

**CHRIST'S GREENFIELD LUTHERAN CHURCH
BOARD OF DIRECTORS
POLICY MANUAL**

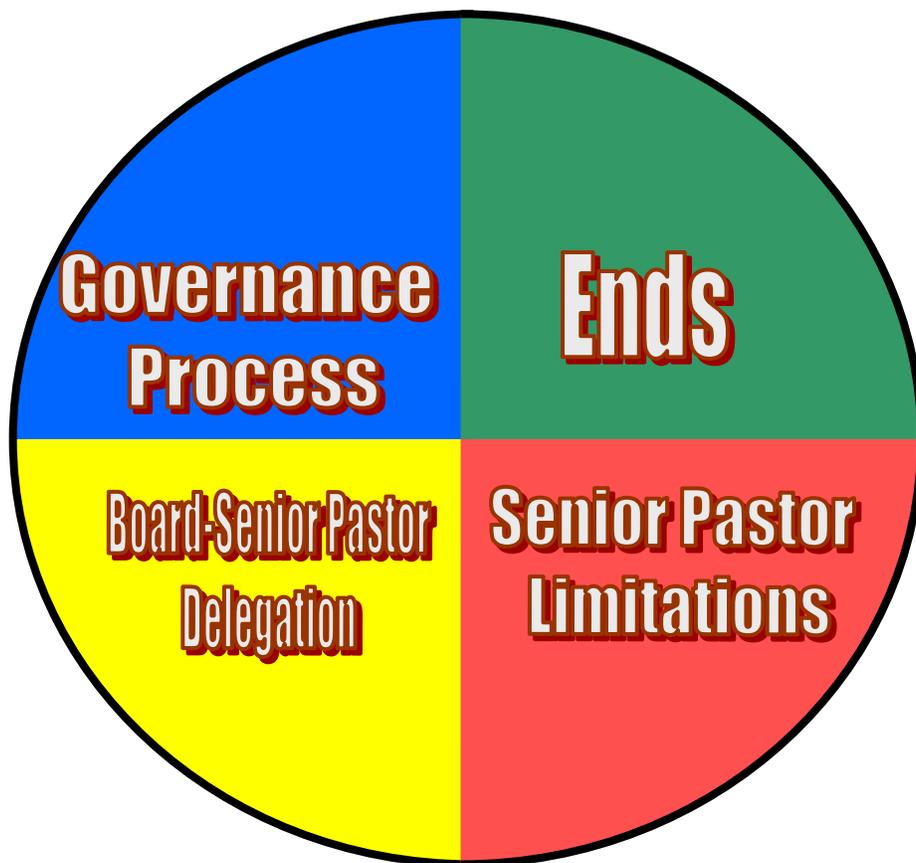
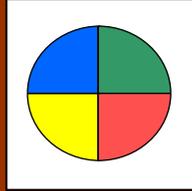


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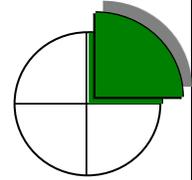
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BOARD OF DIRECTORS POLICY



Policy Name: Mega-End

Number: E

Policy Type: Ends

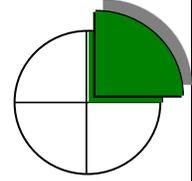
Date Approved:

Date Amended:

Date Last Reviewed: November 5, 2018

Christ's Greenfield Lutheran Church exists so that people experience Jesus' love, believe in Him, and grow in grace and knowledge as His followers at a cost that demonstrates prudent stewardship of the resources God provides.

BOARD OF DIRECTORS POLICY



Policy Name: Believers Who Have Us as a Church Home

Number:

E-1

Policy Type: Ends

Date Approved:

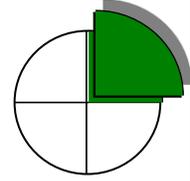
Date Amended:

Date Last Reviewed: November 5, 2018

Believers who have us as a church home

- experience meaningful worship,
 - experience a welcoming and caring community, and
 - grow into engaged followers of Jesus.
1. They have the knowledge, skills, and attitudes to competently apply God's Word to life experiences and share Jesus' love with those in their circles of influence.

BOARD OF DIRECTORS POLICY



Policy Name: Students

Number: E-2

Policy Type: Ends

Date Approved:

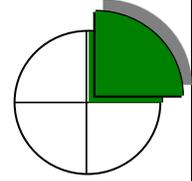
Date Amended:

Date Last Reviewed: November 5, 2018

Students develop the character and competence to succeed at subsequent stages in their lives as disciples of Jesus.

1. They have age-appropriate knowledge and understanding of God's love for them, the Christian faith, and Lutheran doctrine.
2. They have age-appropriate knowledge of the differences between the Christian worldview and other worldviews and belief systems and an age-appropriate ability to articulate those differences.
3. They have age-appropriate knowledge, skills, and attitudes to apply God's Word to life experiences and to share Jesus' love with those in their circles of influence.
4. They meet or exceed proficiency standards at grade level in reading and language arts, mathematics, and science.
5. They demonstrate proficiency at listening actively, thinking critically, solving problems logically, and exercising self-discipline and self-control.

BOARD OF DIRECTORS POLICY



Policy Name: People in Neighboring Communities
Who Don't Believe in Jesus as Savior

Policy Type: Ends

Number: E-3

Date Approved:

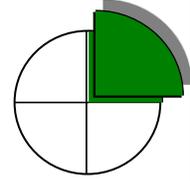
Date Amended:

Date Last Reviewed: November 5, 2018

People in neighboring communities who don't believe in Jesus as Savior experience

- life change in Jesus Christ, and
- alleviation of their suffering.

BOARD OF DIRECTORS POLICY

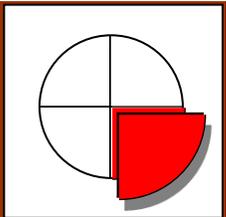


Policy Name: People in Select World Communities
Who Don't Believe in Jesus as Savior
Policy Type: Ends

Number: E-4
Date Approved:
Date Amended:
Date Last Reviewed: November 5, 2018

People in select world communities who don't believe in Jesus as Savior have access to resources that provide spiritual healing and alleviation from suffering.

BOARD OF DIRECTORS POLICY



Policy Name: General Senior Pastor Constraint

Number:

SPL

Policy Type: Senior Pastor Limitations

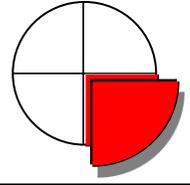
Date Approved:

Date Amended:

Date Last Reviewed: November 5, 2018

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 basis delineated in the Constitution.

