPL-1	Treatment of People Served		March	
SPL-2	Treatment of Staff and Volunteers		May	
SPL-3	Treatment of Donors			November
SPL-4	Planning	April	January	January
SPL-5	Financial Condition and Activities		May	November
SPL-6	Asset Protection		May	November
SPL-7	Fundraising, Gifts, Bequests, Endowment Funds		October	
SPL-8	Management of Endowment Investments		October	
SPL-9	Compensation and Benefits			August
SPL-10	Communication and Support to the Board		May	
SPL-11	Ethical Behavior			January
SPL-12	Elders			October
Number	Policy Content Review (Through 2018) AND Self-Evaluation (2017 and 2018 Only)			
GP	Global Governance Commitment		October	
GP-1	Governing Style	August		
GP-2	Board Job Contributions	August	August	August
GP-3	Board Planning Cycle & Agenda Control			May
GP-4	Role of Board Chair	August		
GP-5	Role of Board Secretary	August		
GP-6	Board Committee Principles	August	August	August
GP-7	Board Committee Structure		October	
GP-7.1	Nominating Committee	April	January	January
GP-7.2	Ownership Linkage Committee	August		
GP-7.3	Governance Development Committee	August	January	January
GP-7.4	Audit Committee			January
GP-8	Code of Conduct	August	August	August
GP-9	Investment in Governance	April	January	January
GP-10	Board Linkage with Ownership	August		
GP-11	Governance Succession Planning	April	January	January
GP-12	Special Rules of Order	October		
GP-13	Handling of Operational Complaints	November		
GP-14	Handling of Apparent Policy Violations			November
BSPD	Global Board-Senior Pastor Delegation		November	
BSPD-1	Unity of Control			March
BSPD-2	Accountability of the Senior Pastor		August	
BSPD-3	Delegation to the Senior Pastor		November	
BSPD-4	Monitoring Senior Pastor Performance	November	May	March
Elect Officers		August	August	August
Assign Board Committee Members per Charters		August	August	August
Establish Board Meeting Dates for Next Fiscal Year		August	August	August
Sign Conflict of Interest Forms (GP 8, items 3, 3.1)		August(Create)	August	August

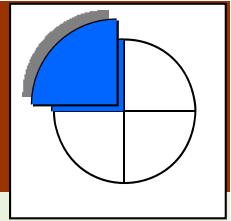
Board Member Orientation: - Plan Content and Arrange Outside Help, if Any - Conduct Orientation	May August	May August	May August
Board Budget (GP 7.3, item 1.4, GP 9)	May	May	May
Senior Pastor Compensation Decision	May	May	May
Pension Benefit Decision, if any proposed changes	May	May	May
Ownership Linkage Activities (GP 7.2, GP 10) - Initial Plan - Activities/Information Collection - Summary of Results - Evaluation of Plan Effectiveness - Plan Update	October 11/16-12/16	1/17-11/17	June-December January January May
Governance Development Activities (GP 7.3, GP 9) - Initial Plan (Covering 10/16-4/17) - Summary of Results - Evaluation of Plan Effectiveness - Board Annual Review of Self-Evaluation Forms - Plan Update (through May of following year) - Governance Action Plan for Next Fiscal Year (GP 9, item 4.2) - Environmental Scan – Board (GP 7.3, item 1.3)	October	March May TBD per plan	January January March May May TBD per plan
Audit Activities (GP 7.4): - Specification of Scope of Two-Year Audit - Tenders from Auditors Due - Selection of Auditor			January March May
Nominating Activities (GP 7.1, GP 9, GP 11): - Establish Nominating Committee - Search for Qualified Candidates - Slate Approved by Board - Congregation Election	April & August April-May May May	August Sept-February March Annual Meeting Prior to July 1	August Sept-February March Annual Meeting Prior to July 1

2016 ANNUAL CYCLE

Month	Planned Linkage with Owners	Board Education	Ends Decisions	Governance Process & Board-Senior Pastor Delegation Decisions	Senior Pastor Limitations Decisions	Monitoring Senior Pastor & Board Self-Evaluation**
March				Educate congregation. Congregation by early April: 1) Approves C&B, 2) Creates interim Board until fiscal year.		
April	Potential budget item from TGC website: REALBoard Tool Kit: C-O-N-N-E-C-T: A Guide to Ownership Linkage after reviewing Ends & Linkage tab, pages 11-15, 17-18, 26-28)	Potential budget item from TGC website: REALBoard Tool Kit: Board Self-Evaluation after reviewing Governance Improvement tab, pages 1-4, 14-18, 31-32.	Review proposed Ends policies, including highlighted items.	Review highlights & approve policy manual. Elect officers. Set 2016 meeting dates. Routine Content Review: GP-7.1 Nom Comm GP-9 Investment in Gov GP-11 Gov Succession Ensure SP supplies recording secretary. Review Coaching proposal. Work on Board budget (GP-7.3, item 1.4, GP-9). Establish Nominating Committee to get slate.	Routine Content Review: SPL-4	
May		Determine Board education needs and finalize plan for next fiscal year (first plan: 8/16-4/17) (GP-7.3, GP-9). See Board Member Playbook for optional exercises that can be used.		Approve slate of candidates. Decide orientation plan and date. Establish Call Comm & develop Comm Charter. Finalize Board budget (GP-7.3, item 1.4, GP-9). Decide Senior Pastor compensation. Decide pension benefit changes, if any. Routine Content Review: GP-7.3 Gov Dvlpmnt Committee		Monitor SPL-4 only items 3, 4, 5, 6 in 2016.
August	Discuss ownership linkage plan possibilities: Targeted groups, possible questions to ask, method of obtaining information (See Ends and Linkage tab, pages 11-15, 17-18, 26-28). Ownership Linkage Committee to bring options to October meeting.			Board orientation. Elect officers. Committee assignments. Assign Board Self-Evaluation forms for GP and BSPD policies to be evaluated in 2017. Routine Content Review: GP-1 Governing Style GP-2 Board Job Contributions GP-4 Board Chair GP-5 Board Secretary GP-6 Committee Principles GP-7.2 Ownership Linkage Committee GP-10 Ownership Linkage GP-8 Code of Conduct Create/sign conflict of interest forms.		Monitor SPL-5
October	Develop initial basic ownership linkage plan for 11/16-12/17 (Subsequent plans cover 3 years)			Routine Content Review: GP-12 Special Rules		Monitor SPL-5: Fiscal jeopardy (in opening statement) and items 1 and 2 only. Self-Evaluation GP-13, BSPD-4.
November		Environmental Scan from Senior Pastor (GP-10, item 1.1), if applicable		Routine Content Review: GP-13 Handling Operational Complaints BSPD-4 Monitoring SP Create this chart for 2017		Monitor SPL-10, SPL-11, SPL-12.

