

# **Our Savior Lutheran Church, Lansing, Michigan**

## **Board of Directors Policy Manual**

### **Policy Based Leadership**

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# 1. **Desired Outcome Policies**

Mega Outcome:

We, the members of Our Savior Lutheran Church and School, desire to be a place where followers of Jesus of every age and season of life are equipped to **learn, live, and share Christ** at church, school, and home.

## **1.1. Target: Learn Christ**

### **Outcome:**

Those touched by the ministries of OSL live as disciples of Jesus, learning of His great love and salvation by gathering around the Word of God in worship, Bible Study, and Christian Education. In Mt. 11:29 Jesus said, "Take my yoke upon you, and **learn** from Me..."

### **Indicators/Major Goals:**

As a response to God's free gift of Salvation,

1. An increasing percent of members regularly attend worship and partake of Holy Communion.
2. An increasing number of people are involved in personal Bible Study.
3. An increasing number of students are enrolled at Our Savior Lutheran School.
4. Members and Students are equipped for Bible Reading and Bible Living.
5. An increasing number of resources are delivered to individuals and family for teaching and learning at church, school, and home.
6. All ages can personally explain and exhibit generosity and Christian stewardship, reflecting the generosity of God's grace in Christ.

## **1.2. Target: Live Christ**

### **Outcome:**

As members of the Body of Christ, those who journey with us at OSL experience mutual care, live in unity and grace, and edify one another in Christ through all stages of life. We **live** Christ by striving for Christ-centered relationships at church, school, and home. In Galatians 2:20 Paul writes: "I no longer live, but Christ lives in me."

### **Indicators/Major Goals:**

1. Worship services and church activities build community among all present.
2. Ministries exist which involve people praying with and for each other.
3. An increasing number of members are trained to discover, develop and deploy different gifts to build up the body of Christ.
4. Intentional efforts are made to support healthy relationships in the home, including marriage and parenthood.
5. The OSL community is sensitive to areas of potential conflict and manages conflict in a spirit of grace and truth, preserving the unity of the body of Christ.
6. An environment of welcome is maintained with sensitivity to diversity within the bounds of Scripture.
7. Each household is encouraged to faithfully contribute to the needs of the congregation as an expression of our common purpose and the goodness Christ shows to us.

### **1.3. Target: Share Christ**

#### **Outcome:**

As Christians, we are the mouths, hands and feet of Jesus. We are to **share** Him and His marvelous, life-giving story with everyone so that they, too, might have that gift of life forever with Jesus, by trusting in Him alone. In Matthew 28:19 Jesus said: "Go therefore and make disciples of all nations..."

#### **Indicators/Major Goals:**

1. Members are equipped for and active in missional living in their neighborhoods, schools, and workplaces.
2. New adults, children, and infants are joining the Body of Christ through Holy Baptism.
3. Members of OSL are involved locally and globally in sharing the Gospel and in meeting spiritual and physical needs.
4. OSL is an effective voice in its community for Christian values and for the oppressed and underprivileged.
5. OSL gives generously to the work of the Kingdom at Large through Ministry Partners locally, nationally, and internationally.

## 2. Board of Directors Self-Governance Policies

These policies define the way that the Board of Directors will manage itself.

### 2.1. Accepting Responsibilities

Board of Directors members have a responsibility to each other and to the members of the congregation. Thus they shall:

- 2.1.1 actively participate in the worship, Christian growth, and educational activities of Our Savior Lutheran Church.
- 2.1.2 seek to develop their own personal spiritual life through the use of devotions, prayer, Bible study, and the practice of Christian stewardship.
- 2.1.3 seek to grow as Christian leaders by continually striving to increase their understanding of the theology, mission, and ministry of the congregation.
- 2.1.4. devote themselves to prayerfully seek God's will for the congregation.
- 2.1.5. attend Board of Directors meetings regularly and consider that missing three consecutive unexcused meetings serves as their automatic resignation.
- 2.1.6. invest personal energy and skills in the ministries and objectives of the congregation, seeking opportunities where individual skills and abilities can be applied.
- 2.1.7 show respect for others and respect the right of others to disagree.
- 2.1.8 accede to all decisions once they have been fully discussed and resolved by the Board of Directors. This does not exclude the right of members to hold minority opinions, or to express them within the Board of Directors setting. However, they should work to change policy rather than hinder actions of the Board of Directors or staff.
- 2.1.9 make no public reference to individual Board of Directors members or discussions made during Board of Directors activities.

