



St. John's Lutheran Church Board of Directors  
Policy Manual

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<b>POLICY TYPE: Ends</b>	<b>POLICY NUMBER: 1.0</b>
	<b>EFFECTIVE DATE: 08/08</b>
<b>TITLE: Mission</b>	<b>MAJOR REVISION DATES:</b>
	<b>LAST APPROVAL DATE: 08/08</b>

## Mission

**Leading people into a growing relationship with Jesus Christ, His followers, and His world.** *(Matthew 22:37-39)*

## Vision

**Leading People Up: Growing intimacy with Jesus Christ** *(Galatians 2:20)*

- Knowing God more deeply through His Word, Worship, and Prayer  
*(Ephesians 1:17, 2 Timothy 3:16-17, Acts 2:42, 1 Timothy 2:1)*
- Serving God as we use His gifts to His glory  
*(Romans 12:1, Ephesians 4:11-13, 1 Corinthians 12:4-7, Romans 12:6-7)*

**Leading People In: Growing community with His followers** *(John 13:34-35)*

- Connecting to one another in meaningful relationships  
*(1 Corinthians 12:12-13, Ephesians 4:3-6, Romans 12:4)*
- Loving one another by providing care, encouragement, and accountability  
*(1 John 4:11, Galatians 6:1-2, 1 Peter 4:8-10)*

**Leading People Out: Growing priestly relationships with the people of the World**  
*(Matthew 28:18-20)*

- Serving the real needs of people in our community  
*(Luke 10:30-37, Matthew 25:24-30, James 2:15-16)*
- Sharing the life-giving Gospel of Jesus Christ with those who don't know Him  
*(1 Peter 3:15-16, 1 Peter 2:9, Matthew 9:36-38)*
- Supporting the growth of the Kingdom of God throughout the world  
*(Acts 1:8, Luke 24:46-48, Revelation 7:9)*

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<b>POLICY TYPE: Board Governance Process</b>	<b>POLICY NUMBER: 2.0</b>
	<b>EFFECTIVE DATE: 08/08</b>
<b>TITLE: Responsibilities</b>	<b>MAJOR REVISION DATES:</b>
	<b>LAST APPROVAL DATE: 08/08</b>

In Policy Based Governance (accountable leadership) there are four positions to be “played.”

- The first position is ministry; it is played by the members as they care for one another and reach out to the community.
- The second position is management; it is played by the staff as they equip, resource and coordinate the ministry of the members.
- The third position is leadership; it is played by the Lead Pastor as he provides vision, direction and teaching to achieve the mission of the church.
- The fourth position is governance; it is played by the Board.

Accordingly,

1. Policy Based Governance stresses that the first responsibility of the Board is to represent the ownership. As a Lutheran congregation, we recognize that the Church is owned by Christ himself. Consequently, unlike other civic or service organizations, the mission of the church is not created by its members or emerges from their personal needs. The mission of the church was given to it by Christ himself in the Great Commission. Even a congregation's vision for ministry, its identity and its purpose in its particular community will be revealed and guided by the Holy Spirit. Consequently, the Board members shall engage in God's Word and prayer before each meeting, during the meeting and after each meeting, always seeking the will of their Heavenly Father as they write policy and set direction for the congregation.
2. The second responsibility of the Board is to support the Lead Pastor; to “have his back.” As he develops and implements his ministry plan, there is a good chance something in the plan will offend someone - primarily because of change. If the ministry plan (change) fulfills the mission and respects the Limitation policies, he will have the Board's complete and unwavering support. This is not just a kind word in private, but public support.

In that spirit, we agree that:

1. It is safe to disagree in Board Meetings.

*Conflict is inevitable. Making enemies over it is a choice.  
~Anonymous*

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<b>St. John's Lutheran Church St. John's Lutheran Church Board of Directors Policy Manual</b>	
<b>POLICY TYPE: Board Governance Process</b>	<b>POLICY NUMBER: 2.1</b>
	<b>EFFECTIVE DATE: 08/08</b>
<b>TITLE: Governing Products and Style</b>	<b>MAJOR REVISION DATES:</b>
	<b>LAST APPROVAL DATE: 08/08</b>

The Board will govern lawfully, observing the principles of the Policy Governance model, with an emphasis on:

- Outward vision (seeing the big picture) rather than an internal preoccupation;
- Encouragement of diversity in viewpoints;
- Clear distinction of Board member and Lead Pastor roles;
- Collective rather than individual decisions; and
- Future rather than past or present.