BOARD OF DIRECTORS POLICY



Policy Name: Treatment of People Served

Number:

SPL-1

Policy Type: Senior Pastor Limitations

Date Approved:

Date Amended:

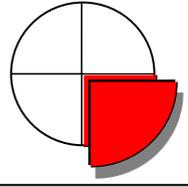
Date Last Reviewed: November 5, 2018

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 school.
 - 1.2. Be without enforced policies that prevent minors, including students, from exposure to harassment, provide remedy for harassment situations, and provide methods for dealing with individuals who harass.
 - 1.3. Permit any authorized activities for minors, including students, occurring on premises or elsewhere, during authorized times, to be inappropriately supervised.
 - 1.4. Permit church-owned, contracted, or volunteer transportation that does not adhere to written regulations and procedures designed to ensure the safety and well-being of 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 students and parents to have an unclear understanding of what may be expected and what may not be expected from the services offered.
 - 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:

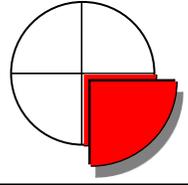
Date Last Reviewed: November 5, 2018

The Senior Pastor shall not cause or allow a workplace environment that is unfair, disrespectful, unsafe, disorganized, or otherwise interferes with employees' or volunteers' ability to do their jobs.

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, documentation that clarifies expectations and working conditions, provides for effective handling of grievances, and protects 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 access for reporting incidents directly to the Board Chair.
2. Retaliate against any staff member for non-disruptive expression of dissent.
3. Allow staff to be unprepared to deal with emergency situations.
4. Allow employees to be without spiritual care.
5. Allow prospective ministers of religion-commissioned to be inadequately screened for suitability in their roles.
6. 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:

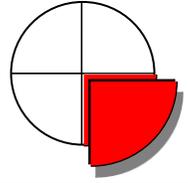
Date Last Reviewed: November 5, 2018

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, rent, or share donor mailing lists to other organizations that use them for their own purposes and not for the benefit of our church.
4. Permit untimely acknowledgement and untimely or inaccurate receipting of donations.

BOARD OF DIRECTORS POLICY



Policy Name: Planning

Number:

SPL-4

Policy Type: Senior Pastor Limitations

Date Approved:

Date Amended:

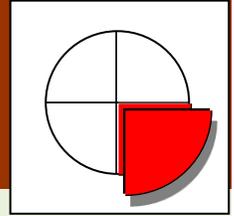
Date Last Reviewed: November 5, 2018

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 and plan 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 strategy and plan.
3. Permit budgeting 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 operating 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. Permit budgeting that provides for inadequate funding for current and future maintenance and repairs of the facilities.
5. Permit planning that risks incurring any situation or condition described as unacceptable in the “Financial Condition and Activities” policy.
6. Permit budgeting 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:

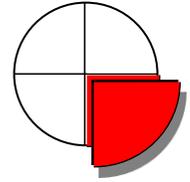
Date Last Reviewed: November 5, 2018

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 plus the beginning cash balance unless the debt guideline below is met.
 - 1.1. Exceed a \$200,000 line of credit on a short-term basis to cover operating expenses on an emergency basis.
2. Saving an amount of revenue less than is required to meet operational liquidity needs for an adequate amount of time.
3. Use pre-paid school, dedicated, and pass-through funds for expenditures other than for what they have been restricted or assigned.
4. Allow the untimely payment of payroll and debts, including accounts payable.
5. Allow tax payments or other government ordered payments or reports to be overdue or inaccurately filed.
6. Purchase, lease, mortgage, encumber, sell, or otherwise dispose of real property, whether existing or to be constructed, as delineated in the Bylaws.
 - 6.1. Make any non-dedicated capital expenditure of greater than \$100,000 that was not included in the initial budget for the year, which was assessed by the Board as compliant with the Senior Pastor Limitation on Planning, or exceed the originally budgeted cost for a capital purchase by more than 20%. Contracts within the scope of work for a project shall be aggregated for the purpose of determining the applicability of this provision.
7. 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: November 5, 2018

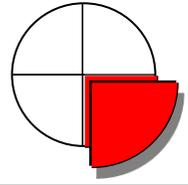
The Senior Pastor shall not allow assets to be unprotected, inadequately maintained, or unnecessarily risked.

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

1. Permit the organization to have inadequate bonding and inadequate insurance against property and casualty losses.
 - 1.1. Permit the organization to insure its property with inadequate valuation and limits and for damage due to an insufficient scope of perils.
 - 1.1.1. Insure the buildings and contents with a blanket limit less than 90% of the cost to replace the damaged items with materials of like kind and quality, without deduction for depreciation.
 - 1.1.2. Permit the organization to have inadequate insurance for theft, disappearance, or destruction of money and securities inside or outside the premises.
 - 1.2. Permit the Board members, staff and individuals engaged in activities on behalf of the organization, or the organization itself, to have inadequate liability insurance.
 - 1.2.1. Allow the organization, Board members, and staff to have inadequate insurance covering directors and officers liability, professional liability for ministry and school operations, errors or omissions related to the administration of or fiduciary duties involved with design or administration of employee benefits, wrongful acts involving personnel or other material decisions, or claims alleging sexual molestation and abuse.
 - 1.3. Permit the organization to have inadequate Privacy/Cyber insurance.
 - 1.4. Permit individuals traveling abroad on behalf of the organization to have inadequate Travel Accident insurance.
 - 1.5. Permit inadequately insured and inadequately bonded vendors to conduct operations for the church.
 - 1.6. Permit the organization to purchase a bond or crime insurance
 - with inadequate limits,
 - which does not cover loss due to dishonesty and lack of faithful performance by personnel having access to material amounts of funds, and
 - which does not comply with any applicable statutory or regulatory obligations related to pensions.
 - 1.7. Permit the organization and its personnel working abroad to have inadequate foreign liability, voluntary workers compensation, and kidnap and ransom insurance.
2. Allow individuals who are not included under a bond or crime insurance to have access to material amounts of funds.

3. Unnecessarily expose the organization, its Board members, or staff to claims of liability.
 - 3.1. Allow any material contracts or material internal human resource documents to be executed with inadequate review by qualified legal counsel.
 - 3.2. Allow any employee or volunteer to be in contact with children under the age of 18 or other vulnerable populations without being screened subject to the requirements of the organization's insurer.
4. Receive, process, or disburse funds under controls that are insufficient to meet the Board-appointed auditor's standards.
 - 4.1. 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.
 - 4.2. Permit internal controls insufficient to prevent and ensure against tardy, inaccurate, specious, or misleading financial reporting.
5. Cause or allow buildings and equipment to be subjected to improper wear and tear or insufficient maintenance.
6. Allow the organization to operate without a plan to mitigate loss to organizational assets damaged by a disaster and to expedite recovery from a disaster.
7. Allow the organization to operate without administrative signing authorities identified by outside entities as being appropriate.
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.
9. Allow operating and capital funds intended for use in the short term to be invested in insecure investments.
10. Compromise the independence of the Board's audit or other external monitoring or advice.
11. Allow intellectual property, information, and files to be exposed to loss or significant damage.
12. Endanger the organization's public image, credibility, or its ability to accomplish Ends.
13. Change the organization's name.
14. Allow the church or school ministry to be acquired by another legal entity or to be dissolved, except as specified in the Bylaws.
15. Create or purchase any subsidiary legal entity unless: (a) the church maintains a controlling interest; (b) no staff member has an ownership interest; (c) there is no reasonable chance of resultant damage to the reputation of this organization; and (d) it does not put at risk the church's or subsidiary legal entity's non-profit status with the governing authorities.