- 2.1.10. bring to the Chairman's immediate attention any condition or action that they believe exceeds a Senior Pastor Limitation policy. However, Board of Directors members should refrain from defining the appropriate corrective actions.
- 2.1.11. keep confidential all documents and discussions so identified. However, the minutes will always be a public document.
- 2.1.12. be open to opinions and concerns which may be expressed to them by members of the congregation. All such information shall remain confidential with that member of the Board of Directors except as they may share this information with the Chair and the Board of Directors as a whole when deemed appropriate.
- 2.1.13. Board of Directors members who shall violate any of the policies shall be subject to review and action by the Chairman, then the Executive Committee, and finally the Board of Directors as a whole.

## **2.2. Enunciating Governing Policies and Values**

The Board of Directors shall maintain written policies of four types:

- 2.2.1. **Policies of Outcome Results:** Statements setting forth the ministries and desired results in those areas of ministry together with broad measurements of the achievement of those results.
- 2.2.2. **Policies of Board of Directors Self-Governance:** Statements setting forth the style and rules of the Board of Directors' own tasks and procedures.
- 2.2.3. **Policies of Board of Directors and Senior Pastor Relationship:** Clarifying statements about delegation to the Senior Pastor and monitoring of the operation of the church.
- 2.2.4. **Policies of Senior Pastor Limitations:** Limiting statements, binding the Senior Pastor in the achievement of the Outcomes



## **2.3. Governing Process**

### **2.3.1. Group Action**

The Board of Directors shall exercise its governing authority as a whole. No individual Board of Directors member may exercise such authority except as instructed by the Board of Directors. Board of Directors members shall consider themselves to be members of the Board of Directors only when the Board of Directors is in session or they are on special assignment for the Board of Directors.

### **2.3.2. Policy Development**

The Board of Directors policies are to be active and dynamic. They are meant to be changed and refined regularly.

#### **2.3.2.1. Resolutions**

The Board of Directors shall pass resolutions on policies or on actions required by an outside authority such as government, Synod or District or on matters relating directly to its responsibilities.

#### **2.3.2.2. Senior Pastor Actions**

Board of Directors actions governing the actions of the Senior Pastor shall be done through policy development when possible. Any actions taken or contemplated by the Senior Pastor or any which may be or have been approved through the Senior Pastor will only be considered in light of the appropriate governing policies. The Board will not dictate what are appropriate Senior Pastor actions except for compliance with policies. The Board of Directors shall rewrite policies when appropriate.

#### **2.3.2.3. Policy Review**

Any Board of Directors member or the Senior Pastor may ask for a review of specific policies. However, never does the responsibility for effective and appropriate policies rest with anyone other than the Board.

#### **2.3.2.4. Policy Review Calendar**

The Board of Directors shall establish an annual policy review calendar to coordinate the review of every policy at least once a year. The Board of Directors shall make every effort to coordinate the review calendar with the business cycles of its own work, or staff's work, reviewing appropriate policies just prior to management actions or decisions.

## **2.4. Connecting with Congregation Members**

- 2.4.1. The main responsibility of the Board of Directors is to represent the interests of members of the congregation. This is primarily done through the development of the Outcomes for the church.
- 2.4.2. The Board of Directors shall schedule at least two open meetings of the congregation per year to discuss issues, to present information and to seek input from members of the church on current or future issues.
- 2.4.3. Meetings of the Board of Directors shall be open to members of the congregation. This, however, does not preclude the right of the Board of Directors to meet in executive session.