Accordingly,

1. Board members will be role models of what it means to be a member of the congregation. They will publicly support, by donating their wisdom, time, talent and treasure, the Mission and Vision Statements of the congregation.
2. The Board will cultivate a sense of group responsibility. The Board will not use the expertise of individual members to substitute for the judgment of the whole Board, although the expertise of individual members may be used to enhance the understanding of the Board as a body.
3. The Board will govern the congregation through the careful establishment of policies. The major policy focus of the Board will be on the congregation's mission, not on the staff's means of attaining those effects.
  - a. Vision: affirmative statements that set forth the effects or benefits to be realized by those the congregation serves.
  - b. Lead Pastor Limitations: constraints on Lead Pastor authority, decisions and actions.
  - c. Governance Process: specifications on how the Board carries out its responsibilities.
  - d. Board-Lead Pastor Relationship: statements about delegating authority and responsibility to the Lead Pastor and monitoring his compliance to policies.
4. The Board policies are to be active and dynamic. They are to be reviewed and refined on a regular basis. Any Board member or the Lead Pastor may ask for a review of specific policies at any time.
5. The Board will assess the congregation's progress on its Vision statements.

6. Board skills, methods, and supports will be sufficient to ensure governing with excellence.
  - a. Training and retraining will be used liberally to orient new members and candidates for membership, as well as to maintain and increase existing member skills and knowledge especially in understanding governance and determining the relevance of Vision statements.
  - b. Outside monitoring assistance will be arranged so that the Board can exercise confident control over organizational performance. This includes, but is not limited to, financial audits and school accreditation.

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<b>POLICY TYPE: Board Governance Process</b>	<b>POLICY NUMBER: 2.2</b>
	<b>EFFECTIVE DATE: 08/08</b>
<b>TITLE: Code of Conduct</b>	<b>MAJOR REVISION DATES:</b>
	<b>LAST APPROVAL DATE: 09/08</b>

The Board members commit themselves to Christian, ethical and orderly conduct, including proper use of authority and appropriate decorum, understanding they have a responsibility to the congregation, its employees, those served by the congregation and to each other. As Board members, their loyalty is to the Christ and His church, not conflicted by loyalties to members, staff, other people (including family members), other organizations or any personal interest as a member.

1. Board members must avoid conflict of interest concerning their fiduciary responsibility.
  - a. Board members will annually disclose their involvements with other organizations or with vendors and any associations that might be reasonably seen as representing a conflict of interest.
  - b. When the Board is to decide on an issue about which a Board member has an unavoidable conflict of interest, that Board member shall absent herself or himself without comment not only from the vote but also from the deliberation.
  - c. Board members will not use their Board position to obtain employment in the organization for themselves, family members, or close associates. A Board member who applies for employment must first resign from the Board.
2. Board members may not attempt to exercise individual authority over the congregation or any of its ministries.
  - a. Board members must recognize that they have no authority to direct or supervise the Lead Pastor or his staff.
  - b. Board members' interactions with the public, the press, or other entities must recognize the inability of any Board member to speak for the Board except to repeat explicitly stated Board decisions.
  - c. Except for participation in Board deliberation about whether the Lead Pastor has achieved any reasonable interpretation of Board policy, Board members will not express individual judgments of performance of the Lead Pastor or his staff.
3. Board members will respect the confidentiality appropriate to issues of a sensitive nature, unless given permission by the Board as a whole, to do otherwise. The Board's policy manual, approved minutes, or financial statements are an exception to this code and do not need permission. However, any discussion or information related to these documents is confidential.
4. Board members will relate to each other with grace, honesty and straightforwardness.

5. Board members will attend Board meetings regularly, be fully prepared for Board meetings and will be familiar with policy manuals and the congregation's constitution and bylaws.
6. Board members will regularly participate in the worship and educational life of the congregation, practice personal spiritual disciplines for the development of his or her own faith life, give regular financial gifts to support the ministry of the congregation, regularly attend congregational events and invest personal energy and skills in the ministries of the congregation as long as they do not conflict or interfere with their responsibility as a Board member.
7. Board members will actively discipline themselves and other members by identifying Board discussions and actions that run counter to its policies.
8. Board members will bring to the Chair's immediate attention any condition or action that they believe exceeds a Lead Pastor Limitation Policy.
9. Board members will support the legitimacy and authority of Board decisions on any matter, regardless of the member's personal position on the issue.
10. Should it be necessary to miss a meeting, members shall contact the Chair to dialog before and after said meeting. Missing two consecutive meetings, without notice, in a 12 month period may initiate removal from office at the discretion of the board.
11. The Chair shall counsel a Board member who violates any Board policy. Should violations continue, the Board, as a whole shall counsel the member. Such Board action may lead to the member's removal (see Bylaw Article II. D. 5.)
12. Incoming Board members will annually review and sign this Code of Conduct; the secretary will keep these on file.