BOARD OF DIRECTORS POLICY



Policy Name: Compensation and Benefits

Number:

SPL-7

Policy Type: Senior Pastor Limitations

Date Approved:

Date Amended:

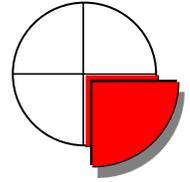
Date Last Reviewed: November 5, 2018

With respect to 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. Allow individual salaries for Called or non-Called personnel to fall more than 10% below the salary guidelines established by the District for such personnel.
4. Establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed for personnel whose positions are not subject to District salary guidelines.
5. Create obligations over a longer term than revenues can be safely projected.
6. Establish or change the pension benefit provider.

BOARD OF DIRECTORS POLICY



Policy Name: Communication and Support to Board

Number:

SPL-8

Policy Type: Senior Pastor Limitations

Date Approved:

Date Amended:

Date Last Reviewed: November 5, 2018

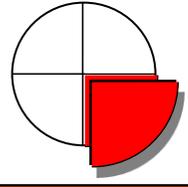
The Senior Pastor shall not permit the Board to be uninformed or unsupported in its work.

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 a representative range of staff and external points of view along with alternative choices and their respective implications, and by the May meeting relevant environmental scanning information and an assessment of material risks including the probability and potential impact of those risks.
 - 1.2. Let the Board be without monitoring information 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 untimely informed of any incidental information it requires, including anticipated negative media coverage, actual or anticipated legal actions, succession plans to facilitate smooth operations during key personnel transitions, processes in place for the competent operation of the organization to continue in the event of sudden loss of Senior Pastor services, 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 untimely informed if any of his personal theological or doctrinal positions change so as to deviate from the Confessional basis delineated in the Constitution.
2. Allow the Board to be without reasonable administrative support for Board activities.

- 2.1. Allow the Board to be without a Board Administrator.
 - 2.2. Allows Board members to be without access to Board meeting materials two weeks 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: Organizational Culture

Number:

SPL-9

Policy Type: Senior Pastor Limitations

Date Approved:

Date Amended:

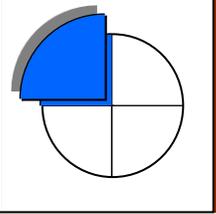
Date Last Reviewed: November 5, 2018

The Senior Pastor shall not permit anything less than a high degree of integrity at any level in the organization.

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 the reporting process to exclude a mechanism for reporting directly to the Board Chair those incidents that implicate the Senior Pastor.

BOARD OF DIRECTORS POLICY



Policy Name: Global Governance Commitment

Number: GP

Policy Type: Governance Process

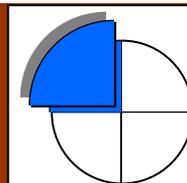
Date Approved:

Date Amended:

Date Last Reviewed: November 5, 2018

The purpose of the Board, on behalf of God, the legal owners (Voting Members per the Bylaws), and the moral owners (regular donors of time, talent and/or treasure), is to ensure that the church achieves appropriate results for the appropriate people at an appropriate cost, and avoids unacceptable actions and situations.

BOARD OF DIRECTORS POLICY



Policy Name: Governing Style

Number: GP-1

Policy Type: Governance Process

Date Approved:

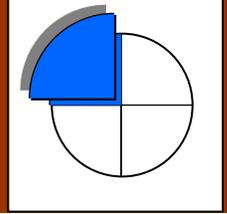
Date Amended:

Date Last Reviewed: November 5, 2018

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 and Board committees 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:

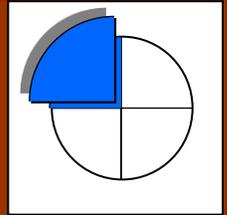
Date Amended:

Date Last Reviewed: November 5, 2018

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.
 - 3.1. Continuity of the Senior Pastor function.
 - 3.2. Structured monitoring of the Senior Pastor as outlined in Board-Senior Pastor Delegation policies.
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 or commissioned) or member of the Board.
 - 4.2. Establishment of and participation on a Call Committee to assist the congregation in its decision to issue a Divine Call for the Senior Pastor, as needed.
 - 4.3. Issue and rescind Divine Calls to ministers of religion-commissioned.
5. Operational decisions not reserved by the Voting Members 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.
 - 5.2. Decisions regarding non-dedicated capital expenditures that exceed the limitation in SPL-5 Financial Conditions and Activities, item 6.1 and that are not reserved by the Voting Members in the Bylaws.
 - 5.3. Decisions regarding change of organizational name.
 - 5.4. Establish or change the pension benefits provider.

BOARD OF DIRECTORS POLICY



Policy Name: Board Planning Cycle and Agenda Control

Number: GP-3

Policy Type: Governance Process

Date Approved:

Date Amended:

Date Last Reviewed: November 5, 2018

To accomplish its job products with a governance style consistent with Board policies, the Board will develop and follow a multi-year cycle that includes all elements of the Board's work [See Multi-Year Cycle at the end of this policy].