*Shaded columns should take majority of Board meeting time. ** See BSPD-4 Cycle. Include self-evaluation of meeting process at each meeting.

BOARD OF DIRECTORS POLICY



Policy Name: Role of Board Chair (CGO)

Number:

GP-4

Policy Type: Governance Process

Date Approved:

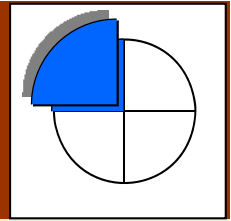
Date Amended:

Date Last Reviewed:

The President shall serve as Chair (Chief Governance Officer), a specially empowered member of the Board, who assures the integrity of the Board's process.

1. The assigned result of the Chair's job is that the Board behaves consistently with its own rules and those legitimately imposed upon it from outside the Church.
 - 1.1. Meeting discussion content will include only those issues that, according to Board policy, clearly belong to the Board to decide or monitor.
 - 1.2. Information that is neither for monitoring performance nor for Board decisions will be avoided or minimized and always noted as such.
 - 1.3. Deliberation will be timely, fair, orderly and thorough, but also efficient and kept to the point.
2. The authority of the Chair consists in making decisions that fall within topics covered by Board policies on Governance Process and Board-Senior Pastor Delegation, with the exception of (a) employment or termination of a Senior Pastor and (b) instances where the Board specifically delegates portions of this authority to others. The Chair is authorized to use any reasonable interpretation of the provisions in these policies.
 - 2.1. The Chair is empowered to chair Board meetings with all the commonly accepted power of that position, such as ruling and recognizing.
 - 2.2. The Chair has no authority to make decisions about policies created by the Board within Ends and Senior Pastor Limitations policy areas. Therefore, the Chair has no authority to supervise or direct the Senior Pastor.
 - 2.3. The Chair may represent the Board to outside parties in announcing Board-stated positions and in stating Chair's decisions and interpretations within the area delegated to the Chair.
 - 2.4. The Chair may delegate this authority, but remains accountable for its use.

BOARD OF DIRECTORS POLICY



Policy Name: Role of Board Secretary

Number: GP-5

Policy Type: Governance Process

Date Approved:

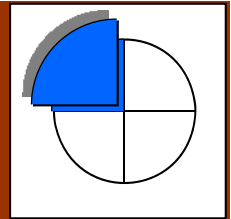
Date Amended:

Date Last Reviewed:

The Board Secretary is an officer of the Board whose purpose is to ensure the integrity of the Board's documents.

1. The assigned result of the Secretary's job is to see to it that all Board documents and filings are accurate and timely.
 - 1.1. Policies will be current in their reflection of Board decisions. Decisions upon which no subsequent decisions are to be based, such as Required Approvals Agenda decisions, motions to adjourn, and staff or Board member recognitions need not be placed in policy.
 - 1.2. The format of policies will follow rigorously the Policy Governance® principles.
 - 1.3. Bylaws elements necessary for legal compliance and for consistency with the principles of Policy Governance® will be known to the Board.
 - 1.4. Minutes will be an accurate record of Board decisions and due diligence, in an appropriate format and degree of brevity.
2. The authority of the Secretary is access to and control over Board documents, and the reasonable use of administrative staff time.

BOARD OF DIRECTORS POLICY



Policy Name: Board Committee Principles

Number:

GP-6

Policy Type: Governance Process

Date Approved:

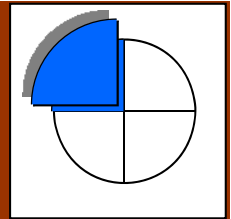
Date Amended:

Date Last Reviewed:

Board committees, when used, will be assigned to reinforce the wholeness of the Board's job, and will never interfere with delegation from Board to Senior Pastor.

1. Board committees are to help the Board do its job, never to help or advise the staff. Committees ordinarily will assist the Board by preparing policy alternatives and implications for Board deliberation.
2. Board committees may not speak or act for the Board except when formally given such authority for specific and/or time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the Senior Pastor.
3. Board committees cannot exercise authority over staff. Because the Senior Pastor works for the full Board, he will not be required to obtain approval of a Board Committee before taking an action.
4. A Board Committee that has helped the Board create a policy will not then be assigned to monitor compliance with that policy. This separation of responsibility for policy development and responsibility for monitoring policy compliance is to prevent a Committee from identifying with a part of the organization rather than the whole. The Board as a whole retains responsibility and authority to monitor organizational performance.
5. Committees will be used sparingly and ordinarily in an ad hoc capacity.
6. This policy applies to any group that is formed by Board action, whether or not it is called a committee, and whether or not it includes Board members. It does not apply to committees formed under the authority of the Senior Pastor.
7. All committee members shall abide by the same Code of Conduct as governs the Board.
8. Except as defined in written Committee Charter, no Committee has authority to commit the funds or resources of the organization.

BOARD OF DIRECTORS POLICY



Policy Name: Board Committee Structure

Number: GP-7

Policy Type: Governance Process

Date Approved:

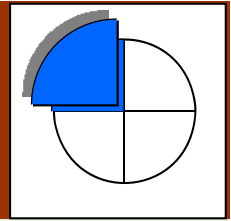
Date Amended:

Date Last Reviewed:

A committee is a Board committee only if its existence and charge come from the Board, regardless of whether Board members sit on the committee.