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<b>POLICY TYPE: Board Governance Process</b>	<b>POLICY NUMBER: 2.3</b>
	<b>EFFECTIVE DATE: 08/08</b>
<b>TITLE: Linkage to the Congregation</b>	<b>MAJOR REVISION DATES:</b>
	<b>LAST APPROVAL DATE: 08/08</b>

Recognizing that the Spirit of God moves in and through the members and their interactions, we will use a variety of methods to discover and listen to their values, concerns, ideas and passions for ministry on a regular basis.

Accordingly,

1. The Board will identify and establish relationships with groups that have a stake in the congregation such as the California, Nevada, Hawaii (CNH) District or other Lutheran Church Missouri Synod (LCMS) organizations.
2. The Board will identify and establish relationships with the community and its leaders, seeking ways that the congregation or its members may be involved in strategic alliances.
3. The Board will listen to concerns and ideas of those we serve who are not members of the congregation.

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<b>POLICY TYPE: Board Governance Process</b>	<b>POLICY NUMBER: 2.4</b>
	<b>EFFECTIVE DATE: 08/08</b>
<b>TITLE: Agenda Planning</b>	<b>MAJOR REVISION DATES:</b>
	<b>LAST APPROVAL DATE: 08/08</b>

The Board shall establish a structure for its meetings that ensures that the Board members and the Lead Pastor can process information consistent with policy-based governance and this manual. Accordingly,

1. The agenda will be shaped by a review of policy. A policy review calendar will be set at the first meeting of each year. Additional items will be added, if needed, by the Chair, through consultation with the Lead Pastor.
2. Monitoring of Vision statements will be set at least 60 days before the adopting of a budget so that administrative planning and budgeting can be based on accomplishing a one-year segment of the Vision.
3. The Board will discuss new policies recommended or requested by Board members or the Lead Pastor; these are to be submitted in writing to the Chair in time to be included in Board materials sent before a Board meeting.
4. The agenda and other Board materials shall be received by each Board member at least 7 days before the meeting.
5. The Board will have discussions, as needed, to determine whose responsibility it is to address issues raised at their meetings - Board (to be defined by limitations) or the Lead Pastor.
6. The Board will regularly schedule time for education to increase their knowledge and ability to carry out their responsibilities.
7. At the discretion of the Board, members of the congregation may address the Board if the Chair has received a request at least 10 days before the meeting; the Chair will determine the amount of time allotted to such a presentation and will inform the congregational member of that time-allotment before the meeting. Grievances should follow the prescribed policy.
8. The agenda will address the following sections:
  - a. Welcome and introductory comments of the Chair
  - b. Bible study and prayer
  - c. Agenda approval
  - d. Minutes approval
  - e. Lead Pastor Report
  - f. Board member education or presentations to the Board

g. Board Business

- 1) Committee Reports
- 2) Other Board actions
- 3) Self evaluation/calendar review
- 4) Prayer and adjournment

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<b>POLICY TYPE: Board Governance Process</b>	<b>POLICY NUMBER: 2.5</b>
	<b>EFFECTIVE DATE: 08/08</b>
<b>TITLE: Committees</b>	<b>MAJOR REVISION DATES:</b>
	<b>LAST APPROVAL DATE: 08/08</b>

Committees and Task Forces may be appointed by and will report to the Board to assist them in the execution of their responsibilities.

Committees, when used, will be assigned to reinforce the wholeness of the Board's job but never to interfere with the work of the Lead Pastor. This policy applies to any group that is formed by Board action, whether it is called a committee and regardless of whether the group includes Board members. This policy does not apply to committees formed under the authority of the Lead Pastor.

Committees may not speak or act for the Board except when formally given such authority for specific and time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the Lead Pastor.

The Congregation's By-laws require the Board to form the following committees when needed:

1. **Audit Committee:** Both internal and external audit committees may be used on a frequency decided upon by the Board.
2. **Constitution and Bylaw Review Committee:** This committee will be convened as necessary to report to the Board the currency and appropriateness of the congregation's Constitution and Bylaws and offer options and suggested changes as deemed important.
3. **Nominating Committee:** This committee will be convened every February to provide a roster of potential candidates for election to the Board for the coming year. The committee shall consist of one member of the current Board and two additional members of the congregation at large. The Pastor is an advisory member.
4. **Call Committee:** A Call Committee will be appointed by the Board as outlined in Article II. A. 2 of the bylaws.

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<b>POLICY TYPE: Board - Lead Pastor Relationship</b>	<b>POLICY NUMBER: 3.0</b>
	<b>EFFECTIVE DATE: 08/08</b>
<b>TITLE: Connection between the Board and the Operation of the Church</b>	<b>MAJOR REVISION DATES:</b>
	<b>LAST APPROVAL DATE: 08/08</b>

The Board's sole official connection to the operational organization of the church - staff and lay ministry teams - will be through the Lead Pastor; the Board shall delegate authority only to him. Any other subordinate employee or entity operating with the authority of the congregation shall receive that authority from the Lead Pastor or a person assigned such authority by the Lead Pastor.