## **2.5. Board of Directors Self-Review**

### **2.5.1 Board of Directors Self-Appraisal**

In order to discipline itself and its efforts, the Board of Directors shall conduct an annual self-appraisal. The Board of Directors shall commit part of one meeting to discuss the following areas and to identify areas and actions for improvement. The self-appraisal shall focus on:

2.5.1.1. The Board of Directors openness and communication among its members.

2.5.1.2. The Board of Directors ability and skill in developing and monitoring policy.

2.5.1.3. The Board of Directors adherence to policy and to its Policy Based Leadership.

2.5.1.4. The Board of Directors communication with the Senior Pastor.

2.5.1.5. The Board of Directors relationship to the members of the congregation.

### **2.5.2. Policy Based Leadership Review**

At least every three years the Board of Directors will review Policy Based Leadership for its effectiveness, including a discussion of its continued use or modification.

## 2.6 Officers of the Board of Directors

- 2.6.1. Officers of the Board of Directors shall be the Chairman, Vice-Chairman, the Financial Officer, and the Secretary. They shall be elected annually by the Board. In the event that no member of the Board is qualified to serve as Financial Officer, the Board shall appoint an ex officio Financial Officer from the church's membership. The officers shall be the Executive Committee of the Board.
- 2.6.2. As Officers of the Board of Directors, they shall not assume any part of the management of the congregation. They shall confine their efforts to governing through policies. Their focus shall be on coordinating and assisting the Board of Directors.

2.6.3. The responsibilities of the officers of the Board of Directors shall be:

### 2.6.3.1. **Chairman:**

- 2.6.3.1.1. Establish the agenda for Board of Directors meetings in compliance with the policy calendar established by the Board of Directors.
- 2.6.3.1.2. Preside at all meetings of the Board of Directors and conduct them in accord with the most recent edition of Robert's Rules of Order
- 2.6.3.1.3. Discuss and review corrective actions with individual Board of Directors members when they violate their responsibilities. When resolution cannot be obtained with an individual Board of Directors member, the Chairman shall in closed session of the Board of Directors conduct a review of the policy and develop recommendations for any necessary corrective actions. If the Board of Directors member in question is the Chairman, then this responsibility falls to the Vice Chairman.
- 2.6.3.1.4. Act in all areas of Board of Directors management left unstated within these policies as long as this action is not in conflict with other Board of Directors policies.

### 2.6.3.2. **Vice Chairman**

- 2.6.3.2.1. Preside at all meetings of the Board of Directors at the absence of the Chairman or at the chair's request.

2.6.3.2.2. Discuss and review corrective actions with the Chairman when the Chairman violates Board of Directors member or Chairman's responsibilities.

**2.6.3.3. Secretary**

2.6.3.3.1. Perform the duties assigned in the congregation's By-Laws.

**2.6.3.4. Financial Officer**

2.6.3.4.1 Monitor compliance with the Limitation policies of the board that deal with financial and property matters.

2.6.3.4.2 Arrange for the preparation of an annual financial report to the Congregation.

2.6.3.4.3 Chair the Board's annual financial review committee and lead the financial review.

## **2.7. Committees of the Board of Directors**

The Board of Directors may appoint from time to time committees, but always consistent with the following principles:

2.7.1. Committee responsibilities shall flow directly from the Board of Directors' description of its job. These responsibilities shall be set forth in a formal written charge with an appropriate period for existence, and shall not impinge upon responsibilities delegated to the Senior Pastor or other staff members.

2.7.2 Committees shall not do staff work except when working on a topic that is fully within the province of the Board of Directors and is not delegated in any way to the Senior Pastor or other staff members. Committees shall have no executive or deciding authority except when empowered by the Board of Directors. At all other times, they shall strive to develop policies.

2.7.3. Committees shall not manage any part of the congregation.

## **2.8. Committees**

### **2.8.1. Nominations' Committee**

The Nominations' Committee shall be appointed by the Chairman and shall include no less than five (5) members, including the Senior Pastor.

### **2.8.2. Financial Review Committee**

The Board of Directors may choose to have the annual financial review done by a professional firm, or the Board may appoint a Financial Review Committee of at least two (2) persons for an annual financial review of all the accounts using the church's Tax I.D. number for a complete report to the Board of Directors. The financial review shall be conducted as soon as is practical at the end of each fiscal year.