1. The Board shall maintain control of its own agenda by developing an annual schedule based on the multi-year cycle. [See Annual 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 development and revision of Ends. The Board will consider environmental scanning, presentations by thought leaders or experts, and activities which develop strategic foresight.
 - 1.4. Risk assessment, including probability of risks and impact of particular risks, as background context for policy review.
 - 1.5. 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.
 - 1.6. 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.
 - 1.7. 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.
 - 1.8. Education about the process of governance, including the principles and application of Policy Governance®.
 - 1.9. 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 three 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 (2019)	Year 2 (2020)	Year 3 (2021)
E	All Ends (Context provided by 1) Ownership Linkage, 2) Board education, 3) Senior Pastor's environmental scan and risk assessment, and 4) Senior Pastor monitoring reports)	November	November	November
SPL	Global Senior Pastor Constraint			November
SPL-1	Treatment of People Served	September		
SPL-2	Treatment of Staff and Volunteers		September	
SPL-3	Treatment of Donors			September
SPL-4	Planning		February	
SPL-5	Financial Condition and Activities	May		
SPL-6	Asset Protection			May
SPL-7	Compensation and Benefits			February
SPL-8	Communication and Support to the Board			May
SPL-9	Organization Culture			February
GP	Global Governance Commitment		November	
GP-1	Governing Style	January		
GP-2	Board Job Contributions			November
GP-3	Board Planning Cycle & Agenda Control	January		
GP-4	Role of Board Chair		September	
GP-5	Role of Board Secretary		September	
GP-6	Board Committee Principles	May		
GP-7	Board Committee Structure	September		
GP-7.1	Nominating Committee			February
GP-7.2	Ownership Linkage Committee	February		
GP-7.3	Governance Development Committee	February		
GP-7.4	Audit Committee	January		
GP-8	Code of Conduct	January, August	August	August
GP-9	Investment in Governance		November	
GP-10	Board Linkage with Ownership		November	
GP-11	Governance Succession Planning		September	
GP-12	Special Rules of Order	September		
GP-13	Handling Operational Complaints		May	
GP-14	Handling Apparent Policy Violation			May
BSPD	Global Board-Senior Pastor Delegation	May		
BSPD-1	Unity of Control		February	
BSPD-2	Accountability of the Senior Pastor			August
BSPD-3	Delegation to the Senior Pastor		February	
BSPD-4	Monitoring Senior Pastor Performance			August
Update/Approve Annual Cycle (August-May)		NA	May	May
Update/Approve Multi-Yr Cycle (Add Subsequent Yr)		November	November	November
Elect Officers		January, August	August	August
Complete Conflict of Interest Forms (Based on GP-8, item 3)		January, August	August	August
Assign Board Committee Members per Charters		Feb, September	September	September
On Rolling Basis, Assign Board Self-Evaluation Forms for BSPD and GP Policies to Be Evaluated Over Next Year (See GP-9)		February (evals due through 2/20), May (eval due 5/20 covering 5/19-5/20), Sep (eval due 9/20 covering 9/19-9/20), etc.	February (eval due 2/21 covering 2/20-2/21), May (eval due 5/21 covering 5/20-5/21), Sep (eval due 9/21 covering 9/20-9/21), etc.	February (eval due 2/22 covering 2/21-2/22), May (eval due 5/22 covering 5/21-5/22), Sep (eval due 9/22 covering 9/21-9/22), etc.

Ownership Linkage Activities (GP-7.2, GP-10) - Discuss Initial Ownership Linkage Plan Options - Finalize Initial Plan - Update Three-Year Rolling Plan - Finalize Ownership Linkage Plan Costs, If Any, for Next Fiscal Year - Discuss Written Summary of Ends Insights from All Ownership Linkage Since Previous Summary - Evaluate Plan for Effectiveness/Discuss Plan Options	February May NA February November November	NA NA February February November November	NA NA February February November November
Board Member Orientation: - Finalize Orientation Costs for Next Fiscal Year - Conduct Orientation - Evaluate Orientation - Plan Orientation Content/Date for Next Fiscal Year and Arrange Outside Help, if Any;	May August September November	May August September November	May August September November
Board Education Activities: (GP-7.3, GP-9) - Discuss Initial Board Education Options - Finalize Initial Plan - Update Plan for Next Fiscal Year - Finalize Costs, If Any, for Board Education for Next Fiscal Year - Discuss Ends and SPL Implications of Senior Pastor’s Environmental Scan and Risk Assessment - Discuss Written Summary of Ends Insights from Board Education, Including Environmental Scan & Risk Assessment Since Previous Summary - Evaluate Plan for Effectiveness/Discuss Plan Options for Next Calendar Year	February May NA February May November November	NA NA February February May November November	NA NA February February May November November
Board Audit Activities (GP-7.4): - Specify Scope of Next Year’s Audit - Deadline for Tenders from Auditors - Select Auditor - Finalize External Audit Cost for Governance Budget - Approve Monitoring Motion, if Acceptable External Audit Report: Accept the external auditor’s assessment regarding church’s financial condition. - Approve Governance Process Motion, if Above Monitoring Motion Passed: The xxxx financial statements fairly represent the church’s financial condition as indicated by the external auditor.	November February 1 February February November November	November February 1 February February November November	November February 1 February February November November
Nominating Activities (GP-7.1, GP-9, GP-11): - Search for Qualified Candidates - Slate Approved by Board - Congregation Election - Establish Nominating Committee - Board Review of GP-11, item 1 matrix & 3	March-May May Ann Mtg Before 8/1 Feb, Sep November	January-April May Ann Mtg Before 8/1 September November	January-April May Ann Mtg Before 8/1 September November
Board Governance Budget (GP-9)	February	February	February
Senior Pastor Annual Performance Review (BSPD-4)	November	November	November
Senior Pastor Compensation Decision	February	February	February
Employee Benefit Provider Decision, If Any Changes	February	February	February
Develop Annual Voters Assembly agenda per Bylaws	May	May	May

FEBRUARY 2019 – MAY 2020 ANNUAL CYCLE

*Shaded columns should take majority of Board meeting time. **Review applicable Coaching Report Summary of Suggestions for Further Action at each meeting. ***See BSPD-4 Cycle, GP-9 Cycle, and include self-evaluation of *meeting process* at each meeting.

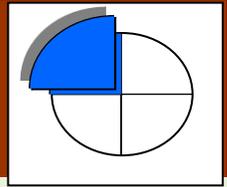
Month	Planned Linkage with Owners*	Board Education*	Ends Decisions*	Governance Process & Board-Senior Pastor Delegation Decisions**	Senior Pastor Limitations Decisions	Monitoring Senior Pastor & Board Self-Evaluation***
January 2019		Board orientation, if necessary		Elect officers Approve Board policy manual Routine Content Review: GP-1, GP-3, GP-7.4, GP-8 Complete conflict of interest forms		
February 2019	Discuss ownership linkage plan possibilities: 1) Targeted ownership groups, 2) Possible Ends-related questions to ask, and 3) Method(s) of obtaining the info, including AGM. Ownership Linkage Committee to use info to develop plan options (See Ends & Linkage tab in binder). Consider studying Ruth Haley Barton's blog or book regarding how to collectively discern God's will to see if you could use process.	Discuss options for Ends-related Board education 1) to help Board properly implement Policy Governance, including orientation, coaching, Board Member Playbook by Carver and Charney, and 2) to gain useful Ends-related info from external experts & sources (foundations, church growth experts, etc.) Identify potential new or additional information or format changes for next August orientation		CGO appoints committee members CGO assigns Board Self-Evaluation forms for BSPD and GP policies to be evaluated through February 2020 (See GP-9 cycle) Routine Content Review: GP-7.2, GP-7.3 Select auditor (GP-7.4) Senior Pastor compensation decision for next fiscal year Employee benefit provider change decision, if any Finalize next fiscal year's Governance Budget for orientation, Board education, governance coaching, ownership linkage, external auditor, etc. (GP-9)		
May 2019	Finalize initial 3-year rolling ownership linkage plan through May 2022	Board education exercise, if any Finalize initial Board education plan (including orientation) through November 2019 Board has initial discussion regarding Senior Pastor's Ends-related environmental scan and risk assessment. Gov Dev Comm prepares written summary for Nov meeting		CGO assigns Board Self-Evaluation forms for BSPD and GP policies to be evaluated at this meeting next year (See GP-9 cycle) Approve slate of candidates Routine Content Review: GP-6, BSPD (Global) Develop annual Voters Assembly agenda per Bylaws	Routine Content Review: SPL-5	Monitor SPL-4, SPL-5 (<i>fiscal jeopardy and items 1 & 2 only</i>), SPL-7