Accordingly,

1. Only officially passed motions of the Board are binding on the Lead Pastor. Decisions or instructions of individual Board members are not binding on the Lead Pastor.
2. Board members will never give instructions to the Lead Pastor's staff or publicly evaluate them.
3. Board members shall be prudent in their contact with ministerial staff and shall keep the Lead Pastor informed about significant contacts they have with any staff member.
4. As long as the Lead Pastor uses a reasonable interpretation of the congregation's Vision statements and Lead Pastor Limitation Policies, the Lead 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 Lead Pastor shall have the full force, authority and support as if decided by the Board.
5. The Board may change their policies at any time. But as long as any policy is in place, the Board will respect and support the choices of the Lead Pastor.
6. The Board will view Lead Pastor performance as identical to organizational performance, so that the achievement of the congregation's Vision statements and compliance with the limitation policies will be viewed as successful Lead Pastor performance.
7. The following require the approval of the Board and may not be delegated:
  - a. Election of Board officers
  - b. Selection of the financial auditor/reviewer
  - c. Receipt and review of financial audits
  - d. Appointment of legal counsel
  - e. Affirmation of the annual budget (financial plan)
  - f. The discharge of any Board committee
  - g. Change in the membership of any Board committee
  - h. Employing called staff

- i. Rescinding the call of called staff

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<b>POLICY TYPE: Board - Lead Pastor Relationship</b>	<b>POLICY NUMBER: 3.1</b>
	<b>EFFECTIVE DATE: 08/08</b>
<b>TITLE: Monitoring of the Lead Pastor</b>	<b>MAJOR REVISION DATES:</b>
	<b>LAST APPROVAL DATE: 08/08</b>

Systematic monitoring of the Lead Pastor will be solely against the accomplishment of Vision statements and compliance with Lead Pastor Limitations.

Accordingly:

1. Monitoring is simply to determine the degree to which Board policies are being met. Information that does not do this will not be considered to be monitoring information.
2. In every case, the Board as a whole will judge the reasonableness of the Lead Pastor's interpretation of policies and whether data demonstrate accomplishment of the interpretation.
3. All policies that instruct the Lead Pastor will be monitored at a frequency and by a method chosen by the Board. The Board can monitor any policy at any time by any method but will ordinarily depend on a routine schedule.
4. The Board may acquire monitoring information through Lead Pastor reports, surveys, interviews, external reports, and direct monitoring.
  - a. Lead Pastor Report: at each Board meeting the Lead Pastor shall report on the following:
    - 1) Changes to the ministry plan with an explanation and rationale for the changes, including summaries of new ministries, programs, activities or services.
    - 2) The trends of baptisms, adult confirmations, worship attendance, membership gains and losses.
    - 3) The congregation's financial position in a method and format as determined by the Board.
    - 4) Changes to the congregation's budget.
  - b. At least once each year, present a compliance report on the Ends statements of St. John's Lutheran School.
  - c. At least once each year, present a report on the progress towards the congregation's Vision statements.
5. The Board shall consistently advise the Lead Pastor of his performance and, at least annually, conduct a formal performance appraisal.

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<b>POLICY TYPE: Board - Lead Pastor Relationship</b>	<b>POLICY NUMBER: 3.2</b>
	<b>EFFECTIVE DATE: 08/08</b>
<b>TITLE: Exceeding Lead Pastor Limitations</b>	<b>MAJOR REVISION DATES:</b>
	<b>LAST APPROVAL DATE: 08/08</b>

From time-to-time, Lead Pastor Limitation Policies will be exceeded. When this happens, the Board shall ensure that action is taken to rectify the violation of policy. The Board shall strive to take no authority for the correction of exceeded Lead Pastor limitations, but rather shall work through the Lead Pastor. The Lead Pastor is to take the initiative and responsibility to monitor for, and inform of, and correct exceeded limitations, as well as to develop preventative systems.