1. The only Board committees are those which are set forth in lower level sections of this policy.
2. Unless otherwise stated, a committee ceases to exist as soon as its task is complete.

BOARD OF DIRECTORS POLICY



Policy Name: Nominating Committee Charter

Number:

GP-7.1

Policy Type: Governance Process

Date Approved:

Date Amended:

Date Last Reviewed:

The Nominating Committee helps the Board ensure governance excellence by creating a slate of qualified candidates in accordance with the nomination and election provisions in the Bylaws.

Committee Products

1. The committee products are to support the Board's job, never to decide for the Board unless explicitly stated below.
 - 1.1 A properly screened slate of at least one candidate for each available Board position by the time noted in the Bylaws **to be approved by the Board for submission to the congregation for election.**
 - 1.1.1. Candidates must be able and willing to adhere to the criteria in the Board's Governance Succession Planning policy and Investment in Governance Policy. Accordingly, candidates will be a) provided with information that clearly outlines the role of the Board, b) provided the Board's Code of Conduct and asked to read it and provide written agreement to conform to it, and c) provided the Board's Governance Succession Planning policy and asked to rank themselves on each of the criteria.

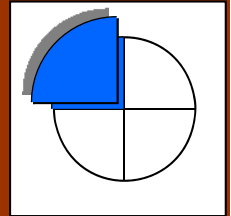
Committee Authority

2. The Committee's authority enables it to assist the Board in its work of ensuring candidates are qualified to govern with excellence and in assuring compliance with Bylaws provisions, while not interfering with the Board acting as a whole.
 - 2.1. The Committee has no authority to change or contravene Board policies.
 - 2.2. The Committee has authority to spend a reasonable amount of funds to gather and distribute to members the necessary and relevant information regarding the election and the nominees.
 - 2.3. The Committee has authority to use staff resource time normal for administrative support around meetings.
 - 2.4. The Committee does not have authority to instruct the Senior Pastor or any other staff member, other than to request information required in the conduct of its duties.
 - 2.5 The Committee has authority to contact and screen potential candidates.
 - 2.6 The Committee has authority to request information from the Senior Pastor required to screen candidates based on the Board's Code of Conduct and the Governing Succession Planning policies.

Committee Composition and Tenure

3. The Committee's composition shall enable it to function effectively and efficiently.
 - 3.1 Consistent with the Bylaws, the Committee shall be comprised of at least five voting members of the congregation, including the Vice-Chairperson, at least three other members of the Board, and at least one member of the congregation not currently serving on the Board.
 - 3.2 The Vice-Chairperson shall serve as Committee Chairperson.
 - 3.3 Members shall be appointed by the Board annually for a one year term.

BOARD OF DIRECTORS POLICY



Policy Name: Ownership Linkage Committee
Charter

Policy Type: Governance Process

Number: GP-7.2

Date Approved:

Date Amended:

Date Last Reviewed:

The Ownership Linkage Committee will assist the Board in fulfilling its responsibilities regarding connection with the owners.

Committee Products

1. The committee products are to support the Board's job, never to decide for the Board unless explicitly stated below.
 - 1.1. A current ownership linkage plan that enables constructive Board dialogue with owners related to Ends issues.
 - 1.1.1. An initial ownership linkage plan provided to the Board for **discussion and** decision by October.
 - 1.1.2. An evaluation of the effectiveness of the plan by January annually, with input from the Board.
 - 1.1.3. An updated ownership linkage plan, annually by May, with input from the Board.
 - 1.1.4. An organized written presentation of information collected from groups within the ownership, in a format useful to the Board for Ends deliberations, by January annually.

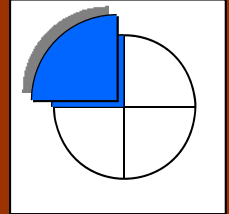
Committee Authority

2. The Committee's authority enables it to assist the Board in its work, while not interfering with Board holism.
 - 2.1. The Committee has no authority to change Board policies.
 - 2.2. The Committee has authority to commit up to \$500 for external assistance in ownership linkage activities.
 - 2.3. The Committee has authority to use staff resource time normal for administrative support around meetings, as well as administrative support included in the Board's ownership linkage plan.

Committee Composition and Tenure

3. The Committee's composition shall enable it to function effectively and efficiently.
 - 3.1. The Committee shall be comprised of three Board members.
 - 3.2. The Chief Governance Officer shall appoint the Committee members and the Committee shall appoint its Chair.
 - 3.3. Members shall be appointed for a 2-year term.

BOARD OF DIRECTORS POLICY



Policy Name: Governance Development Committee Charter	Number:	GP-7.3
Policy Type: Governance Process	Date Approved:	
	Date Amended:	
	Date Last Reviewed:	

The Governance Development Committee assists the Board to improve its abilities to govern effectively using Policy Governance®.

Committee Products

1. A Board properly informed and educated to govern effectively and governing documents consistent with Policy Governance® principles.
 - 1.1. Options for Board consideration and recommendation to the members regarding Constitution and/or Bylaws provisions, especially to ensure consistency with Policy Governance® principles.
 - 1.2. Advice to the Board regarding proposed policy changes, when requested by the Board.
 - 1.3. Options for Board consideration regarding Board education and environmental scanning designed a) to help the Board learn and practice Policy Governance® effectively, including how to properly monitor the Senior Pastor, and b) to provide the Board insight that will inform future Ends decisions regarding benefits provided to specified recipients and the worth, cost, or prioritization of those benefits and recipients.
 - 1.3.1. Initial Board education and environmental scanning plan provided by October to the Board for discussion and decision.
 - 1.3.2. Evaluation of the plan annually by January meeting.
 - 1.3.3. Revision of the plan annually by May meeting, based on the evaluation.
 - 1.3.4. Written summary annually by the January meeting of the significant insights gained from the environmental scanning regarding the Ends issues, arranged in a manner that will assist the Board evaluate its Ends decisions.
 - 1.4. Budget estimate for Board education no later than the May meeting to be available for the Senior Pastor's budget planning cycle.