August 2019		Board orientation		<p>Elect officers</p> <p>Routine Content Review: GP-8</p> <p>Complete conflict of interest forms</p> <p>Amend GP-3 Annual Cycle: Replace generic "Discuss and record..." items with specific Ownership Linkage Plan components and Board Education Plan components in relevant meeting months</p>		
September 2019	<p>Discuss and record in written form Ends-related decision information from ownership linkage, if any, to be used for Ends review. See Ends & Linkage tab in binder for helpful form to record decision information</p>	<p>Board education exercise, if any</p> <p>Discuss and record in written form Ends-related decision information from Board education. See Ends & Linkage tab in binder for helpful form to record decision information</p> <p>Evaluate Board orientation key insights and format; identify potential new or additional information or format changes for next year's orientation</p>		<p>CGO appoints committee members</p> <p>CGO assigns Board Self-Evaluation forms for BSPD and GP policies to be evaluated at this meeting next year (See GP-9 cycle)</p> <p>Routine Content Review: GP-7, GP-12</p>	<p>Routine Content Review: SPL-1</p>	<p>Monitor Ends, SPL-5, SPL-6</p> <p>Follow-up monitoring if required</p> <p>Board Self-Evaluation: GP-2, GP-7.1, GP-11</p>

<p>November 2019</p>	<p>Evaluate effectiveness of ownership linkage plan and discuss options to amend plan and to add to plan through November 2022.</p>	<p>Board education exercise, if any</p> <p>Finalize next year's Board orientation plan and arrange for outside help, if any</p> <p>Discuss and record in written form Ends-related decision information from Board education</p> <p>Evaluate effectiveness of Board education plan and discuss options to include in next plan</p>	<p>Review/refine Ends in light of 1) Ownership Linkage summaries, 2) Board education summaries, 3) Senior Pastor's environmental scan & risk analysis, 4) Senior Pastor Ends monitoring reports</p>	<p>CGO assigns Board Self-Evaluation forms for BSPD and GP policies to be evaluated at this meeting next year (See GP-9 cycle)</p> <p>Update and approve next Multi-Year Calendar in GP-3 for addition of third year</p> <p>If Board accepts the auditor's report (see Monitoring column), approve a subsequent <i>Governance Process motion</i>: The 2018/19 financial statements fairly represent the church's financial condition as indicated by the external auditor. (Can be shared with owners.)</p> <p>Senior Pastor Annual Performance Review per Monitoring Tracking Sheet results (BSPD-4)</p> <p>From Audit Committee options: Finalize specification of scope of 2019/20 external audit and decide on which auditors Audit Committee will approach to submit bids by February 1 (GP-7.4)</p> <p>Review Board matrix per GP-11, items 1 & 3</p> <p>Prepare next calendar year's schedule of regular board meetings for publication</p>		<p>Monitor SPL-5 (<i>fiscal jeopardy and items 1 & 3 only</i>), SPL-8, SPL-9</p> <p>Follow-up monitoring if required</p> <p>Board Self-Evaluation: GP-13, BSPD-4</p> <p>External monitoring of financial information per scope of audit: Audit Comm reviews financial statements, and based on auditor's report and review, gives the Board an opinion as to whether the fin statements fairly represent church's financial condition (GP-7.4, item 1.1.6). If Board is satisfied, it approves a <i>monitoring motion</i> to accept the auditor's report re. church's financial condition.</p>
<p>February 2020</p>	<p>Discuss and record in written form Ends-related decision information from ownership linkage, if any, to be used for Ends review</p> <p>Update 3-year rolling ownership linkage plan through November 2022</p>	<p>Board education exercise, if any</p> <p>Discuss and record in written form Ends-related decision information from Board education</p> <p>Update/Finalize Board education plan for next fiscal year</p>		<p>CGO assigns Board Self-Evaluation forms for BSPD and GP policies to be evaluated at this meeting next year (See GP-9 cycle)</p> <p>Routine Content Review: BSPD-1, BSPD-3</p> <p>Select auditor (GP-7.4)</p> <p>Senior Pastor next fiscal year's compensation decision</p> <p>Employee benefit provider change decision, if any</p> <p>Finalize next year's Governance Budget for orientation, Board education, governance coaching, ownership linkage, external auditor, etc. (GP-9)</p>	<p>Routine Content Review: SPL-4</p>	<p>Monitor SPL-1, SPL-2, SPL-3, SPL-5 (<i>fiscal jeopardy and items 1 & 3 only</i>)</p> <p>Follow-up monitoring, if required</p> <p>Board Self-Evaluation: GP-7.2, GP-7.3, GP-7.4, GP-10, BSPD (Global)</p>

<p>May 2020</p>	<p>Discuss and record in written form Ends-related decision information from ownership linkage, if any, to be used for Ends review</p>	<p>Board education exercise, if any</p> <p>Discuss and record in written form Ends-related decision information from Board education</p> <p>Board has initial discussion regarding Senior Pastor's Ends-related environmental scan and risk assessment. Gov Dev Comm prepares written summary for Nov meeting</p>		<p>CGO assigns Board Self-Evaluation forms for BSPD and GP policies to be evaluated at this meeting next year (See GP-9 cycle)</p> <p>Update and approve Annual Cycle in GP-3 for next August-May cycle, including ownership linkage plan and Board education plan specifics in appropriate columns to the left</p> <p>Approve slate of candidates</p> <p>Routine Content Review: GP-13</p> <p>Develop annual Voters Assembly agenda per Bylaws</p>	<p>Monitor SPL (Global), SPL-4, SPL-5 (<i>fiscal jeopardy and items 1 & 3 only</i>), SPL-7</p> <p>Follow-up monitoring, if required</p> <p>Board Self-Evaluation: GP-4, GP-5, GP-8,</p>
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BOARD OF DIRECTORS POLICY



Policy Name: Role of Board Chair (CGO)

Number:

GP-4

Policy Type: Governance Process

Date Approved:

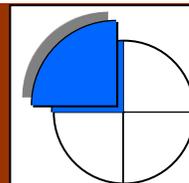
Date Amended:

Date Last Reviewed: November 5, 2018

The Chair (Chief Governance Officer), a specially empowered member of the Board, 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:

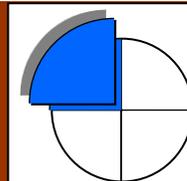
Date Amended:

Date Last Reviewed: November 5, 2018

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, the authority to make any reasonable interpretation of this policy, 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:

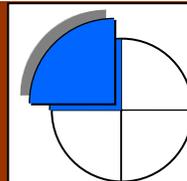
Date Amended:

Date Last Reviewed: November 5, 2018

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. Committees will be used sparingly and ordinarily in an ad hoc capacity.
5. 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.
6. All committee members shall abide by the same Code of Conduct as governs the Board.
7. 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:

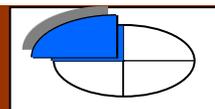
Date Amended:

Date Last Reviewed: November 5, 2018

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: November 5, 2018

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 meeting schedule noted in these policies.
 - 1.1.1. Candidates must be able and willing to adhere to the Board's Code of Conduct policy. Candidates will be provided the Board's Code of Conduct and will be asked to read it and provide written agreement to conform to it.
 - 1.1.2. Candidates must be able and willing to serve effectively within the Board's Governing Style policy and have the characteristics noted in the Governance Succession Planning policy that will enable them to govern, and not manage, the organization. Candidates will be provided the Board's Governing Style policy and will be asked to read it and provide confirmation of agreement in writing. Candidates also will be asked to rank themselves on each of the criteria noted in the Governance Succession Planning policy.

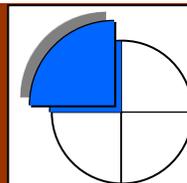
Committee Authority

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 use staff resource time normal for administrative support around meetings.
 - 2.3. 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.
 - 2.4. The committee has authority to contact and screen potential candidates.
 - 2.5. The committee has authority to request information from the Senior Pastor required to screen candidates based on the Board's Code of Conduct, Governing Style, and Governance Succession Planning policies.
 - 2.6. The Committee Chair has the authority to make any reasonable interpretation of this policy.

Committee Composition and Tenure

3. The Committee's composition shall enable it to function effectively and efficiently in accordance with the Bylaws.
 - 3.1 The Committee shall be comprised of five voting members of the congregation, including the Vice-Chair, at least two other Board members, and no more than two members of the congregation not currently serving on the Board.
 - 3.2 The Board shall appoint the Committee members, and the Vice Chair shall serve as Committee Chair.
 - 3.3 Members shall be appointed annually for a one year term, starting after the 2019 election.

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: November 5, 2018

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, developed with Board input, and provided to the Board for final decision at the annual May meeting.
 - 1.1.2. An organized written summary of information collected from groups within the ownership, since the previous written summary included in the November meeting packet in a format useful to the Board for Ends deliberations.
 - 1.1.3. An updated ownership linkage plan for Board review and decision, included in the February meeting packet, starting in 2020. This updated plan will be based on input from the Board at its November meeting regarding the plan's effectiveness in providing relevant Ends-related information.
 - 1.2. Estimated cost for ownership linkage, no later than the February meeting, to be included in the Board's governance budget available for the Senior Pastor's budget planning cycle.

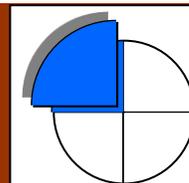
Committee Authority

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 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.
 - 2.3. The Committee Chair has the authority to make any reasonable interpretation of this 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 at least two Board members.
 - 3.2. The Chief Governance Officer shall appoint the Committee members, and the Committee shall appoint its Chair.
 - 3.3. Members and the Committee Chair shall be appointed for a one year term, starting after the 2019 election.

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: November 5, 2018

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 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. An initial Board education plan, developed with Board input, and provided to the Board for final decision at the May 2019 meeting.
 - 1.3.2. An organized written summary of the significant insights gained from the Board education plan, since the previous written summary, included in the November meeting packet in a format useful to the Board for Ends deliberations.
 - 1.3.3. An updated Board education plan for Board review and decision, included in the February meeting packet, starting in 2020. This updated plan will be based on input from the Board at its November meeting regarding the plan's effectiveness.
 - 1.4. An organized written summary of the significant insights gained from the Senior Pastor's environmental scanning report and risk assessment and subsequent related Board discussion, included in the November meeting packet in a format useful to the Board for Ends deliberations.
 - 1.5. Estimated cost for Board education, no later than the February meeting, to be included in the Board's governance budget available for the Senior Pastor's budget planning cycle.

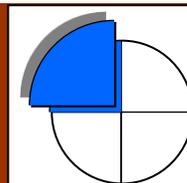
Committee Authority

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 contravene Board policy.
 - 2.4. The Committee Chair has the authority to make any reasonable interpretation of this 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 at least three Board members.
 - 3.2. The Chief Governance Officer shall appoint the Committee members, and the Committee shall appoint its Chair.
 - 3.3. Members and the Committee Chair shall be appointed for a one year term, starting after the 2019 election.

BOARD OF DIRECTORS POLICY



Policy Name: Audit Committee Charter

Number: GP-7.4

Policy Type: Governance Process

Date Approved:

Date Amended:

Date Last Reviewed: November 5, 2018

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, at the November Board meeting in the fiscal year to be audited, regarding which external auditors shall be approached to submit bids by February 1.
 - 1.1.2. Options for the Board regarding the 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. These options shall be presented to the Board for decision at the November Board meeting in the fiscal year to be audited.
 - 1.1.3. Liaison with existing or potential auditor on behalf of the Board.
 - 1.1.4. An opinion regarding which external auditor should be selected, provided to the Board for decision at its February Board meeting in the fiscal year to be audited.
 - 1.1.5. An opinion for the Board, at the November Board meeting following the fiscal year audited externally, 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.
 - 1.1.6. A report to the Board, at the November Board meeting following the fiscal year audited externally, 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, when requested by the Board.

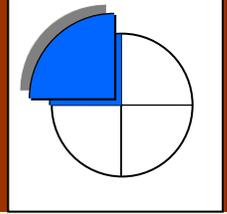
Committee Authority

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 authority to use staff resource time normal for administrative support around meetings.
 - 2.3. 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.
 - 2.4. The Committee has the authority to meet independently with the organization's external auditors.
 - 2.5. The Committee Chair has the authority to make any reasonable interpretation of this policy.

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 at least two Board members.
 - 3.2. The Chief Governance Officer shall appoint the Committee members, and the Committee shall appoint its Chair.
 - 3.3. Members and the Committee Chair shall be appointed for a one year term.