Accordingly,

1. The Lead Pastor shall give notice to the Board once a limitation has been recognized to have been exceeded. If the limitation has been exceeded for an excessive period of time and has gone unnoticed, the Lead Pastor shall develop a better monitoring system.
2. Corrective action.
  - a. If the exceeded limitation is recognized and correctable, the Lead Pastor shall take the necessary action within policies and report the results to the Board. If the exceeded limitation is not immediately correctable, the Lead Pastor shall establish a schedule for corrective actions, reporting such scheduled action and gaining from the Board, approval of a deadline for completion of the correction. The Lead Pastor shall continue to report in a timely fashion on the action taken and the results until the exceeded limitation is corrected. The Lead Pastor shall give notice when it is recognized that a deadline will be missed and a new plan of action if the delay is deemed excessive.
  - b. The Lead Pastor is not to be limited in the resources, whether internal or external to the organization, that he may employ to correct the exceeded limitation except through the Limitation Policies. However, the Lead Pastor is accountable for the results of the use of the resources at all times.
  - c. The Lead Pastor shall develop or improve processes to avoid recurrence of any exceeded limitations.
  - d. The Board shall review any limitation policy that has been exceeded, for its soundness. They shall not dictate what appropriate Lead Pastor actions might be, to comply with the limitation. The Board shall rewrite policies when appropriate. The Board shall not approve one-time exceptions to policies. If an action is acceptable under certain conditions, then those conditions shall be stated in the policies.
  - e. The Board shall not enact any punitive actions.
  - f. After a number of occurrences of an exceeded limitation, whether through missed deadlines, or as a result of exceeding a number of different limitations, the Chair and three other Board

members approved by a 2/3 majority of the full Board will conduct a performance evaluation of the Lead Pastor, report the evaluation to the Board and facilitate a discussion with the full Board. If the Lead Pastor is found to be out of compliance with Bylaw Article II, A.3. it shall be reported to the CNH District President for his counsel and direction.

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<b>POLICY TYPE: Lead Pastor Limitations</b>	<b>POLICY NUMBER: 4.0</b>
	<b>EFFECTIVE DATE: 08/08</b>
<b>TITLE: General Lead Pastor Constraints</b>	<b>MAJOR REVISION DATES:</b>
	<b>LAST APPROVAL DATE: 09/08</b>

While these policies are written in a manner consistent with the Carver model of Policy-Based Governance, it must be noted that a Lead Pastor, in the tradition and polity of the Lutheran Church-Missouri Synod (LCMS), is not a "Chief Executive Officer." He is, instead, the spiritual leader of his staff, the congregation and its ministry. While he can decisively influence what happens in that ministry, he cannot be said to control it, or even, in some circumstances, manage it given the nuances of congregational life; he certainly cannot get immediate results.

As spiritual leader, his role is more attune to that of a servant leader.<sup>1</sup> While he has the responsibility and authority to supervise his staff,<sup>2</sup> he also leads as he inspires, models, coaches, mentors, motivates and collaborates with his staff, lay leaders and congregational members.

With that primary understanding, the Lead Pastor shall not:

1. Fail to heed the Great Commission (Matthew 28:18-20) or the Great Commandment (Matthew 22:37-40).
2. Be unfaithful to his ordination vows.
3. Act in a manner that is unlawful, imprudent, unethical or inconsistent with the constitution, bylaws and policies of St. John's Lutheran Church (SJLC).

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<sup>1</sup> "The leader-first and the servant-first are two extreme types. Between them there are shadings and blends that are part of the infinite variety of human nature. The difference manifests itself in the care taken by the servant-first to make sure that other people's highest priority needs are being served. The best test, and difficult to administer, is: do those served grow as persons; do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants?"

Taken from the *Servant As Leader* published by Robert Greenleaf in 1970.

<sup>2</sup> In the LCMS, the Lead Pastor holds the office of the public ministry. This is a divinely appointed office. The church has established other offices. Those who serve in them are authorized to perform certain of the function(s) of the office of the public ministry. The offices are 'ministry' and they are 'public,' yet they are not the office of the public ministry. Rather, they are auxiliary to that unique pastoral office, and those who hold these offices perform their assigned duties under the supervision of the pastoral office. Such offices are established by the church as the need arises, and their specific functions are determined by the church.

*The Ministry: Offices, Procedures and Nomenclature; A Report of the Commission of Theology and Church Relations of the LCMS.* September, 1981.

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<b>POLICY TYPE: Lead Pastor Limitations</b>	<b>POLICY NUMBER: 4.1</b>
	<b>EFFECTIVE DATE: 08/08</b>
<b>TITLE: Staff Issues</b>	<b>MAJOR REVISION DATES:</b>
	<b>LAST APPROVAL DATE: 03/09</b>

The Lead Pastor is responsible for executing the office of the public ministry. In doing so, he may need staff to assist him in carrying out his responsibilities. Thus, he may delegate appropriate responsibilities and duties to both rostered<sup>3</sup> and non-rostered staff and expect those duties and responsibilities to be carried out to the standards and expectations he sets forth in their position description.

While the Lead Pastor is not wholly responsible for the behavior and actions of his staff, he shall not (a) contribute to their ineffectiveness; (b) interfere in the responsibilities as outlined in the Call documents or position description; or (c) recommend to call or hire new staff without assuring the Board that the new staff member will be compatible with the personality and philosophy of ministry of the present staff.