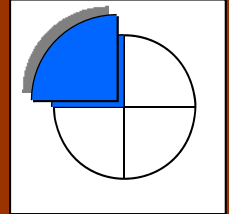
Committee Authority

2. The Committee's authority helps the Board ensure governance excellence, while not interfering with the Board acting as a whole.
 - 2.1. The Committee has authority to use the amount of staff time normal for administrative support around meetings.
 - 2.2. The Committee has authority to commit organization funds for education and training within the amount determined annually by the Board.
 - 2.3. The Committee has no authority to change or ignore Board policy.

Committee Composition and Tenure

3. The Committee's composition shall enable it to function effectively and efficiently.
 - 3.1. The Committee shall be comprised of three Board members.
 - 3.2. The Chief Governance Officer shall appoint the Committee members and the Committee shall appoint its Chair.
 - 3.3. Members shall be appointed for a 2-year term.

BOARD OF DIRECTORS POLICY



Policy Name: Audit Committee Charter

Number:

GP-7.4

Policy Type: Governance Process

Date Approved:

Date Amended:

Date Last Reviewed:

The Audit Committee enhances the Board's effectiveness and efficiency in fulfilling its external and direct inspection monitoring responsibilities of fiscal policy.

Committee Products

1. The committee products are to support the Board's job, never to decide for the Board unless explicitly stated below.
 - 1.1. A transparent process of review and disclosure that enhances owner and stakeholder confidence in the organization's financial reporting.
 - 1.1.1. Options for Board decision regarding selection of financial auditor, specification of the scope of the financial audit, and liaison with auditor on behalf of Board.
 - 1.1.2. Specification of the scope of the financial audit, which may include an independent opinion regarding either the first or both of the following: a) whether the data provided by the Senior Pastor to demonstrate compliance with specific policies was accurate, b) whether the Senior Pastor's interpretation of such policies was reasonable.
 - 1.1.3. An opinion for the Board, based on evidence required of the external auditor, as to whether the independent audit of the organization was performed in a competent and independent manner.
 - 1.1.4. A biennial report to the Board highlighting the committee's review of the audited financial statements and any other significant information arising from its discussion with the external auditor.
 - 1.2. Current information for the Board on significant new developments in accounting principles or relevant rulings of regulatory bodies that affect the organization.
 - 1.3. Options for Board decision regarding capital projects outside the Senior Pastor's expenditure limits as identified in Senior Pastor Limitations on financial condition and activities and asset protection.
- 1.2. A self-monitoring report on the appropriateness of the Board's own spending, based on criteria in the Board Governance Process policy on Board expenses.

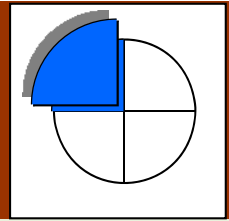
Committee Authority

2. The Committee's authority enables it to assist the Board in its work, while not interfering with Board holism.
 - 2.1. The Committee has no authority to change or contravene Board policies.
 - 2.2. The Committee has no authority to spend or commit other organization funds, unless such funds are specifically allocated by the Board.
 - 2.3. The Committee has authority to use the amount of staff time normal for administrative support around meetings.
 - 2.4. The Committee does not have authority to instruct the Senior Pastor or any other staff member, other than to request information required in the conduct of its duties.
 - 2.5. The Committee has authority to meet independently with the organization's external auditors.

Committee Composition and Tenure

3. The Committee's composition shall enable it to function effectively and efficiently.
 - 3.1. The Committee shall be composed of the Treasurer and two other Board members.
 - 3.2. The Treasurer shall serve as Committee Chair and the Committee Chair will appoint the Board members.
 - 3.3. Members shall be appointed for a 2-year term.

BOARD OF DIRECTORS POLICY



Policy Name: Board Code of Conduct

Number: GP-8

Policy Type: Governance Process

Date Approved:

Date Amended:

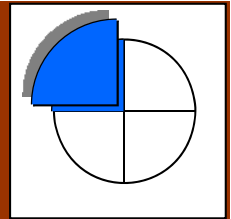
Date Last Reviewed:

The Board commits itself and its members to Christ-like, ethical, professional, and lawful conduct, including proper use of authority and appropriate decorum when acting as Board members. Recognizing the Board's accountability to God, Board members are expected not only to meet the highest secular standards, but also to seek to meet the standard of Scripture. This includes conducting themselves with integrity, honesty and straightforwardness, and speaking the truth in love.

1. Board members must have loyalty to the ownership that supersedes any loyalties to staff, other organizations or any personal interest as a member of the church community.
2. Board members are accountable to exercise the powers and discharge the duties of their office honestly and in good faith. Board members shall exercise the degree of care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.
3. Board members must avoid a conflict of interest with respect to their fiduciary responsibility.
 - 3.1. There must be no self-dealing or any conduct of private business or personal services between any Board member and the organization, except as procedurally controlled to assure openness, competitive opportunity, and equal access to otherwise "inside" information. Board members will annually disclose their involvements with other organizations, with vendors, or any associations that might be or might reasonably be seen as being a conflict.
 - 3.2. When the Board is to decide upon an issue, about which a Board member has an unavoidable conflict of interest, that member shall absent herself or himself without comment from not only the vote, but also from the deliberation.
 - 3.3. Board members will not use their Board position to obtain employment in the Church for themselves, family members, or close associates. Should a Board member apply for employment, he or she must first resign from the Board.
 - 3.4. Each Board member annually must sign a statement which affirms that he/she a) has read and understood this policy, b) has agreed to comply with this policy, and c) has provided material details on any potential conflict of interest.
 - 3.5. Any state law governing conflicts of interest applicable to not-for-profit and charitable organizations takes precedence over this policy.
4. Board members will respect the confidentiality appropriate to issues of a sensitive nature.
5. Board members will commit themselves to holding the Biblical convictions contained in the Confessional standard of Article 3 of the Constitution.
6. Board members will regularly participate in the worship and educational life of this congregation, seeking opportunities to grow in their faith relationship with God.
7. Board members will provide prayer and financial support to the mission and ministry of this congregation.