BOARD OF DIRECTORS POLICY



Policy Name: Board Code of Conduct

Number: GP-8

Policy Type: Governance Process

Date Approved:

Date Amended:

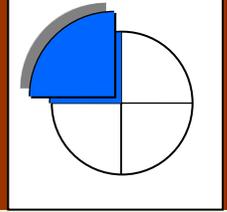
Date Last Reviewed: November 5, 2018

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 or individual staff members, 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, including at all times the content of meetings taking place in Executive Session.
5. Board members will not share or post information on social media that compromises the organization or the Board's policy or public image.
6. Board members will commit themselves to holding the Biblical convictions contained in the Confessional basis of the Constitution.
7. Board members will regularly participate in the worship, educational, and service life of this congregation, seeking opportunities to grow in their faith relationship with God.
8. Board members will provide prayer and financial support to the mission and ministry of this congregation.

9. Board members are expected to maintain an accessible email account and to be responsive to such communication.
10. Board members shall not attempt to exercise individual authority over the organization.
 - 10.1. 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.
 - 10.2. The Board Chair or designee 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.
11. 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.
12. Board members will be properly prepared for Board deliberation.
13. Board members will support the legitimacy and authority of Board decisions, regardless of the member's personal position on the issue.
14. 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.
15. Board members shall attend meetings on a regular and punctual basis.
 - 15.1. Absence of a Board member from two consecutive regular meetings shall be considered an automatic 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.
 - 15.2. Attendance at Board meetings will be in person if at all possible; otherwise a video or audio conference call is acceptable.
 - 15.3. Members shall notify the Chair of all scheduled absences or anticipated late arrivals.
16. 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 in a timely and Christian manner. If the Board member who is alleged to have violated the Code of Conduct is the CGO, then the Vice-Chair shall meet with the CGO to evaluate and resolve the issue in a timely and Christian manner. If the CGO or the Vice-Chair cannot resolve the issue, the Board member who is 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 complainant must be identified. If the complainant 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. Motions to censure or otherwise admonish are carried by a 2/3 majority of Board members present in favor of the motion. Such admonishments shall be provided to the Board member in written form in accordance with the wording of the motion.

BOARD OF DIRECTORS POLICY



Policy Name: Investment in Governance

Number: GP-9

Policy Type: Governance Process

Date Approved:

Date Amended:

Date Last Reviewed: November 5, 2018

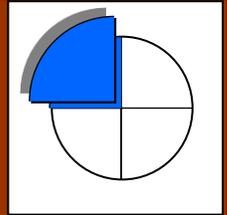
Consistent with its commitment to excellence in governance, the Board will invest in its governance capacity.

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;
 - 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:

Number	Policy	Frequency	Date Evaluation Given
GP	Global Governance Commitment	Every two years	February 2021+
GP-1	Governing Style	Every two years	February 2021+
GP-2	Board Job Contributions	Annually	September 2019+
GP-3	Board Planning Cycle and Agenda Control	Every two years	November 2020+
GP-4	Role of Chair (CGO)	Annually	May 2020+
GP-5	Role of Board Secretary	Annually	May 2020+
GP-6	Board Committee Principles	Every two years	September 2020+
GP-7	Board Committee Structure	Every two years	September 2021+
GP-7.1	Nominating Committee Charter	Annually	September 2019+
GP-7.2	Ownership Linkage Committee Charter	Every two years	February 2020+
GP-7.3	Governance Development Committee Charter	Every two years	February 2020+
GP-7.4	Audit Committee Charter	Every two years	February +2020
GP-8	Board Code of Conduct	Annually	May 2019+
GP-9	Investment in Governance	Every two years	September 2020+
GP-10	Board Linkage with Ownership	Annually	February 2020+
GP-11	Governance Succession Planning	Annually	September 2019+
GP-12	Special Rules of Order	Every two years	February 2021+
GP-13	Handling Operational Complaints	Every two years	November 2019+
GP-14	Handling Apparent Policy Violations	Every two years	November 2020+
BSPD	Global Board-Senior Pastor Delegation	Every two years	February 2020+
BSPD-1	Unity of Control	Every two years	November 2021+
BSPD-2	Accountability of the Senior Pastor	Every two years	November 2021+
BSPD-3	Delegation to the Senior Pastor	Every two years	November 2020+
BSPD-4	Monitoring Senior Pastor's Performance	Annually	November 2019+

BOARD OF DIRECTORS POLICY



Policy Name: Board Linkage with Ownership

Number: GP-10

Policy Type: Governance Process

Date Approved:

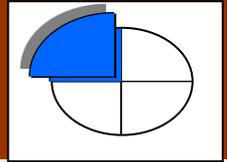
Date Amended:

Date Last Reviewed: November 5, 2018

As provided in the Global Governance Commitment (GP) policy, the owners of this church are God, its legal owners (the Voting Members per the Bylaws), and its moral owners (regular donors of time, talent and/or 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 rolling 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 legal ownership, and if feasible the moral ownership, on the Board's stewardship of governance matters 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:

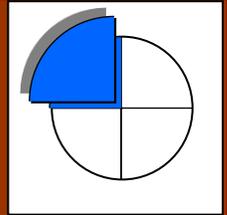
Date Amended:

Date Last Reviewed: November 5, 2018

Consistent with the Board's commitment to excellence in governance, the Board shall take responsibility for succession planning of Board Members and Board leadership positions.

1. The Board will identify the needs of the Board in order to govern well, and maintain an appropriate current matrix of Board member competencies and profiles.
 - 1.1. The matrix will include competencies related to the Board's ability to create and monitor policies that direct and protect the organization, rather than abilities designed to assist management.
 - 1.2. The matrix will include consideration that the Board as a whole reasonably reflects the diversity of the ownership.
 - 1.3. The matrix will include consideration of length of service on the Board, striving to balance the need for expertise and experience on the Board with the need to introduce Board Members with a fresh perspective.
 - 1.4. Priority will be given to identifying candidates that have competencies which relate to any gaps in the existing matrix.
 - 1.5. No employees of the church nor an immediate family member of the Senior Pastor shall be considered for Board membership.
 - 1.6. No spouses, children, parents, in-laws, or siblings of current Board members shall be considered for Board membership.
 - 1.7. No Associate Communicant Members shall be eligible for Board membership.
2. The Board will regularly evaluate the performance of Board Members, considering that information in the decision as to whether to recommend them for re-election.
3. 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:
 - Passion for and invested in the ministry.
 - 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.
 - Ability to think in terms of systems and context — to see the big picture.
 - 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.
 - Willingness to delegate the operational detail to the Senior Pastor within pre-defined limits.
 - Ability and willingness to deal with vision and the long term, rather than day-to-day details.
 - Ability and willingness to participate assertively in deliberation, while respecting the opinions of others.
 - Willingness and commitment to honor Board decisions.
 - Commitment not to make judgments in the absence of previously stated criteria.
 - Willingness and ability to adhere to the Board's Code of Conduct.
4. To equip current and future officers to lead the Board with excellence, the Board will develop leadership skills among its members.