Further, without limiting the scope of the foregoing by this enumeration, the Lead Pastor shall not:

1. Fail to pray for staff and with them.
2. Fail to provide staff with a position description.
3. Fail to provide staff with adequate resources needed to fulfill their position description.
4. Fail to assist the staff with the development of their ministry plan.
5. Assume authority that is clearly delegated to some other staff member.
6. Fail to provide full-time professional staff with the opportunity and funds to attend at least two district, synodical, or other professional development in-services or conferences annually. Funds and time allotment for part-time staff will be proportionate to hours worked and the responsibilities assigned.
7. Fail to evaluate staff performance at least once each year. In addition, he shall not:
  - a. Fail to ensure that all staff that have employees under their supervision conduct evaluations in their respective areas of responsibility.
  - b. Fail to recommend to the Board that the call of rostered staff who are teaching false doctrine, living a scandalous life, are unable to perform the duties of their position, are uncooperative, or insubordinate be rescinded.
  - c. Fail to remove non-rostered staff from their position if they are teaching false doctrine, living a scandalous life, are unable to perform the duties of their position, are uncooperative, or insubordinate.

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<sup>3</sup> Professional staff who are ordained or commissioned members of Lutheran Church Missouri Synod.

8. Fail to operate with personnel policies and procedures (Personnel Manual) established through the advice and review of legal counsel. In addition, he shall not:
  - a. Fail to ensure that every staff member has access to the Personnel Manual and is fully informed as to its contents.
  - b. Fail to provide for the effective handling of staff grievances or ignore, limit or violate the Synodical Reconciliation process for rostered staff.
  - c. Fail to have the Personnel Manual reviewed by legal counsel every year.
9. Fail to ensure that compensation and benefits are fair, equitable and take into consideration CNH District guidelines and for other staff less than the standard for similar positions in the community. In addition, he shall not:
  - a. Fail to ensure that all eligible employees are enrolled in the synod's retirement and disability plan.
10. Offer any staff member a tenured call<sup>4</sup> or agree to any contract that is not time-limited without the consent of the Board.
11. Use his position or influence to obtain employment in the church for family members or close friends.

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<sup>4</sup> A tenured call is a call that can only be removed for the same reasons and in the same manner as removing the call of the Lead Pastor.

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<b>St. John's Lutheran Church St. John's Lutheran Church Board of Directors Policy Manual</b>	
<b>POLICY TYPE: Lead Pastor Limitations</b>	<b>POLICY NUMBER: 4.2</b>
	<b>EFFECTIVE DATE: 08/08</b>
<b>TITLE: Privacy Issues</b>	<b>MAJOR REVISION DATES:</b>
	<b>LAST APPROVAL DATE: 10/08</b>

With respect to interactions with members and others that the Lead Pastor serves, he shall not cause or allow conditions, procedures or decisions that are unsafe, undignified or unnecessarily intrusive.

Further, without limiting the scope of the foregoing by this enumeration, the Lead Pastor shall not:

1. Release the name, home address, email address, telephone number or photographs of any staff, congregational member or anyone else served by congregational ministries against their wishes.
2. Allow himself or staff to share personal or spiritual issues regarding members or others served without their permission.
3. Reveal the financial contributions of members.
4. Store financial records in an unsecured file or computer.

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<b>POLICY TYPE: Lead Pastor Limitations</b>	<b>POLICY NUMBER: 4.3</b>
	<b>EFFECTIVE DATE: 08/08</b>
<b>TITLE: Financial Conditions and Activities</b>	<b>MAJOR REVISION DATES:</b>
	<b>LAST APPROVAL DATE: 02/09</b>

With respect to the actual, ongoing financial condition and activities, the Lead Pastor shall not cause or allow the development of financial jeopardy or significant deviation of actual expenditures in the budget approved by the congregation.

Further, without limiting the scope of the foregoing by this enumeration, the Lead Pastor shall not:

1. Develop a budget without the input of staff.
2. Develop a budget that contains too little information (revenues and expenses, separation of capital and operation items, transfers from investment income, income from the school and disclosure of planning assumptions) or too much information to enable credible review by the Board.
3. Fail to include less than 10% of projected congregational offerings for the CNH District, LCMS.
4. Expend more funds than have been received in the fiscal year to date unless the debt guideline in #5 is met.
5. Indebt the congregation in an amount greater than the Board's established line of credit.
6. Fail to follow the Planned Giving Bylaws.
7. Allow tax payments or other government required filings to be overdue or inaccurately filed.
8. Fail to settle payroll and debts in a timely manner.
9. Allow expenditures to exceed by more than 5% the amount budgeted in the annual budget for any ministry area as defined in the narrative budget, unless the expenses are beyond his control (i.e. increases in the health plan).
10. Allow total expenditures to exceed by more than 2% the amount budgeted for the annual budget.
11. Fail to have an annual stewardship campaign that invites participation of every church member and others served.
12. Allow any fundraising event that is inconsistent with the values of the congregation or does not contribute to the achievement of the Ends statements or damage the image of the congregation.
13. Restrict members from accessing financial statements reported to the Board.
14. Fail to collect at least 90% of school tuition and fees.