8. Board members are expected to maintain an accessible email account and to be responsive to such communication.
9. Board members shall not attempt to exercise individual authority over the organization.
 - 9.1. Board members' interactions with the Senior Pastor or staff must recognize that individual Board members have no authority to instruct or evaluate employees, and no authority to insert themselves into employee operations.
 - 9.2. The Board Chair or designate is the only person authorized to speak to the media on behalf of the Board. Board members shall not presume to speak for the Board when interacting with the public. Board members shall only report actual Board policy decisions when interacting with the public.
10. Board members shall be familiar with the incorporating documents, relevant legislation and regulations, by-laws, and governing policies of the organization as well as the rules of procedure and proper conduct of a meeting so that any decision of the Board may be made in an efficient, knowledgeable and expeditious fashion.
11. Board members will be properly prepared for Board deliberation.
12. Board members will support the legitimacy and authority of Board decisions, regardless of the member's personal position on the issue.
13. Board members shall regularly take part in educational activities that will assist them in carrying out their responsibilities and will endeavor to gain a working knowledge of Policy Governance® so that they may govern with excellence.
14. Board members shall attend meetings on a regular and punctual basis. Absence of a Board member from three consecutive regular meetings shall be considered a resignation from the Board. A Board member may request reinstatement. The Board may, by majority vote, reinstate a Board member upon such a request. Only one such reinstatement per Board term is permitted.
15. A Board member who is alleged to have violated the Code of Conduct shall be informed in writing and the Chief Governance Officer (CGO) shall meet with the Board member to evaluate and resolve the issue following the guidance provided in Matthew 18. If the CGO cannot resolve the issue, the Board member alleged to have violated the Code of Conduct shall be allowed to present his or her views of such alleged breach at the next Board meeting. The complaining party must be identified. If the complaining party is a Board member, he or she and the respondent Board member shall absent themselves from any vote upon resolution of censure or other action that may be brought by the Board. Board members who are found to have violated the Code of Conduct may be subject to censure.

BOARD OF DIRECTORS POLICY



Policy Name: Investment in Governance

Number:

GP-9

Policy Type: Governance Process

Date Approved:

Date Amended:

Date Last Reviewed:

Consistent with its commitment to excellence in governance, the Board will invest in its governance capacity.

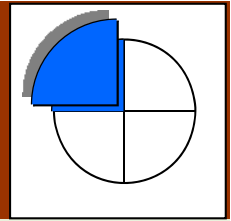
1. Candidates for Board membership shall be provided with information that clearly outlines the role of the Board, the necessary qualifications and the Board's expectations of Board members.
2. Board skills, methods, and supports will be sufficient to assure governing with excellence.
 - 2.1. Board members shall receive a complete orientation to ensure familiarity with the church's issues and structure, and the Board's process of governance, including the principles of Policy Governance®.
 - 2.2. Board members shall have ongoing opportunity for continued education to enhance their governance capabilities.
 - 2.3. Outreach mechanisms will be used as needed to ensure the Board's ability to listen to owner viewpoints and values.
 - 2.4. Outside monitoring assistance will be arranged so that the Board can exercise sufficient control over organizational performance. This includes, but is not limited to, fiscal audit.
3. Costs will be prudently incurred, though not at the expense of endangering the development and maintenance of superior governance capability.
 - 3.1. The Board will establish annually prior to the budget cycle, and be accountable for an annual budget for its own governance functions, which shall include costs for:
 - Board meetings;
 - Board education, including Board member attendance at conferences and conventions, orientation regarding Policy Governance® and its application;
 - Environmental scanning to assist in Ends decisions;
 - Any Divine Call process for a Senior Pastor;
 - Fiscal audit and any other outside monitoring assistance required; and
 - Implementing the ownership linkage plan.

4. The Board will use its governance means policies as measurable standards against which the Board's performance can be evaluated.
 - 4.1. The Board will evaluate and discuss the Board's process and performance at each meeting.
 - 4.2. Under the leadership of the Chair, at least annually the Board will conduct a self-evaluation. As a result of this evaluation, the Board will establish a governance action plan for improvement of identified areas.
 - 4.2.1. The Board will monitor its adherence to its own Governance Process and Board – Senior Pastor Delegation policies regularly. Upon the choice of the Board, any policy can be monitored at any time. However, at minimum, the Board will monitor its own adherence to them, according to the following schedule at the end of GP-3:

Delete the following chart

Number	Policy	Frequency	Date
GP	Global Governance Commitment		
GP-1	Governing Style		
GP-2	Board Job Contributions		
GP-3	Board Planning Cycle and Agenda Control		
GP-4	Role of Chair (CGO)		
GP-5	Role of Board Secretary		
GP-6	Board Committee Principles		
GP-7	Board Committee Structure		
GP-7.1	Nominating Committee Charter		
GP-7.2	Ownership Linkage Committee Charter		
GP-7.3	Governance Development Committee Charter		
GP-7.4	Audit Committee Charter		
GP-8	Board Code of Conduct		
GP-9	Investment in Governance		
GP-10	Board Linkage with Ownership		
GP-11	Governance Succession Planning		
GP-12	Special Rules of Order		
GP-13	Handling of Operational Complaints		
GP-14	Handling of Apparent Policy Violations		
GP-15	Elders		
BSPD	Global Board-Senior Pastor Delegation		
BSPD-1	Unity of Control		
BSPD-2	Accountability of the Senior Pastor		
BSPD-3	Delegation to the Senior Pastor		
BSPD-4	Monitoring Senior Pastor's Performance		

BOARD OF DIRECTORS POLICY



Policy Name: Board Linkage with Ownership

Number:

GP-10

Policy Type: Governance Process

Date Approved:

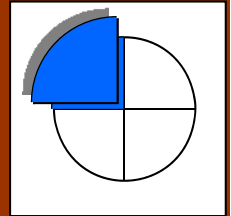
Date Amended:

Date Last Reviewed:

The Sovereign Owner of the Church is God. As stewards under God's authority, the moral owners of the Church are members; regularly attending non-members; and regular non-member donors of time, talent, and treasure. The Board shall be accountable for the Church to its owners as a whole. Board members shall act on behalf of the owners as a whole, rather than being advocates for specific interest groups.