BOARD OF DIRECTORS POLICY



Policy Name: Special Rules of Order

Number:

GP-12

Policy Type: Governance Process

Date Approved:

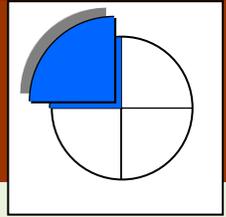
Date Amended:

Date Last Reviewed: November 5, 2018

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.
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.
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, seconded, discussed, and then voted on.
 - 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 other Board policies or 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 Operational Complaints

Number:

GP-13

Policy Type: Governance Process

Date Approved:

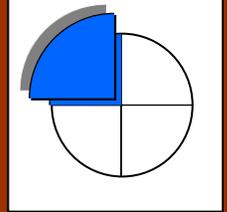
Date Amended:

Date Last Reviewed: November 5, 2018

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 ask the person making the complaint whether he or she has already discussed this matter with someone within the operating organization. If the person has not discussed the matter internally, the Board member shall direct the individual to the Senior Pastor or person designated by the Senior Pastor to handle complaints, and the Board member shall take no further action.
2. If the person making the operational complaint has talked with the staff person charged with handling complaints 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. The Board member shall indicate that he/she will ask the Senior Pastor to ensure that the matter is looked into and that the Senior Pastor or his designee respond directly to the person making the complaint.
3. The Board member shall not offer any evaluative comments or solutions.
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 of the complaint and request that it be resolved directly with the person making the complaint by either the Senior Pastor or his designee.

BOARD OF DIRECTORS POLICY



Policy Name: Handling Apparent Policy Violations

Number:

GP-14

Policy Type: Governance Process

Date Approved:

Date Amended:

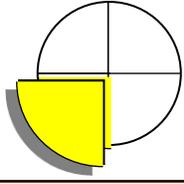
Date Last Reviewed: November 5, 2018

The Board as a whole has the responsibility to regularly monitor the performance of the Senior Pastor as outlined in the policies on Board-Senior Pastor 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 someone served. After the Board Member has followed the procedure for handling complaints (See Policy on Handling Operational 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.
 - If the alleged situation presents a material level of risk to the organization, Chair shall call a special meeting of the Board as soon as practicable and the Board shall determine if (a) it needs to seek legal counsel, and/or (b) engage an external, qualified, disinterested third party.
 - If the alleged situation does not present a sufficient level of risk for the above process, the Chair shall request the Senior Pastor to provide to the Board his or her interpretation of the policy, or the relevant parts of the policy, along with rationale for why the interpretation should be considered reasonable.
 - The Board shall determine whether the Senior Pastor's interpretation falls within any reasonable interpretation of the policy, or whether to request an opinion regarding reasonableness from a qualified, external, disinterested third party.
 - The Board shall determine whether to request evidence of compliance with the interpretation from the Senior Pastor or a qualified, external, disinterested third party.
 - 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.

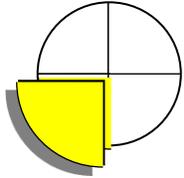
BOARD OF DIRECTORS POLICY



Policy Name: Global Board-Senior Pastor Delegation	Number:	BSPD
Policy Type: Board-Senior Pastor Delegation	Date Approved:	
	Date Amended:	
	Date Last Reviewed:	November 5, 2018

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:

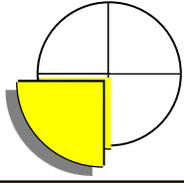
Date Amended:

Date Last Reviewed: November 5, 2018

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:

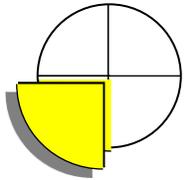
Date Amended:

Date Last Reviewed: November 5, 2018

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. Since the Senior Pastor is accountable for operational achievement, the Board will view Senior Pastor performance as identical to organizational performance. Therefore, the Senior Pastor's job description is to accomplish a reasonable interpretation of Board-stated Ends and comply with a reasonable interpretation of 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:

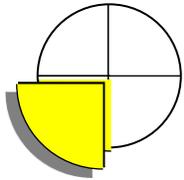
Date Amended:

Date Last Reviewed: November 5, 2018

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 Ends policies instructing the Senior Pastor to achieve specified results, for specified recipients at a specified cost.
 - 1.1. Policies that do not address the subjects of results, recipients or worth will not be included in Ends, as they relate to means.
 - 1.2. Specifically, documents such as strategic plans and budgets will not be considered Ends, as they relate to operational means of achieving the Ends.
2. The Board will develop Senior Pastor Limitations policies which limit the latitude the Senior Pastor may exercise in choosing the organizational means.
 - 2.1. These limiting policies will describe those practices, activities, decisions and circumstances that the Board would find unbiblical, unethical or imprudent, and therefore unacceptable, even if they were to be effective.
 - 2.2. 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:	November 5, 2018

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 has appropriate qualifications and a suitable level of independence from ministry management, 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, at the last meeting of the calendar year, based on the achievement of the Board's Ends policies and compliance with 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 Divine 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 of the Bylaws.

Number	Policy	Method	Frequency	Meeting Month*
E	Mega-End for Christ's Greenfield Lutheran Church	Internal Report	Annually	September
E-1	Students	Internal Report	Annually	September
E-2	People in Neighboring Communities Who Don't Believe in Jesus as Savior	Internal Report	Annually	September
E-3	People in Select World Communities Who Don't Believe in Jesus as Savior	Internal Report	Annually	September
SPL	General Senior Pastor Constraint	Internal Report	Annually	May 2020+
SPL-1	Treatment of People Served	Internal Report	Annually	February 2020+
SPL-2	Treatment of Staff and Volunteers	Internal Report	Annually	February 2020+
SPL-3	Treatment of Donors	Internal Report	Annually	February 2020+
SPL-4	Planning	Internal Report	Annually	May
SPL-5	Financial Condition: Fiscal jeopardy (in Header) and items 1 and 2	Internal Report	Three Meetings	Feb 2020+, May, Nov
SPL-5	Financial Condition (Entire Policy)	Internal Report	Annually	September
		External Report	Annually	November
SPL-6	Asset Protection	Internal Report	Annually	September
		External Report**	Annually**	November**
SPL-7	Compensation and Benefits	Internal Report	Annually	May
SPL-8	Communication and Support to the Board	Internal Report	Annually	November
SPL-9	Organizational Culture	Internal Report	Annually	November

*Meeting months monitoring reports are due begin in 2019, unless stipulated differently

** If included in Scope of Audit for that year