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<b>POLICY TYPE: Lead Pastor Limitations</b>	<b>POLICY NUMBER: 4.4</b>
	<b>EFFECTIVE DATE: 08/08</b>
<b>TITLE: Lead Pastor/Staff Succession</b>	<b>MAJOR REVISION DATES:</b>
	<b>LAST APPROVAL DATE: 11/08</b>

To protect the congregation from the sudden loss of Lead Pastor or other staff services, the Lead Pastor shall not operate without a written plan for his and other staff functions to continue in his or their extended absence.

Further, without limiting the scope of the foregoing by this enumeration, the Lead Pastor shall not:

1. Fail to have a plan for an emergency, with the assistance and approval of the circuit counselor and the District President's office if needed, to ensure the continuation of word and sacrament ministry.
2. Fail to have a plan, with the assistance and approval of the circuit counselor and the District President's office if needed, for either interim or vacancy ministry, in the event the Lead Pastor vacates his office.
3. Fail to have a plan that ensures that at least one other rostered worker is familiar with the daily operation of the church and the Board's policy manual.

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<b>POLICY TYPE: Lead Pastor Limitations</b>	<b>POLICY NUMBER: 4.5</b>
	<b>EFFECTIVE DATE: 08/08</b>
<b>TITLE: Asset Protection</b>	<b>MAJOR REVISION DATES:</b>
	<b>LAST APPROVAL DATE: 01/09</b>

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

Further, without limiting the scope of the foregoing by this enumeration, the Lead Pastor shall not:

1. Fail to provide insurance against theft and casualty losses for full replacement value and against liability losses to Board members, staff, and the congregation in an amount equal to or greater than comparable congregations.
2. Allow unauthorized personnel access to significant amounts of funds.
3. Fail to maintain the church property, buildings and equipment.
4. Allow himself or permit any staff to endanger the congregation's public image or credibility, particularly in ways that would hinder the accomplishment of its mission.
5. Allow the church and its schools to operate without a written Emergency Preparedness Plan.
6. Fail to ensure that accounting practices and principles adhere to those recommended by LCM synod (see the synodical treasurer's manual).
7. Allow any staff to receive, possess or distribute funds under controls that are insufficient to meet the Board-appointed auditor's or reviewer's standards.

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<b>POLICY TYPE: Lead Pastor Limitations</b>	<b>POLICY NUMBER: 4.6</b>
	<b>EFFECTIVE DATE: 08/08</b>
<b>TITLE: Communication and Support to the Board</b>	<b>MAJOR REVISION DATES:</b>
	<b>LAST APPROVAL DATE: 11/08</b>

The Lead Pastor shall not permit the Board to be uninformed or unsupported in their work.

Further, without limiting the scope of the foregoing by this enumeration, the Lead Pastor shall not:

1. Neglect to submit monitoring data required by the Board in a timely (at least 7 days prior to a Board meeting), accurate, and understandable fashion, directly addressing the provisions of Board policies being monitored.
2. Fail to report, in a timely manner, any actual or anticipated noncompliance, by himself or his staff, with any policy of the Board.
3. Let the Board be unaware of any significant incidental information it requires, including anticipated media coverage and threatened or pending lawsuits.
  - a. Allegations against anyone on the staff.
  - b. Any report of abuse or sexual, financial or professional misconduct alleged against any member of the staff that is about to become public. If possible, the Board should receive notification 24 hours before the report becomes public.
4. Fail to keep the Board aware of relevant trends in the nation, state, community, synod or district (including LCM synod and CNH district convention resolutions) that may have an impact on the congregation.
5. Fail to inform the Board of relevant and appropriate news about staff members, members of the congregation and those served by the congregation.
  - a. Demotion or firing of staff (within 24 hours of such action).
  - b. Hiring or promotion of staff.
  - c. Death of serious illness of staff or their immediate family.
  - d. Crises affecting the work, health or safety of staff.
6. Fail to advise the Board if, in the Lead Pastor's opinion, the Board is not in compliance with their own policies, especially in the case of Board member behavior that is detrimental to the working relationship between the Board and the Lead Pastor.

7. Fail to deal with the Board as a whole.
8. Fail to inform the Board about situations that affect the annual budget by 2% or more.
9. Fail to inform the Board about changes in the assumptions on which any Board policy has been established.