1. When making governance decisions, Board members shall maintain a distinction between their personal interests as recipients of the organization's services, and their obligation to speak for others as a representative of the owners as a whole. As the agent of the owners, the Board is obligated to identify and know what the owners want and need.
2. The Board recognizes the necessity of corporately and individually communicating with God, the Church's Sovereign Owner. The Board will set aside planned times for corporately listening to God and seeking His direction regarding Board issues.
3. The Board shall gather data in a way that reflects the diversity of the ownership. It shall meet with, gather input from, and otherwise interact with owners in order to understand the diversity of their values and perspectives.
4. The Board will establish and maintain a three-year ownership linkage plan, in order to ensure that the Board has intentional and constructive dialogue and deliberation with the owners, primarily around the organization's Ends. The plan will include selection of representative owners for dialogue, methods to be used, and questions to be asked of the owners. The information obtained from this dialogue with owners will be used to inform the Board's policy deliberations.
 - 4.1. All Board members are accountable to the Board for participating in the linkage with owners as identified in the plan.
5. The Board will report to the moral ownership on its stewardship at least once a year.
6. The Board will consider its ownership linkage successful if, to a continually increasing degree:
 - When developing or revising Ends, the Board has access to diverse viewpoints that are representative of the ownership regarding what results the organization should achieve, for whom, and the relative priority of those results.
 - The owners are aware that the Board is interested in their perspective.
 - If asked, the owners would say that they have had opportunity to let the Board know their views.
 - The owners are aware of how the Board has used the information they provided.

BOARD OF DIRECTORS POLICY



Policy Name: Governance Succession Planning

Number:

GP-11

Policy Type: Governance Process

Date Approved:

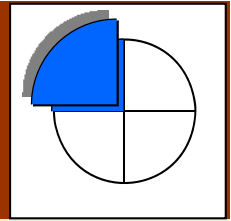
Date Amended:

Date Last Reviewed:

In keeping with the Board's commitment to excellence in governance, the Board shall strive to solicit for positions on the Board candidates who have characteristics that will enable them to govern, not to manage, the organization. In addition to the requirements of the Constitution and Bylaws, these characteristics include:

1. Passion for the ministry of the church and commitment to the Ends of the church.
2. Commitment to linking with the ownership. Understanding that they stand in for an ownership of diverse people; willing to actively seek to access and understand that diversity.
3. Ability to think in terms of systems and context — to see the big picture.
4. Interest in and capability to discuss the values underlying the actions taken in the organization and to govern through the broader formulations of these values.
5. Willingness to delegate the operational detail to others.
6. Ability and willingness to deal with vision and the long term, rather than day-to-day details.
7. Ability and willingness to participate assertively in deliberation, while respecting the opinions of others.
8. Willingness and commitment to honor Board decisions.
9. Commitment to make judgments consistent with previously stated criteria in policies.
10. Willingness and ability to adhere to the Board's Code of Conduct.

BOARD OF DIRECTORS POLICY



Policy Name: Special Rules of Order

Number: GP-12

Policy Type: Governance Process

Date Approved:

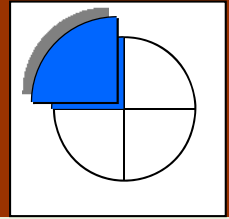
Date Amended:

Date Last Reviewed:

Board meetings will be conducted in an orderly, effective process, led and defined by the Chair.

1. All Bylaw obligations respecting Board meetings must be satisfied.
2. Board meetings shall be called to order at the time specified in the notice of meeting and upon satisfaction of quorum, which shall be when at least half of the Board members are present.
3. Meeting order and decorum shall be maintained and all members treated with dignity, respect, courtesy, and fairness during discussion and debate and in all other respects.
4. Board members must keep their comments relevant to the issue under consideration.
5. Board meetings will be conducted at a level of informality considered appropriate by the Chair, including that discussion of a matter may occur prior to a proposal that action be taken on any given subject.
6. Proposals that the Board take action, or decide a particular matter, shall (unless otherwise agreed to by unanimous consent) be made by main motion of a Board member, discussed, and then voted on. Motions do not require a second to proceed to discussion and subsequent vote.
 - 6.1. The Chair of the Board may to the same extent as any Board member, make motions, engage in debate, or vote on any matter to be decided.
 - 6.2. A motion to amend a main motion may be amended but third level amendments are out of order.
 - 6.3. A motion to refer to a committee, postpone, or table, may be made with respect to a pending main motion, and if carried shall set the main motion (the initial proposal) aside accordingly.
7. Board members may speak to a pending motion on as many occasions, and at such length, as the Chair may reasonably allow.
8. A vote on a motion shall be taken when discussion ends but any Board member may, during the course of debate, move for an immediate vote (close debate) which, if carried, shall end discussion and the vote on the main motion shall then be taken.
9. A majority vote will decide all motions before the Board excepting those matters in the Bylaws which oblige a higher level of approval.
10. A motion to adjourn a Board meeting may be offered by any Board member or, on the conclusion of all business, adjournment of the meeting may be declared by the Chair.
11. A Board member may request to have his or her vote on the record.
12. When further rules of order are to be developed by the Board, the Board will consider the most recent edition of Robert's Rules of Order as a resource guide.

BOARD OF DIRECTORS POLICY



Policy Name: Handling of Operational Complaints

Number:

GP-13

Policy Type: Governance Process

Date Approved:

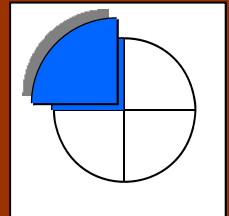
Date Amended:

Date Last Reviewed:

To ensure that the Board fulfills its accountability to the ownership, but does not interfere in matters it has delegated to the Senior Pastor, the following process shall be followed in the case of a Board member receiving a complaint regarding an operational matter.