### **2.8.3. Senior Pastor Review Committee**

The Board of Directors shall conduct the annual performance review of the Senior Pastor focusing on his achievements of the Outcomes, his spiritual leadership of the congregation, his relational skills with members, the Board, and his staff, the achievement of the goals set for the current year, and his compliance with the Constitution of the congregation and the policies of the Board of Directors. The committee shall consist of the Chairman and at least two (2) other members from the Board of Directors.

### **2.8.4 Compensation Committee**

The Board of Directors shall annually appoint a committee to review the staff salary scale and staff benefits' policies and guidelines.

### **2.8.5 Staff Housing Committee**

The Board of Directors shall appoint a committee to review and develop policies and procedures for staff housing including the financing of such housing through loans with Church Extension or other loan agencies.

### **2.8.6 Board Training Committee**

The Board of Directors shall appoint a committee to develop and implement a training process for current and newly elected Board members.

## **2.9. Filling Vacancies**

Vacancies on the Board of Directors shall be filled according to the following guidelines.

### **2.9.1. Notification**

All members of the Board of Directors shall be notified when a vacancy occurs.

### **2.9.2. Appointments**

The Chairman of the Board of Directors shall nominate a member to fill the vacancy for the balance of the term left. The Board shall vote on the nomination.

## **3. Board of Directors and Senior Pastor Relationship Policies**

These policies define the Board of Directors' responsibility to the Senior Pastor, as well as the responsibility that the Senior Pastor has to the Board of Directors.

### **3.1. Manner of Delegating**

The Senior Pastor shall be empowered to take all actions and make all administrative decisions that are deemed necessary to attain the Outcomes except (a) violation of law, applicable regulations of Synod, orders of courts or commonly accepted business and professional ethics and (b) violation of specific further constraints stated by the Board of Directors in Limitation Policies.

- 3.1.1. Except for assignments of its own work (policies) to committees, consultants or officers, the Board of Directors shall delegate authority only to the Senior Pastor. Any other subordinate party operating with the authority of the congregation shall receive that authority from the Senior Pastor. In the event of a vacancy in the office of Senior Pastor, the Board of Directors shall designate the person or persons to function in his place. This may include members of the Board.

- 3.1.2. The Board of Directors shall address only broad levels of issues in policies of purpose and governance, leaving lesser levels to the discretion of the Senior Pastor. The Senior Pastor may develop guidelines, rules, or procedures and may make decisions in any way deemed fitting as long as the policies adopted by the Board of Directors are observed.
- 3.1.3. The authority of the Senior Pastor shall cover all areas within the bounds of the Board of Directors' Policies of Senior Pastor Limitations.
- 3.1.4. Consent Agenda

When Board of Directors approval is required by a higher governing policy such as State or Federal law, District or Synod policies, but not required specifically by the Board of Directors' policies:

- 3.1.4.1. The Senior Pastor shall bring a recommended action to the Board of Directors.
- 3.1.4.2. The Board of Directors shall review the recommendation to assure compliance with the Limitation Policies and governing documents of the congregation and consistency with ethical principles and prudent practices.
- 3.1.4.3. The Board of Directors shall approve any action that falls within the Limitation Policies.

The following items will be treated in this manner:

- + Financial depositories of Corporation funds and securities
- + Requirements of Synod or District or Church Extension Fund

- 3.1.5 The Board shall develop and maintain the Senior Pastor Ministry description.

## **3.2. Board of Directors' Decisions**

These are the decisions that the Board of Directors has left to itself:

- 3.2.1 Selecting the independent Certified Public Accountants or appointment of a Financial Review Committee.

- 3.2.2 Setting the agenda for regular congregation meetings and reviewing of all recommendations prior to any congregation meeting.
- 3.2.3 Annual review of the Senior Pastor's performance including setting his salary.
- 3.2.4 Setting the staff salary scale, benefits' policies and guidelines, and policies regarding staff housing.