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<b>POLICY TYPE: Lead Pastor Limitations</b>	<b>POLICY NUMBER: 4.7</b>
	<b>EFFECTIVE DATE: 08/08</b>
<b>TITLE: Ministry Plan/Strategic Alliances</b>	<b>MAJOR REVISION DATES:</b>
	<b>LAST APPROVAL DATE: 04/09</b>

The Lead Pastor shall not fail to have an operational plan for the ministry of the congregation that addresses the Vision statements.

Further, without limiting the scope of the foregoing by this enumeration, the Lead Pastor shall not:

1. Fail to ensure that all congregational ministries, programs, services, activities and events address the Vision statements.
2. Fail to inform members of the congregation and those served, in more than one medium, of ministry opportunities, congregational activities and events.
3. Fail to develop strategic alliances.<sup>5</sup>

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<sup>5</sup> Strategic alliances are mutually, beneficial relationships with other organizations or individuals built upon a common vision or goal, which allow all parties to honor their core values, enhance the pursuit of their missions and maintain operational autonomy.

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<b>POLICY TYPE: Lead Pastor Limitations</b>	<b>POLICY NUMBER: 4.8</b>
	<b>EFFECTIVE DATE: 08/08</b>
<b>TITLE: School Issues</b>	<b>MAJOR REVISION DATES:</b>
	<b>LAST APPROVAL DATE: 05/09</b>

With respect to St. John's Lutheran School (SJLS), the Lead Pastor shall not fail to ensure that the school fully cooperate and participate in the vision and mission of St. John's Lutheran Church as well as achieve its Expected School-wide Learning Results (ESLRS). In addition, he will not fail to ensure that the school operate ethically and legally, never putting the other ministries of the congregation in jeopardy.

Further, without limiting the scope of the foregoing by this enumeration, the Lead Pastor shall not:

1. Allow the school's accreditation or licenser status lapse or otherwise be put in jeopardy.
2. Fail to comply with all requirements of the state of California concerning the establishment and maintenance of a private school: elementary, middle and preschool.
3. Fail to hold the administration of the school responsible for:
  - a. Communicating the school's vision and mission to the congregation, school parents, and community served by the school.
  - b. Maintaining or building enrollment.
  - c. Preventing conditions, procedures or decisions at the school that are unsafe, undignified, unnecessarily intrusive, or that fails to provide appropriate confidentiality or privacy.
  - d. Establishing with school parents a clear understanding of what may be expected and what may not be expected from the curricular and extra curricular programs offered by the school.
  - e. Not causing or allowing conditions that jeopardize the well-being of students or treat them unfairly or inhumanely.
  - f. Using a curriculum and instructional plan that considers the ESLRS, the school accreditation plan, or meets state requirements for a private school.
  - g. Ensuring that the student dress code reflect the values and mission of SJLC.
  - h. Ensuring that the school only enroll:
    - i. Students of families who support the mission of the school.
    - ii. Students that the school can successfully serve.
    - iii. Students that meet all state requirements for attendance in a school.

## Board Meeting Monitoring Form

In a continuing effort to improve its governance process, the Board uses this form to evaluate its progress. The appointed Board member completes this form at conclusion of each meeting by reading each point aloud and making an evaluation of the Board's performance during that meeting.

Meeting Date: \_\_\_\_\_

Evaluator: \_\_\_\_\_

Circle 1 for satisfactory, 2 for improving and 3 for unsatisfactory.

- 1 2 3 The Board was prepared for the meeting.
- 1 2 3 The Board's time was appropriately spent on Ends as opposed to staff means.
- 1 2 3 Each Board member was given adequate opportunity to participate in discussion and decision-making.
- 1 2 3 The Board's treatment of all persons was courteous, dignified and gracious.
- 1 2 3 The Board adhered to its adopted governance style.
- Yes No a. It emphasized outward vision.
- Yes No b. It encouraged diversity in viewpoints.
- Yes No c. It exercised strategic leadership more than overseeing principal details.
- Yes No d. It maintained a clear distinction between Board and staff roles.
- Yes No e. It used collective decision-making.
- Yes No f. It looked to the future.

Comments:

## Policy Review Schedule

Schedule	Number	Title	Method
August	1.0	Mission and Vision Statements	Administrative Report
September	4.0	General Lead Pastor Constraints	Administrative Report
October	4.2	Privacy Issues	Administrative Report
November	4.4	Lead Pastor/Staff Succession	Administrative Report
November	4.6	Communication and Support to the Board	Administrative Report
January	4.5	Asset Protection	Administrative Report
February	4.3	Financial Conditions and Activities	Administrative Report
March	4.1	Staff Issues	Administrative Report
April	4.7	Ministry Plan/Strategic Alliances	Administrative Report
May	4.8	School Issues	Administrative Report