1. The Board Member shall inquire if the proper internal communication protocol for registering concerns has been followed. If not, the individual shall be directed to the appropriate person, and the Board Member shall take no further action.
2. The Board Member shall not offer any evaluative comments or solutions.
3. If the internal protocol has been followed and the concern has not been resolved through that action, the Board Member shall explain to the individual that the Board has delegated certain responsibilities to the Senior Pastor, and that the Board holds the Senior Pastor accountable. Indicate that the Senior Pastor will be asked to ensure that the matter is looked into and respond directly.
4. The Board Member shall ask the individual to contact him or her again if the matter has not been addressed within a reasonable time period.
5. The Board Member shall inform the Senior Pastor or individual designated by the Senior Pastor of the complaint, and request that it be handled.

BOARD OF DIRECTORS POLICY



Policy Name: Handling of Apparent Policy Violation

Number:

GP-14

Policy Type: Governance Process

Date Approved:

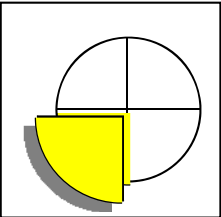
Date Amended:

Date Last Reviewed:

The Board as a whole has the responsibility to regularly monitor the performance of the Senior Pastor as outlined in the policies on Board-Management Delegation. If there is a reasonable appearance of policy violation, even though a particular policy is not scheduled for monitoring, the Board may choose to request a monitoring report at any time. The Board may also use the occasion of a concern to re-evaluate the adequacy of its policy to address the issue raised.

1. Conditions which may trigger a request for monitoring beyond the normal schedule may include:
 - Board Member has been contacted regarding a complaint by a member of the ownership or a customer. After the Board Member has followed the procedure for handling complaints (See Policy on Handling Complaints), the individual again contacts the Board Member indicating that the complaint still exists, and in the Board Member's opinion the incident appears to be a potential policy violation.
 - One or more Board Members receive complaints or become aware of a pattern of similar instances that taken together raise questions of general policy violation.
 - A single incident of complaint is of a nature that regardless of how it is resolved, there is a serious question of policy violation.
2. If any of the above conditions exist:
 - The Board Member shall inform the Chair of the situation.
 - The Chair shall request the Senior Pastor to provide to the Board his or her interpretation of the policy, rationale for why the interpretation should be considered reasonable, and evidence of policy compliance with reference to the situation(s) in question.
 - The Board as a whole shall determine whether the Senior Pastor's interpretation falls within any reasonable interpretation of the policy.
3. If the Senior Pastor's interpretation is assessed by the board to be reasonable and there is evidence of compliance with that interpretation, the matter shall be dropped at the Board level. (The Senior Pastor will handle the issue directly with the complainant.)
4. If the Senior Pastor's interpretation is assessed by the board as not being a reasonable interpretation of the policy, or there is a clear violation of a reasonable interpretation, the Board shall determine the degree of seriousness of the issue and deal with the Senior Pastor regarding performance.
5. If the incident(s) in question do(es) not appear to be a potential violation of policy:
 - Board member should consider if he or she believes the policy should be amended to prevent a future occurrence of a similar situation.
 - If the Board member considers that a policy amendment should be made, the Board member should ask the Chair to put the item on the next agenda.
 - The Board as a whole then shall debate whether or not the policy should be amended, making the reported event explicitly unacceptable in the future.

BOARD OF DIRECTORS POLICY



Policy Name: Global Board-Senior Pastor Delegation

Number:

BSPD

Policy Type: Board-Senior Pastor Delegation

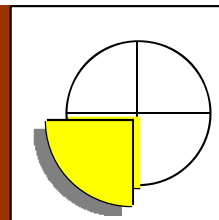
Date Approved:

Date Amended:

Date Last Reviewed:

The Board’s sole official connection to the operational organization, its achievements and conduct will be through the Senior Pastor.

BOARD OF DIRECTORS POLICY



Policy Name: Unity of Control

Number:

BSPD-1

Policy Type: Board-Senior Pastor Delegation

Date Approved:

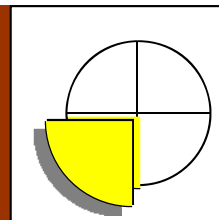
Date Amended:

Date Last Reviewed:

Only officially passed motions of the Board are binding on the Senior Pastor.

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

BOARD OF DIRECTORS POLICY



Policy Name: Accountability of the Senior Pastor

Number:

BSPD-2

Policy Type: Board-Senior Pastor Delegation

Date Approved:

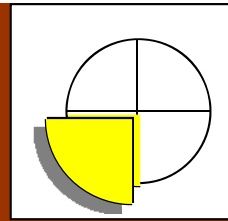
Date Amended:

Date Last Reviewed:

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

1. The Board will never give instructions to persons who report directly or indirectly to the Senior Pastor.
2. The Board will refrain from evaluating, either formally or informally, any paid or volunteer staff other than the Senior Pastor, unless otherwise provided for in the Bylaws.
3. The Board will view Senior Pastor performance as identical to organizational performance, so that organizational accomplishment of Board-stated Ends and compliance with Senior Pastor Limitations will be viewed as successful Senior Pastor performance. Therefore the Senior Pastor's job contributions shall be accomplishment of the Ends while maintaining compliance with the Senior Pastor Limitations.