### **3.3. Senior Pastor's Accountability**

The Senior Pastor shall be accountable to the Board of Directors for:

- 3.3.1. Achieving the congregation's Outcome Policies.
- 3.3.2. Complying with the limits established in Senior Pastor Limitation Policies.
- 3.3.3. Providing adequate spiritual counsel to the Board of Directors.
- 3.3.4. Relating with integrity, honesty, and straightforwardness to the Board of Directors.
- 3.3.5 Providing adequate information to the Board of Directors.

### **3.4. Exceeding Senior Pastor's Limitations**

#### 3.4.1. Notice by Senior Pastor

The Senior Pastor shall give an immediate notice to the Board of Directors once a limitation has been recognized to have been exceeded. If the limitation is immediately correctable, the Senior Pastor shall take immediate action within Senior Pastor Limitation Policies and report the results to the Board of Directors. If the result is not immediately correctable, the Senior Pastor shall share with the Board of Directors a plan for corrective action.

#### 3.4.2. Notice by Board of Directors Member

Board of Directors members shall bring to the Chairman's immediate attention any condition or action believed to exceed a Senior Pastor Limitation Policy for discussion at the next Board of Directors' meeting, if the Board Member has already requested clarification from the Senior Pastor.



## 3.5. Means of Monitoring

In every case of monitoring compliance to policies by the Senior Pastor, the standard for the Senior Pastor shall be *any reasonable interpretation of the Board policy* being monitored. If there is uncertainty of what is a reasonable interpretation, the Board shall clarify the policy with more detail.

The Board of Directors shall employ these avenues of monitoring by instructing the Senior Pastor to give a report including the appropriate policy, a statement of compliance or noncompliance, and supporting evidence for the statement:

### 3.5.1. Periodic Reports

These are statements and overviews that provide information and counsel to the Board of Directors on programs, trends and developments that may affect the Board of Directors' work.

3.5.1.1. The Senior Pastor shall report yearly at a meeting of the Board of Directors on the state of the congregation which will include the effectiveness of the congregation in reaching each of the Board's Outcomes, the financial condition of the church, and any changes in demographics or economy which might affect the church.

3.5.1.2. At each Board of Directors' meeting, the Senior Pastor shall report on the progress toward and the achievement of the Outcome(s) assigned by the Board.

### 3.5.2. Direct Monitoring Reports

The following reports are to be made to the Board of Directors in compliance with the Board's monitoring schedule in the Limitations' Policies:

- 3.5.2.1. Planning (See Limitation 4.1)
- 3.5.2.2. Staff Structure (See Limitation 4.2)
- 3.5.2.3. Financial Guidelines (See Limitation 4.3)
- 3.5.2.4. Financial Planning (See Limitation 4.4)
- 3.5.2.5. Cash Donations (See Limitation 4.5)
- 3.5.2.6. Asset Protection and Security (See Limitation 4.6)
- 3.5.2.7. Treatment of Staff (See Limitation 4.7)
- 3.5.2.8. Conflict of Interest for the Senior Pastor (See Limitation 4.8)
- 3.5.2.9. The Annual Financial Review

## **4. Senior Pastor Limitation Policies**

These are the constraints placed on the Senior Pastor's efforts to achieve the Outcome Policies.

Unless restricted in the Senior Pastor Limitation Policies, all actions are acceptable.

### **Mega-Limitation:**

The Senior Pastor of Our Savior Congregation shall not act at any time in a manner that is illegal, unethical or imprudent or that is inconsistent with the congregation's governing documents.

### **4.1. Planning (Monitoring: At the June board meeting)**

In setting the direction and action plans of the congregation:

- 4.1.1. The Senior Pastor shall not allow plans that have a neutral or negative impact on the Congregation's Outcomes.
- 4.1.2. The Senior Pastor shall not allow the organization to operate with an Operating Plan that has a time frame of less than 18 months.
- 4.1.3. The Senior Pastor shall not allow the Operating Plan to be reviewed less than once a year for continued adequacy.
- 4.1.4. The Senior Pastor shall not allow plans that are unresponsive to the changing climate and conditions that affect the congregation.
- 4.1.5. The Senior Pastor shall not allow plans that do not consider their financial impact.

### **4.2. Staff Structure (Monitoring: At any change)**

In defining or reorganizing the staff structure:

- 4.2.1. The Senior Pastor shall not establish a structure that has a negative or neutral impact on the Outcomes Policies.

## 4.3. Financial Guidelines

With respect to operating the congregation in a sound and prudent fiscal manner, the Senior Pastor shall not jeopardize the long-term financial strength of the congregation:

4.3.1. The Senior Pastor shall not allow the congregation to operate without a plan for assuring that expenditures will not exceed the total annual projected income and other available funds.

4.3.1.1. The Senior Pastor shall not fail to submit a revised forecast of income and spending any time congregational general fund income is below budget by ten percent or more for two consecutive months.

**(Monitoring: at each board meeting)**

4.3.1.2. The Senior Pastor shall not operate without a process which controls expenditures and can react to changing conditions.

**(Monitoring: at each board meeting)**

4.3.1.3. The Senior Pastor shall not operate without a process which teaches personal financial stewardship to the membership and which provides strategies for funding the budget for each year. **(Monitoring: annually with the stewardship campaign)**

4.3.2. The Senior Pastor shall not allocate the financial resources for the congregation in a way that is counter or neutral to attaining the Outcome Policies.

**(Monitoring: at the presentation of the annual budget)**

4.3.3. The Senior Pastor shall not invest congregational funds in a security other than the Michigan District Church Extension Fund without Board approval and shall provide sufficient liquidity.

**(Monitoring: at each board meeting)**

4.3.4. The Senior Pastor shall not allow purchased services, products or programs exceeding \$10,000 without securing competitive bids.

**(Monitoring: at each occurrence)**

4.3.5. The Senior Pastor shall not borrow money on behalf of the congregation. Use of a temporary line of credit requires Board approval and must be repaid within 12 months.

**(Monitoring: at the end of each fiscal year)**

4.3.5.1 The Senior Pastor shall not fail to notify the congregation members in written announcements when the Board approves drawing on the line of credit and updating the congregation at the next regular congregation meeting.

4.3.6. The Senior Pastor shall not allow management and accounting policies which conflict with the comprehensive basis of accounting principles and which do not provide proper internal controls and reports.  
**(Monitoring: with the annual financial review)**

4.3.7. The Senior Pastor shall not allow the distribution of financial reports without first sharing them with the Board of Directors.  
**(Monitoring: with the annual financial review)**

4.3.8. The Senior Pastor shall not fail to annually submit to the Board a list of authorized check signers for Board approval.  
**(Monitoring: January Meeting)**

4.3.9. The Senior Pastor shall not allow paid or volunteer staff to function in both the processing of receipts and disbursements, or if this is not attainable, then there should be implementation of other sufficient mitigating internal controls in order to meet the intent of the recommended segregation of duties for processing receipts and disbursements.  
**(Monitoring: with the annual financial review)**

4.3.10 The Senior Pastor shall not use designated funds for any purpose other than that for which they were given.  
**(Monitoring: with the annual financial review)**

4.3.10.1. The Senior Pastor shall not fail to ensure the reconciliation of the non-budget designated gift and grant expense accounts with the cash assets in the non-budget bank checking account within a 10% margin on a quarterly basis and report this to the Board of Directors.

4.3.10.2. The Senior Pastor may not allow the internal borrowing of cash from the non-budget checking account for general expenses unless the amount borrowed is replenished within 30 days. This action must be reported to the Board of Directors.

- 4.3.11 The Senior Pastor shall not fail to develop an annual budget that complies with all the Financial Guidelines  
**(Monitoring: at the May board meeting)**

#### **4.4. Financial Planning (Monitoring: at the May board meeting)**

With respect to budgeting for all or any remaining part of a fiscal period, the Senior Pastor shall not jeopardize either programmatic or fiscal integrity of the congregation.