BOARD OF DIRECTORS POLICY



Policy Name: Delegation to the Senior Pastor

Number:

BSPD-3

Policy Type: Board-Senior Pastor Delegation

Date Approved:

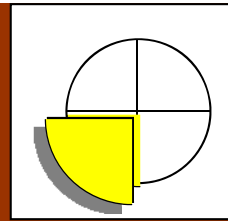
Date Amended:

Date Last Reviewed:

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

1. The Board will develop policies instructing the Senior Pastor to achieve specified results, for specified recipients at a specified cost. These will be called Ends policies. All issues that are not Ends issues as defined above are Means issues.
2. The Board will develop policies which limit the latitude the Senior Pastor may exercise in choosing the organizational means. These limiting policies will describe those practices, activities, decisions and circumstances that the Board would find unethical or imprudent, and therefore unacceptable, even if they were to be effective. These will be called Senior Pastor Limitations policies. The Board will never prescribe organizational means delegated to the Senior Pastor.
3. All policies will be developed systematically from the broadest, most general level to more defined levels.
4. As long as the Senior Pastor uses any reasonable interpretation of the Board's Ends and Senior Pastor Limitations policies, the Senior Pastor is authorized to establish all further policies, make all decisions, take all actions, establish all practices and develop all activities. Such decisions of the Senior Pastor shall have full force and authority as if decided by the Board.
5. The Board may change its Ends and Senior Pastor Limitations policies, thereby shifting the boundary between Board and Senior Pastor domains. By doing so, the Board changes the latitude of choice given to the Senior Pastor. But as long as any particular delegation is in place, the Board will respect and support the Senior Pastor's choices. This does not prevent the Board from obtaining information from the Senior Pastor about the delegated areas, except for data protected by privacy legislation.

BOARD OF DIRECTORS POLICY



Policy Name: Monitoring Senior Pastor Performance

Number:

BSPD-4

Policy Type: Board-Senior Pastor Delegation

Date Approved:

Date Amended:

Date Last Reviewed:

Systematic and rigorous monitoring of Senior Pastor job performance will be solely against the Board's required Senior Pastor job outputs: organizational accomplishment of the Senior Pastor's reasonable interpretation of Board-stated Ends policies and organizational operation within the boundaries of the Senior Pastor's reasonable interpretation of Board-stated Senior Pastor Limitations policies.

1. The purpose of monitoring is simply to determine the degree to which Board policies are being fulfilled. Only information which does this will be considered monitoring information.
2. A given policy may be monitored in one or more of three ways:
 - 2.1. Internal report: Disclosure of compliance information by the Senior Pastor, along with his explicit interpretation of Board policy, and justification for the reasonableness of interpretation.
 - 2.2. External report: Discovery of compliance information by an external, disinterested third party who is selected by and reports directly to the Board.
 - 2.3. Direct Board inspection: Discovery of compliance information by a designated Board member, a committee or the Board as a whole. Such an inspection is only undertaken at the instruction of the Board.
3. Regardless of the method of monitoring, the standard for compliance shall be any reasonable Senior Pastor interpretation of the Board policy being monitored. The Board will determine the reasonableness of the Senior Pastor's interpretation of the Board policy, always using a "reasonable person" test rather than interpretations favored by Board members, the disinterested third party, or even the Board as a whole.
 - 3.1. When the Senior Pastor's policy interpretation is reasonable but not consistent with the Board's intent when writing the policy, the Board will change or further define the policy to more clearly reflect the Board's values and, in the case of a Senior Pastor Limitation policy, review the policy's soundness as a test of ethical or prudent behavior.
 - 3.2. When the Senior Pastor's policy interpretation is not reasonable, the Senior Pastor will inform the Board of when a reasonable interpretation can be expected, and the Board shall determine whether or not to accept that time frame or require another. The Board will monitor the Senior Pastor to ensure a reasonable interpretation is received within the time allowed.
4. The Board shall determine whether or not verifiable evidence of compliance with a reasonable interpretation of the policy has been provided by any of the three monitoring methods. Lack of adequate evidence, or evidence showing compliance has not been achieved, is deemed non-compliance with the policy.
 - 4.1. In the case of non-compliance, the Senior Pastor will inform the Board of when compliance can be expected, and the Board shall determine whether or not to accept that time frame or require another. The Board will monitor the Senior Pastor to ensure the non-compliance has been corrected within the time allowed.

5. Upon the choice of the Board, any policy can be monitored by any of the above methods at any time. For regular monitoring, however, each Ends and Senior Pastor Limitations policy will be classified by the Board according to frequency and method as noted in the table at the end of this policy.
6. A formal evaluation of the Senior Pastor by the Board will occur annually, by the end of the first quarter of calendar year, based on the achievement of the Board's Ends policies and non-violation of its Senior Pastor Limitations policies. This formal evaluation will be conducted by cumulating the regular monitoring data provided during the year and the Board's recorded acceptance or non-acceptance of the reports, and identifying performance trends evidenced by that data.
7. The Board will initiate the process to rescind the call of the Senior Pastor if based on a pattern that emerges through this monitoring process the Senior Pastor is performing below a level required by the Board and does not have the level of competence required to achieve compliance. Such a situation shall be considered an allegation of evident and protracted incompetence consistent with Article 9.1 of the Bylaws.

Please review chart below:

Number	Policy	Method	Frequency	Date
E	Mega-End	Internal Report	Annually	October
E-1	Children Connected with Our Church	Internal Report	Annually	October
E-2	Parents of Non-Member Students	Internal Report	Annually	October
E-3	Young Adults Connected with Our Church	Internal Report	Annually	October
E-4	People in Surrounding Communities/World	Internal Report	Annually	October
E-5	Members of Our Church	Internal Report	Annually	October
SPL	General Senior Pastor Constraint	Internal Report	Annually	March
SPL-1	Treatment of People Served	Internal Report	Annually	January
SPL-2	Treatment of Staff and Volunteers	Internal Report	Annually	January
SPL-3	Treatment of Donors	Internal Report	Annually	January
SPL-4	Planning	Internal Report	Annually	May
SPL-5	Financial Condition: Fiscal jeopardy (in opening statement) and items 1 and 2	Internal Report	4x Per Year	October, January, March, May
SPL-5	Financial Conditions (All items)	Internal Report	Annually	August
		External Report	Biennially	October 2018
SPL-6	Asset Protection	Internal Report	Annually	August
		External Report	Biennially	October 2018
SPL-7	Fundraising, Gifts, Bequests, Endowment Funds	Internal Report	Annually	March
SPL-8	Management of Endowment Investments	Internal Report	Annually	March
SPL-9	Compensation and Benefits	Internal Report	Annually	May
SPL-10	Communication and Support to the Board	Direct Inspection	Annually	November
SPL-11	Ethical Behavior	Internal Report	Annually	November
SPL-12	Elders	Internal Report	Annually	November