- 4.4.1. The Senior Pastor shall not submit an annual budget that:
- 4.4.1.1. Contains too little detail to reasonably project operating income and expenses.
  - 4.4.1.2. Does not provide for reserves equal to at least 3% of expenditures unless discussed and approved by the Board.
  - 4.4.1.3. Does not allocate a portion of general fund receipts to missions. Restricted mission receipts shall be counted toward that total. Budgeting of mission funds, which include allocations to District and Synod, requires Board approval.
  - 4.4.1.4. Does not advance the Desired Outcomes
- 4.4.2. The Senior Pastor shall not operate the congregation without developing a funding strategy at least once per year.

#### **4.5. Cash Donations (Monitoring: At the March board meeting)**

In soliciting or obtaining donations:

- 4.5.1. The Senior Pastor shall not accept donations which would compromise the values of the congregation.
- 4.5.2. The Senior Pastor shall not accept donations in cash or in kind where there is a difference between the donor's intent and the intent of the Board of Directors.

## **4.6. Asset Protection and Security**

**(Monitoring: At the March Board meeting)**

In order to effectively utilize and maintain the congregation's facilities and property and to cover the congregation's exposure:

- 4.6.1. The Senior Pastor shall not allow the church to operate without regularly assessing and providing timely maintenance to the facilities and property.
- 4.6.2. The Senior Pastor shall not fail to provide hazard insurance to cover facility and equipment losses.
- 4.6.3. The Senior Pastor shall not allow the church to operate without adequate liability insurance.
- 4.6.4. The Senior Pastor shall not allow the church to operate without written policies that address the prevention of and response to abusive behavior and harassment.
- 4.6.5. The Senior Pastor shall not allow the church to operate without adequate building and property security.
- 4.6.6. The Senior Pastor shall not fail to have a written disaster recovery plan for electronic data processing functions.
- 4.6.7. The Senior Pastor shall not fail to have a written crisis management and response plan.

## **4.7. Treatment of Staff (Monitoring: At the August board meeting)**

In relating to both church and school staff:

- 4.7.1. The Senior Pastor shall not deviate from local, state or federal law or regulations in the fair and equitable treatment of employees.
- 4.7.2. The Senior Pastor shall not set Human Resource policies that run counter to effective operations and shall not fail to publish and distribute said policies to employees.

- 4.7.3. The Senior Pastor shall not allow the church or school to function without a written process to resolve employee grievances in a fair and Christian manner.
- 4.7.4. The Senior Pastor shall not allow any staff positions to be undefined or inaccurately reflect the responsibility and tasks given to the position.
  - 4.7.4.1 The Senior Pastor shall not allow employees to be uninformed of their responsibilities and tasks.
- 4.7.6. The Senior Pastor shall not allow any staff positions to exist where resources are inadequate for that position to be successful.
- 4.7.7. The Senior Pastor shall not fail to implement staff Conflict of Interest procedures.
- 4.7.8. The Senior Pastor shall not fail to provide for annual performance evaluations of all staff members.
- 4.7.9. The Senior Pastor shall not fail to report to the Board a written plan for staff development.
- 4.7.10 The Senior Pastor shall not permit a contracted Principal, Early Childhood Director or full-time teacher in pre-school through eighth grade who signs a contract after October 1, 2019 to remain in that position if they have not completed the colloquy program through Concordia University system within 4 years of the date of the signing of their initial contract. The 4 years may be extended due to extenuating circumstances with approval of the Senior Pastor and the knowledge of the Board of Directors.

## **4.8 Conflict of Interest for the Senior Pastor**

**(Monitoring: At the April board meeting)**

The Senior Pastor has an obligation to identify all conflicts of interest and resolve any that are unacceptable. Therefore:

- 4.8.1. The Senior Pastor shall not allow the Board of Directors to be uninformed of all of his potential conflicts of interests. This disclosure shall include membership on, a substantial financial interest in, or the employment of the Senior Pastor or a relative of the Senior Pastor by any organization doing business with the congregation.

4.8.2. The Senior Pastor shall not accept any gifts or favors totaling more than \$100 annually from any organization doing or seeking business with the congregation.